

PERSONAL INFORMATION

Hiroko Kudo



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Sex Female | Date of birth 28/02/1968 | Nationality Japanese

WORK EXPERIENCE

01/04/2005–Present

Full Professor

Chuo University, Tokyo (Japan)

Undergraduate and graduate teaching of Public Policy and Management, Responsible for research development and coordination, Research in Public Management

01/10/2008–Present

Lecturer and Visiting Professor

The University of Tokyo, Tokyo (Japan)

Teaching and research at Graduate School of Public Policy

01/04/2005–Present

Lecturer

Waseda University, School of International Liberal Studies, Tokyo (Japan)

10/2017–Present

Editorial Board Member

Public Management Review

05/2016–Present

Board member

Japanese Society for Public Administration (Japan)

2013–Present

Programme Committee Member

ICEGOV

01/04/2005–Present

Board member

International Academy of CIO

01/09/2016–31/03/2018

Special advisor to the Governor

Tokyo Metropolitan Government, Tokyo (Japan)

01/04/2016–31/03/2018

Senior Visiting Research Fellow

Policy Research Institute, Ministry of Finance, Government of Japan, Tokyo (Japan)

Research and evaluation on training courses, proposal of new courses at the Ministry of Finance

07/03/2018–21/03/2018

Visiting Fellow

University of Pisa, Department of Economics and Management, Pisa (Italy)

Research projects participation and teaching at master and undergraduate courses

- 01/09/2016–30/09/2016 **Visiting Scientist**
University of Cagliari, Cagliari (Italy)
Research at the Department of Social Science and Institution
- 20/04/2015–31/08/2015 **Senior Visiting Research Professor**
Bocconi University, Milan (Italy)
Undergraduate and graduate teaching of Public Management, Research in Public Management at Department of Public Management and Policy Analysis
- 01/09/2014–30/04/2015 **Visiting Research Fellow**
Deutsche Forschungsinstitut für Öffentliche Verwaltung Speyer, Speyer (Germany)
Research in Public Management
- 01/04/2002–31/03/2014 **Accountant and policy advisor**
Chiyoda Ward, Tokyo, Chiyoda (Japan)
- 01/04/1998–31/03/2005 **Associate Professor**
Waseda University, Tokyo (Japan)
Undergraduate teaching and research in public administration, public management, and public policy
- 01/11/2001–31/03/2003 **Guest Researcher**
Economic and Social Research Institute, Cabinet Office, Government of Japan, Tokyo (Japan)
Research on public finance
- 01/09/2001–30/09/2001 **Visiting Professor**
University of Rome La Sapienza, Rome (Italy)
Research on Italian Public Administration Reform at Department of Public Law, Faculty of Law
- 01/04/1995–31/03/1998 **Lecturer**
Aichi Shukutoku University, Nagoya (Japan)
Undergraduate teaching and research in public policy and management

EDUCATION AND TRAINING

- 06/07/1998 **Ph.D. in Public Policy**
University of Venice, Venice (Italy)
- 01/04/1992–25/03/1995 **Ph.D. candidate**
Waseda University, Graduate School of Political Science, Tokyo (Japan)
- 01/04/1990–25/03/1992 **Master in Public Administration**
Waseda University, Graduate School of Political Science, Tokyo (Japan)
- 01/04/1986–25/03/1990 **BA in Political Science and Economics**

Waseda University, School of Political Science and Economics, Tokyo (Japan)

PERSONAL SKILLS

Mother tongue(s) Japanese

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C1	C1
Italian	C2	C2	C2	C2	C1
German	C2	C2	C1	C1	B2
French	B2	B2	B1	B1	B1

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user
Common European Framework of Reference for Languages

