

CHARACTERISTICS OF COMMUNICATION IN THE LOCAL PUBLIC ADMINISTRATION. CASE STUDY: BUCHAREST, CLUJ-NAPOCA AND TIMISOARA

Lucian-Vasile Szabo

Lecturer, West University of Timișoara

Abstract: The purpose of this study is to evaluate the ways in which the local public administration in Romania makes use of the opportunities offered by the development of digital communication. Another purpose is to identify the ways in which it builds its websites, how it uses them for efficient communication with the users, which the strategies of interacting with them are and which are the ways to involve the citizens in taking decisions important to the community. The public communication systems in three large urban centres of Romania – Bucharest, Cluj-Napoca and Timisoara – were examined. Special attention was given to both technological and media convergence in this communication relation and to the way in which the institutional websites function, observing whether the information is efficiently conveyed to the public. Another aspect taken into consideration is the way in which the citizens are encouraged to express their opinions and to take part in the decision making process. Modes of communication over controversial topics – the deficiencies of the local administration activity, the possible involvement of some mayors in corrupt activities – were analysed. These elements pinpoint the communication difficulties that the Romanian local administration encounters.

Keywords: public communication, web-sites, public administration, transparency, e-governance, local community

An introduction with several openings

The innovations brought on during the postmodern period gave public administration, whether local or central, the chance to better communicate with the citizens. Novel ideas put forth by postmodern theorists contributed to a wave of reform in the public administration, at times radically modifying the communication techniques utilized during the modern era (Szabo, 2017, 12-14). Having the most recent digital innovations at hand, the local public administration was forced to adapt and to try communicating with the citizens it serves almost instantaneously. Postmodern technology has not always been utilized in an efficient manner, but when this happened the results have been highly beneficial in terms of communication. New technologies require anthropological reflection on the post and the transhuman condition (Sandu, 2019).

Communication is one of the management instruments employed in local communities, and it often represents a problem and a challenge for the public administration. The development of digital services offers the administration the possibility to rethink and simplify its communication with the residents (Sinni, 2017). Efforts are being made worldwide in order to have an effective administration” The main features of smart cities are management and governance with real-time monitoring of different infrastructural parameters” (Klimovský, Pinterič and Šaparnienė, 2016). In contemporary Romania, despite the fact that the democratic system has a lot of weaknesses, the decisions of public institutions are taken, at least theoretically, by vote – and preceding debates – and the

decisions taken reflect the opinion of the majority of community members. These are not arbitrary decisions, taken without previous public consultation, as it used to happen during decades of (fascist and communist) authoritarianism and totalitarianism (between 1938 and 1989). The public administration is defined by “good governance”, its purpose being to ensure a high standard of living for the citizens and to facilitate reaching both personal and social objectives. The degree of satisfaction relating to “good governance” needs not only positive feedback, but also efficient measurement instruments (Pommer and Van Houwelingen, 2016).

Another major contemporary change is that the information flux is no longer unidirectional, going from the institution towards the citizen, the latter being unable to respond. Due to the diversification of the means of communication, each member of the community can be swiftly informed about the issues on the public agenda and can get involved in the decision making process (Balaban et al. 2016). Thus, the community can quickly send feedback regarding the discussion topics or the decisions already taken. It is all part of the complex communication system defined with the general term of “intermedia”, the exchange of information being facilitated by the technical and content convergence (Szabo, 2014: 2015).

The new technologies and communication techniques imply making the information and opinions exchange more efficient, thus radically changing the participants’ mode of action. The history of communication is merged with the history of mankind, although the study of communication as a science developed much later. Even at the dawn of human organization direct communication techniques were developed. Articulating sounds into coherent and intelligible language led to a better social organisation, oral communication becoming omnipresent. Body language cannot be ignored though, as gestures of intimacy or threatening ones, often being part of rituals, have also been a permanent presence in the history of both human kind and of communication. During millennia, writing remained a solid means of communicating decisions, of preserving information (content) and of exchanging information and ideas – but this was only accessible for the few literate ones. Important decisions were made public by putting up notices in special places, such as the church doors or other public institutions. Those who were literate would read them out loud, and thus the information reached more people.