ADDITIONAL INFORMATION

Selected Publications

- [Hiroko Kudo](#), "Le Regioni a Statuto Speciale: loro possibilità e limiti", in Giovanni Coinu, Gianmario Demuro e Francesco Mola (a cura di), *La Specialità Sarda alla prova della crisi economica globale*, Edizioni Scientifiche Italiane, pp.183-193, 2017.
- [Hiroko Kudo](#), "To have or not to have, that is *not* the Question!: Digital divide as a myth, or the cognitive limitation to understanding information", in AAVV, *Digital Divide in the Danube Region: Is it still significant in explaining ICT adoption in eDemocracy and eGovernment?. Proceedings of the Central and Eastern European eDemocracy and eGovernment Days 2017*, pp. 57-67, 2017.
- [Hiroko Kudo](#), "Making Public Policy with Big Data? - How to deal with uncertainty –" in *ICPP3 Singapore 2017 Panel T07P06 Evidence-based Policy Making and Policy Evaluation*, <http://www.ippapublicpolicy.org/conference/icpp-3-singapore-2017/>, 2017.
- [Hiroko Kudo](#), "Why Big Data Often Fails: An analysis on why ticket data of London Olympic Games has not utilized", in <23-9-1-E> *Technology in Government 2017 Korean Association for Public Administration (KAPA) International Conference "Bigger Challenges and Governing Capacity"*, pp. 25-43, 2017.
- [Hiroko Kudo](#), "Building executive capacity in the Japanese Civil Service", in Andrew Podger and John Wanna (eds.), *Sharpening the Sword of State*, ANU Press. pp.97-123, 2017.
- Antonio Leotta, Daniela Ruggeri, and [Hiroko Kudo](#), "Performance Measurement Systems Innovations in National Healthcare Contexts", *European Journal of Economics, Finance and Administrative Sciences*, Issue 92 December, pp.96-113, 2016.
- [Hiroko Kudo](#), "Europeanization or New Public Governance? – Reinventing Italian in-intermediate institutions under pressure", in Renè Andessner, Dorothea Greiling, Rick Vogel (eds.), *Public Sector Management in a Globalized World*, Springer Gabler, pp.111-134, 2016.
- [Hiroko Kudo](#), "Still convinced by New Public Management of introducing somehow New Public Governance? How Japanese local governments are coping with these changes to deliver public services", *Zeitschrift für öffentliche und gemeinwirtschaftliche Unternehmen*, 1-2 2016, 39. Jahrgang, pp.77-88, 2016.
- [Hiroko Kudo](#), "Co-design, Co-creation, and Co-production of Smart Mobility System", in Rau, Pei-Luen Patrick (Ed.), *8th International Conference, Cross-Cultural Design 2016, HCI International 2016*, pp.551-562, 2016.
- [Hiroko Kudo](#), "When the E-Government Strategy Itself is a Failure: How to deal with the two Decades Loss of Japanese E-Government Policies", in AAVV, *Multi-Level (e)Governance: Is ICT a mesas to enhance transparency and democracy?, Proceedings of the Central and Eastern European eDemocracy and eGovernment Days 2016*, pp.119-130, 2016.
- [Hiroko Kudo](#), "Trust and Values in Governance of Network", in Alexander Balthasar and Klemens H. Fischer (eds.), *Good Governance Based on a Common Bedrock of Values – Providing Stability in Times of Crisis?, Proceedings of the Conference on European Democracy 2015 (EuDEM 2015)*,

pp.165-188, 2016.