As for the members of the community, most of them uneducated and illiterate, the decisions of their leader were almost always communicated to them orally. Romanian villages kept the habit of getting information by word of mouth up until the beginning of the 20th century. News was brought to the attention of the public by a herald (speaker) who was designated for this particular task and who was called a *bellman*. He would carry a percussion instrument (a drum) or a wind instrument (a bugle), the role of it being to draw the attention of the members of the community and announce something important was to be said. The printed text gaining ground during the second half of the 19th century – together with the growing number of literate citizens – made it possible for information to be transmitted by means of publications. As for the decisions of the local administration, displaying them in designated places would still have an important role, as it continued to be an efficient technique of communication.

The management of public administration implies the existence of various persons in key leading positions. One can draw a demarcation line between management and leadership, the former meaning that the person follows efficient procedures to reach an end, while in the latter case the leader makes a decision based rather on inspiration, thus mobilising the other persons in order to make things work. By analysing these aspects with a direct application to

public administration, Hințea, Țiclău and Jenei (2010) would find that the persons who lead public institution, local level included, have to face challenges linked to the electoral cycles. Being voted or re-voted into a public function is strongly influenced by the image the person has and by the number of persons who back him or her up. As a consequence, the mayor and local councillors will give great attention to both the way in which the institution they lead communicates, and also to their own media appearances and social networks posts (Nica, E. *et al.* 2014).

The specificities of communication in the local administration

The communication revolution brought on by technological advance and the diversification of the ways in which it is possible to communicate gives the public administration the opportunity to communicate efficiently with the residents by creating websites, pages and profiles on social media platforms, or by distributing content by using the online platforms of the mass media. These new possibilities facilitate the circulation of information from the public organization to the beneficiaries and back. The legislation and the Code of Conduct encourage the citizens to monitor the activity of the public administration, but, as one has noticed (Sandu, 2016), this type of control is not sufficient. By reminding us that information is a power factor in the local administration, Hințea, Țiclău and Jenei (2010) underline the danger of information overload, the truly important data being difficult to identify in an informational wave.

Bucharest, Cluj-Napoca and Timișoara are three of the most important Romanian cities, having a great influence upon the socio-economic life of the regions where they are found. They are dynamic cities, with a rapid economic growth and offering diverse opportunities career wise. The revenues of the inhabitants are above the national average, but at the same time these are the three most expensive cities in the countries, the various prices and tariffs being higher than in other important cities. The three are influential administrative units, with a high degree of innovation, capable of adopting and putting efficient solutions for local and regional governance into practice. New modes of communication are essential to these cities. Still, the communication process is not without hesitation, especially when the communication departments of the institutions do not employ sufficient specialists.

The official websites of the three local administrations avoid referring to the sensitive topic of corruption, although the theme is debated in the press with some intensity, and even more so in the social media. Generally, Romania is perceived as a country with a high degree of corruption on all levels, including local administration. The Corruption Perceptions Index 2016 – CPI 2016, presented by Transparency International, shows that, in 2016, having obtained 48 points, Romania is 57th on a global level, respectively the 24th – 25th in the European Union, sharing this place with Hungary. The only E.U. countries with a lower score are Italy (47), Greece (44) and Bulgaria (41). With its 48 points, Romania is low-ranking. This is also because of the issues in Bucharest, with its many corruption scandals. A former general mayor was tried and convicted. A similar situation happened in Cluj-Napoca, a mayor was convicted for taking bribe. There was no conviction in Timișoara, but criminal investigations are on their way and the name of a former mayor appears in the files.

Methodological specifications

The methods used for this study were content analysis and comparison. Several communication products conceived and posted on the institutional websites by the local administrations were examined. The comparison method was useful for highlighting the various particular approaches of the same topics in the case of the three administrative units.

Content analysis and comparison are both qualitative methods, thus it was necessary to limit the highlighting of direct correspondence elements between the communication products of the three local administrations in order to reduce the risk of high subjectivity levels (Krippendorff, 2013).

The purpose of the study was to find answers to the following questions: 1) Have the local administrations from Bucharest, Cluj Napoca and Timișoara adapted to the new communication methods? 2) How efficient are their means of communication? 3) What are the differences between mass media and social media when it comes to informing the residents about the issues of the community and the ways to solve them? 4) Was the content purely informative and / or was it used to promote certain individuals?

Examining the websites of the Bucharest, Cluj Napoca and Timișoara was based on the following hypotheses:

1) The websites are used to inform the citizens by posting bulletins, namely synthetic reports describing the decisions taken and their mode of being put into practice, as well as the novelties that appear in the management process of activities undertaken in the three cities.

2) The websites contain information for those who wish to visit or engage in commercial activities. Thus the information provided assists the outsiders in having a better overall image of the city. Such platforms develop the concept of *smart cities*, as it is commonly understood in other European cities (Bifulco, Tregua and Amitrano, 2017).

3) The beneficiary is on the same level as administration representatives when it comes to communication, as it is no longer one way, from the administrative unit to the beneficiary, an authoritarian model keeping the citizen in a subordinate position. Researchers have already highlighted these aspects with regard to other units of the local public administration in Romania (Enache and Morozan, 2013; Păuș, 2016).

4) The websites are used to promote a positive image for the institutions pertaining to the local public administration: local councils, city halls and other subordinate institutions. Sometimes the members of these institutions are promoted, with special focus on the mayors' activities. This situation requires reflection on institutional loyalty (Matei and Băieșu, 2014), as stipulated in the Code of Conduct, or loyalty to the mayor as a representative figure, as the mayor influences the activity and the revenue of the subordinates.

The most important characteristics of the websites

Bucharest

The website of the Bucharest General City Hall (PGMB) and the General Council of Bucharest (CGMB) is a modest one, with an unattractive design. The predominant colour on the first page is a dull shade of blue, at times overlapping with the few images or even some parts of the text, the general impression being of negligence and superficiality. This impression is emphasized by the texts written with a small font, thus difficult to read. The information is structured in three columns, namely three sections with a vertical layout, vaguely reminding the users of a newspaper page. This layout is simplistic and lacks imagination. The three columns are unequal in width, the one on the left being the narrowest, while the one on the right is the widest. The titles are written in two different shades of blue or in black. Such deficiencies characterize, to a large extent, communication in the Romanian local public administration (Vrabie and Tîrziu, 2017).

Despite the poor graphic layout, the website is dynamic because it contains a large number of sections and headings, thus allowing the user to quickly find the topic of interest. Sensitive issues are not avoided. For instance, the *News (De actualitate)* section contains a heading named *Trials – pending cases the General City Hall is a side of (Procese - dosare pe*

rol în care Primăria Capitalei este parte). The *News (De actualitate)* section also contains the heading *The situation of the requests submitted to the registry office (Situția solicitărilor depuse la registratura PMB)*, an interactive app that allows the users to track how their request is being handled. Interactivity does not stop there. The heading *Contact* gives the users various possibilities to reach the departments of the Bucharest General City Hall and to obtain answers.

The website of the Bucharest General City Hall (PGMB) and the General Council of Bucharest (CGMB) informs the citizens by posting press releases, the mayor's resolutions and also the resolutions adopted by the council, each of these three items being posted under a separate heading. Content analysis of the administrative documents that double as communication products reveals a rich activity. In 2017 361 press releases, 68 announcements, 809 dispositions issued by the mayor and 585 city council resolutions (January to November) were posted. The press releases are in connection with various events that are important to the community and often make reference to the measures adopted by the City Hall or the council. At times the press releases are used to announce decisions that are polemical and political in nature. One such example is the mayor's decision to bring various political opponents to trial.

Cluj Napoca

The Cluj Napoca City Hall and Local Council website has a fairly good graphic design, the conservative tones being attenuated by the dynamism imprinted by some of the solutions found to increase attractiveness. The colours are bold, particularly those used for links, the predominant colour being blue. The information is arranged in three columns. The ones on the sides are narrower and are dedicated to section titles, while the middle one is three times wider than the side columns, thus offering sufficient space to create dynamic information products. This is where communication products containing quality photographs are placed. To their right one can find a descriptive title, and underneath them lead paragraphs are placed. A *more details* link redirects the user to the full text article. The website offers no information on controversial issues, all the bulletins shedding an advantageous light on the local officials. The mayor appears in almost all of the photographs, and these are permanently posted on the first page. This is a clear indication of the dependency of the administration on politics and of survival after electoral cycles (Hințea, 1998).

The bulletins fall under three categories: 1) The Mayor's agenda; 2) The City Hall and the local community; 3) Useful information. Having a *Mayor's agenda* section denotes preoccupation for one's positive image, an image that could ensure success during the following round of elections. In 2017 a total of 333 bulletins were posted, of which 186 in the *Mayor's agenda*, 73 in the *City Hall and the local community* section and 74 in the *Useful information* section. There are 420 additional posts placed in a separate section. The Cluj Napoca Local Council issued 1086 decisions in 2017, whilst the mayor only issued one resolution. The information regarding administrative issues is not translated into foreign languages, not even the ones of various local minorities. However, it does contain a media platform with cultural and touristic information in Romanian, English, German, Hungarian and French. Cluj Napoca has made visible progress in this field, as it has long term strategies concerning this aspect (Ilieș et al., 2010).

Timișoara

The Timișoara City Hall and Local Council website has a plain design, and the content is meagre as well. There are few sections, and the graphic elements are overly simplified. The graphic layout displays two narrow columns to the left and to the right of the page and a very wide, rudimentary looking column in the middle. There are few images. The texts are written in blue, with a small font, thus difficult to read. The only photograph is portraying the incumbent mayor. The only dynamic element is the rendering, in succession, of several section titles in the upper part of the website. There is no logical connexion between these sections, as some present issues of public interest, such as Timișoara 2021 European Capital of Culture, while others make reference to odd things such as online appointments to dental practices. The way this website is administered denotes negligence, but also a desire to maintain control over the information, in an official context, much like other local administrations (Savigny, 2002).

The Timișoara City Hall and Local Council website proves that those who work in the public administration of the city do not feel the need to interact with the residents, communication taking place according to obsolete norms. Furthermore, it seems negligent, and information is administered parsimoniously. The City Hall management ignores the advantages of digital communication. Broadly speaking, this constitutes a challenge for many local administrations (Rocha and Să, 2013). Bulletins lack altogether, and under the headline *Announcements* one can only find 13 communication products for the entire year (2017). The Local Councils appears to be more industrious, as it adopted 531 resolutions in 2017. However, the activity of the City Hall, the mayor and the Local Council of Timișoara is frequently debated on mass media and social media platforms. Social media, particularly Facebook, is favoured by the mayor, who sometimes engages in polemic discussions.

Communication issues

After having examined the way in which the local administrations of Bucharest, Cluj-Napoca and Timișoara communicate with the citizens, the first conclusion to be drawn is that they have adapted only to a small extent to the challenges posed by the new technologies and communication methods. Similarly, to other parts of the world, the communication capacity of the public administration is below the needs and abilities of the population (Lidén and Larson, 2016). The websites are seemingly comprehensive, having a lot of sections, but the information is not ranked according to its importance. The analysis reveals that one cannot speak about substantial exchange of information and opinions between the public administrations and the residents they serve (Buchman and Meza, 2012). Although technological convergence can ensure media convergence and interactivity, in this case e-governance is restricted to placing some content with the help of communication departments. There is no real dialogue, as the possibility to express opinions is limited. Considering that the interest for the activities of local institutions is reduced (Mckenna, 2011; Matei and Băieșu, 2014), these websites further discourage contact and interaction. The local administrations from Bucharest, Cluj-Napoca and Timișoara still have a long road ahead in this matter and they need the services of communication specialists with an expertise in this field (Valentini, 2013). As Resnick (2016, pp. 12-13) and Sinni (2017) highlight, the way of communicating needs to change from merely informing the citizens to consulting them and having them take part in the decision making process.

The only interaction is the one concerning online payment of taxes, recording requests and following their bureaucratic trajectory. There is no discussion forum where the local authorities could offer answers or online assistance, fact that might suggest that these municipalities are not transparent enough (Navarro Herans, Mora Aguido and Delgado Jalón,

2016). The platform <http://www.domnuleprimar.ro> attempts to replace this function. It is a complex website which the residents can use to notify the local authorities about various situations they encounter in the daily life of the community.

In some situations, the communication facilities held by the three local administrations are used not only to inform the citizens and in order to interact with them, but to promote certain individuals as well, the purpose being to enhance their public image. In some situations activities undertaken by the mayors also represent political propaganda and electoral promotion.

The representatives of the local administration use various tactics to avoid making mention of issues that are barely legal, particularly when there are suspicions of corruption, or to minimize the facts when they become public. Such situations are complicated and risky for the image of the institutions and the persons involved. This requires better training of the representatives of public institutions in the field of crisis communication. Considering that the influence of the mass media on the public opinion is declarative rather than proven (Hopkins, Kim and Kim, 2017), public administrations can determine a favourable information flow by better administering their websites.

Conclusions and recommendations

The recommendations concern two fields of interest. The first category highlights the need to adopt measures that could improve the quality of communication between local administrations and the beneficiaries, respectively the websites they administer. The second set of recommendations refers to identifying several research directions.

The websites are strictly informative, but the communication products presented only retain information which is neutral or favourable to the local officials. Both feedback and direct interaction with the users are neglected. There is a polemic dimension – found in the mass media and even more so in the social media – when discussing the problems of the community, problems that the local public administration is to deal with. There is a stricter control of the users' interventions on the websites. Raising the degree of trust in the local public administration can only be achieved by developing interaction (Lee and Kim, 2014). In order to achieve this the administrative units must include discussion forums on their websites and to offer the possibility to visualise the notifications made by the users and promptly answer them, so that all parties interested can be correctly informed and can take part in solving the issues that arise (McAllister, Taylor and Harman, 2015).

As Vlad (2013) underlines, „Fortunately, newspapers, television and radio stations are not any more the only mass communication channels accessible to central and local governments (though the importance of radio in rural Romanian communities should not be underestimated). The modern communication technologies have created new avenues to reach the audiences and get their feedback”. However, the local public administration in Romania is not ready to face this challenge. Nevertheless, this is not an isolated case, as local public administrations in other countries face the same issue (Sienkiewicz and Michałowski, 2017).

There is a need to diversify communication techniques by uploading content in foreign languages, particularly English, French, Spanish, Italian, German. This requirement is particularly relevant in the case of Bucharest, since this type of communication product is missing from the current website or is distributed inappropriately. Such sections need to be much more visible, in order to support the foreign users who are in Bucharest visiting or for business. Communication products in widely spoken languages are necessary for the Cluj-Napoca and Timișoara websites as well.

It is also necessary to present data about the decisions of other institutions regarding the activities of the three city halls and local councils. One category of such information is represented by the decisions of the prefect of each county concerning local council resolutions. Also, it is necessary to post the sentences given by the administrative courts, as they have important effects on the life of the community. Other types of sentences are of interest to the community, particularly those concerning corruption deeds. Keeping such issues quiet, as it is currently happening, is not a good solution, as the citizens are interested in the sentences given in the case of local officials. Thus, besides suspicions of corruption, the inability to efficiently communicate amplifies the citizens' traditional lack of trust in the local government (Hințea and Țiclău, 2017).

The second category of recommendations concerns this study. In the future it is required to expand the analysis to other administrative units in order to determine whether what was observed so far describes their communication activity in their cases as well. It is necessary to establish what the common elements are and what differentiates them, in order to establish a general pattern. However, the most important activity is to determine what are the most efficient communication strategies and methods, with the best results, in order for other local public administrations to assume and introduce them in their communication practices. The research activities could be extended in order to investigate modes of public communication in other administrative institutions: the tax authority, the consumer protection office, the public health authority, the pension services and so on. This extensive research needs time and resources. Nevertheless, the results could be used to create a guide of efficient communication for the local and central public administration. This guide would highlight the successful communication methods employed by each institution. Another recommendation would be to extend the study in order to encompass the efficient communication activities undertaken by the local public administrations in other countries with a focus on two distinct categories. One category would comprise the city halls and local councils from countries bordering Romania, and the other category would comprise administrative units from West European states, where institutions are known for their efficiency. These good practices in communication could be successfully transferred to the local public administration in Romania. Another direction is extending the research towards the opportunities offered by social media, as the young generation is very active on such platforms (Keating and Melis, 2017). Thus, it is possible to build strategies that would involve them in taking decisions in the local community. This way, the image one has on the local public administration will be a comprehensive one.

Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The author(s) received no financial support for the research, authorship, and/or publication of this article.

BIBLIOGRAPHY

1. Balaban, D. C. *et al.* (2016). Online Communication And PR in Romanian Public Administration. The Case Study of Public Institutions from Transylvania. *Transylvanian Review of Administrative Sciences*, Special Issue, 20-34.

2. Bifulco, F., Tregua, M. and Amitrano, C.C. (2017). Co-Governing Smart Cities Through Living Labs. Top Evidences from EU. *Transylvanian Review of Administrative Sciences*, Special Issue, 21-37.
3. Buchman, R. and Meza, R. 2012. Toward a semantic e-government. *Transylvanian Review of Administrative Sciences*, Special Issue, 33-47.
4. CPI 2016: www.transparency.org.ro/politici_si_studii/indici/ipc/2016/CPI2016 Presentation. pdf.
5. Enache, E. and Morozan, C. (2013). Communication through Websites Achieved by the City Halls of Pitești, Brăila and Râmnicu-Vâlcea. *Management Strategies*, 3(21), 33-40.
6. Hințea, C. (1998). Public Administration – a Managerial Approach. *Transylvanian Review of Administrative Sciences*, 1(1), 1-7.
7. Hințea, C., Țiclău, T. and Jenei, G. (2010). Management și leadership. O analiză comparativă a conceptelor (Management and Leadership in the Public Sector. A Comparative Analysis of the Concepts). *Transylvanian Review of Administrative Sciences*, 26(2), 28-39.
8. Hințea, C. and Țiclău, T. (2017). Public Administration Reform in Romania after 25 Years. In P. Kovač and M. Bileišis (eds.), *Public Administration Reforms in Eastern European Union Member States*, Vilnius, Lithuania: Mykolas Romeris University, 389-426.
9. Hopkins, D., Kim, E. and Kim, S. (2017). Does newspaper coverage influence or reflect public perceptions of the economy?. *Research and Politics*, 1–7. <http://journals.sagepub.com/doi/full/10.1177/2053168017737900>.
10. Ilieș et al. (2010). City Branding for Cluj-Napoca. A Case of the Local Public Administration Initiative. *International Journal of Computers and Communications*, 4(1), 49-58.
11. Keating, A. and Melis, G. (2017). Social media and youth political engagement: Preaching to the converted or providing a new voice for youth? *The British Journal of Politics and International Relations*, 19(4), 877–894.
12. Klimovský, D., Pinterič, U., and Šaparnienė, D. (2016). Human Limitations to Introduction of Smart Cities: Comparative Analysis From Two CEE Cities. *Transylvanian Review of Administrative Sciences*, Special Issue, 80-96.
13. Krippendorff, K. (2013), *Content Analysis: An Introduction to Its Methodology*, Thousand Oaks, USA: Sage Publications.
14. Lee, J. and Kim, S. (2014). Active Citizen E-Participation in Local Governance: Do Individual Social Capital and E-Participation Management Matter? *Proceedings of the 47th Annual HICSS conference*, Hawaii, USA, 2044-2053.
15. Lidén, G. and Larson, A.O. (2016). From 1.0 to 2.0: Swedish municipalities online. *Journal of Technology & Politics*, 13(4), 339-351.
16. Matei, A., and Băieșu, R. (2014). Good Administration and Performance of Local Public Administration. *Procedia - Social and Behavioral Sciences*, 109, 684 – 687.
17. McAllister, R.R., Taylor, B. M. and Harman, B. P. (2015). Partnership Networks for Urban Development: How Structure is Shaped by Risk. *The Policy Studies Journal*, 43(3), 379-398.
18. Mckenna, D. (2011). UK Local Government and Public participation: Using Conjectures to Explain the Relationship. *Public Administration*, 89(3), 1182–1200.
19. Navarro Herans, E., Mora Aguido, L. and Delgado Jalón, M.L. (2016). Analyzing the Transparency Traditional Variables Within the Spanish Municipalities. *Transylvanian Review of Administrative Sciences*, Special Issue, 129-145.

20. Nica, E. *et al.* (2014). The Effectiveness of Social Media Implementation at Local Government Levels. *Transylvanian Review of Administrative Sciences*, Special Issue, 152-166.
21. Păuș, V. (2016). Leadership Strategies in Promoting the Image of the Mayors on the Web sites Sector Town Halls and of Bucharest City Hall. *Transylvanian Review of Administrative Sciences*, Special Issue, 146-163.
22. Pommer, E. and Van Houwelingen, P. (2016). Public administratipon in Europe. *Zarządzanie Publiczne*, 36(2), 34-51.
23. Resnick, E. (2016). *Developing Citizen Designers*. New York, USA: Bloomsbury.
24. Rocha, À. and Sà, F. (2014). Planning the Information Architecture in a Local Public Administration Organization. *Information Development*, 30(3), 223–234.
25. Sandu, A. (2016). Openness and Transparency in Public Administration. *European Journal of Business and Social Sciences*, 5(2), 59-71.
26. Sandu, A. (2019). Towards a Phenomenology of the Digitalization of Consciousness. The Virtualization of the Social Space. *Postmodern Openings*, 10(2), 155-161.
27. Savigny, H. (2002). Public Opinion, Political Communication and the Internet. *Politics*, 22(1), 1-8.
28. Sienkiewicz, M.W. and Michałowski, S. (2017). Public Administration in Poland: Reforms and Systemic-Organizational Issues. In P. Kovač and M. Bileišis (eds.), *Public Administration Reforms in Eastern European Union Member States*, Vilnius, Lithuania: Mykolas Romeris University, 139-194.
29. Sinni, G. (2017). Participatory Design for Public Services. Innovation in Public Administration. *The Design Journal*, 20(1), 3368-3379.
30. Szabo, L.V. (2014). Future of Communication: from New Media to Postmedia. *Procedia - Social and Behavioral Sciences*, 163, 36 – 43.
31. Szabo, L.V. (2015). Intermedia: Challanges of Media Communication. In I. Boldea (ed.), *Debates on Globalization. Approaching National Identity through Intercultural Dialogue*. Tîrgu-Mureș, România: Arhipelag XXI, 106-116.
32. Szabo, L.V. (2017). *Media Communication: Present and Future*. București, Romania: Tritonic.
33. Valentini, C. (2013). Public Relations in the Public Sector. The Role of Strategic Communication in the Italian Public Administration. *Sinergie*, 92, 93-113.
34. Vlad, T. (2013). Is there anybody out there? For a better communication between Romanian public administrators and their constituencies. *Transylvanian Review of Administrative Sciences*, Special Issue, 189-195.
33. Vrabie, C. Tîrziu, A.M. (2017). Transparency and Responsibility in the Public Administration Institutions. The Case of Romania. *EIRP Proceedings*. Available at SSRN: <https://ssrn.com/abstract=3082504>.