- Hiroko Kudo and Benoit Granier, "Citizen Co-designed and Co-produced Smart City: Japanese Smart City Projects for "Quality of Life" and "Resilience", in *Proceedings of the 9th International Conference on Theory and Practice of Electronic Governance (ICEGOV 2016)*, pp. 240-249, 2016.
- Benoit Granier and Hiroko Kudo, "How are Citizens Involved in Smart Cities?: Analysing citizen participation in Japanese "Smart Communities"", *Information Polity, Special Issue "Smartness in Governance, Government, Urban Environments, and the Internet of Things"*, Vol.21, no.1, pp.61-76, 2016.
- Hiroko Kudo, "Bridging the Gap between Reform Practices and Literatures: New public service delivery of Japanese local governments", in *International Public Management Review*, Vol.16, no.1, pp.147-164, 2015.
- Vincenzo Zarone and Hiroko Kudo, "Management Control of the Training Cycle: Evidence from Italian Public Administrations", *European Journal of Economics, Finance and Administrative Sciences*, Issue 78, pp. 81-99, 2015.
- Hiroko Kudo, "What Citizen Involvement Needed for Better Public Governance: an international comparison with Japanese case study", 2015 KAPA International Conference, "What is the Essence of 'Good Public Administration'?", [16-4-4-E] *Partnership, Private Participation and Governance*, pp.39-62, 2015.
- Hiroko Kudo, "Guaranteeing Diversity while Promoting Integration: Territorial, Cultural and Institutional Identities under Insularity and Multi-level Governance", in Alexander Balthasar and Klemens Fischer (eds.), *Multi-level Governance – from local communities to a true European community, Proceedings of the Conference on European Democracy 2014 (EuDEM 2014)*, Klein Publishing GmbH, Intersentia, Berliner Wissenschafts-Verlag, pp.151-172, 2015.
- Hiroko Kudo, "The privatization of Japanese National Railways as a political-led solution to the problem of a baffled public corporation", in Ewan Ferlie and Edoardo Ongaro (eds.), *Strategic Management in Public Services Organizations: Concepts, Schools, and Contemporary Issues*, Routledge, pp.159-163, 2015.
- Vincenzo Zarone, Hiroko Kudo, and Luca Anselmi, "Strategic Civil Service Training For Public Management: A comparison of national models in positioning matrix", *European Journal of Management*, 15 (2), pp.97-113, 2015.
- Hiroko Kudo, "E-Government in Aging Society - How ICT has to cope with aging population", in AAVV. *eGovernment: Driver or Stumbling Block for European Integration?*, *Proceedings of the Central and Eastern European eGovernment Days 2014*, Austrian Computer Society, pp.161-181, 2014.
- Hiroko Kudo, "Aging Society as a Main Driver of Public Sector Reform: Japanese Experiences of Coping with New Social and Economic Challenges", in Peter Friedrich, Dorothea Greiling and Toomas Haldma (eds.), *Public Sector in Transition*, University of Tartu Press, pp.65-87, 2014.
- Hiroko Kudo, "The impact of European Integration on its member countries: the case of Italy", in Johannes W. Pichler & Alexander Balthasar (eds.), *The Report on the Future of Europe – Striking the Balance between "Unity" and "Diversity"?* *Proceedings of the Conference on European Democracy 2013*, Neuer Wissenschaftlicher Verlag, pp.261-269, 2014.
- Hiroko Kudo, "Citizen empowerment in local water management: Experiences from some designated management system cases in Japan", in Dorothea Greiling, Peter Eichhorn, and Ian Macdonald (eds.), *Entrepreneurship in the Public Sector*, Zeitschrift für öffentliche und gemeinwirtschaftliche Unternehmen Beiheft 43, Nomos Verlagsgesellschaft, 2014.
- Hiroko Kudo, "Innovative Public Sector Management through Public Service Delivery: The Case Study of an Italian Special Autonomous Region", in Toru Sakurai, Ian Macdonald, Tatsuo Yoshida, and Koichiro Agata (eds.), *Financing Public Services: Taxes, User Pay or Other Forms of Service Delivery?*, Waseda University Press, pp.39-59, 2013.
- Hiroko Kudo, "Public Sector Management Innovation in Special Autonomous Regions in Italy: intergovernmental relationship and public service delivery", in Céline du Boys, Robert Fouchet, Bruno Tiberghien (eds.), *Management Public Durable: dialogue autour de la Méditerranée*, Bruylant, pp.389-408, 2013.
- Hiroko Kudo, "E-Government as strategy of public sector reform: Peculiarity of Japanese IT policy and its institutional origin", in Johannes W. Pichler and Alexander Balthasar (eds.), *Open Dialogue between EU Institutions and Citizens – Chances and Challenges*, Neuer Wissenschaftlicher Verlag, pp.269-289, 2013.
- Hiroko Kudo, "Il panorama internazionale: Il Giappone", in Aldo Pavan e Elisabetta Reginato (a cura di), *Programmazione e Controllo nelle Amministrazioni Pubbliche*, Giuffrè Editore, pp.300-

306, 2012.

- Hiroko Kudo, “Values and Virtues in the Japanese Public Sector”, in Michiel S.De Vries and Pan Suk Kim (eds.), *Value and Virtue in Public Administration: A Comparative Perspective*, Palgrave Macmillan, 2011.
- Hiroko Kudo, “E-Government as Strategy of Public Sector Reform”, *Financial Accountability and Management*, Vol.26, N.1, 2010, pp.65-84.
- Hiroko Kudo, “Client-Orientation for Good Governance vs. Clientelism”, *The NISPAcee Journal of Public Administration and Policy*, 2009, V.II N.2, pp.89-96
- Hiroko Kudo, “Does E-Government Guarantee Accountability in Public Sector?: Experiences in Italy and Japan”, *Public Administration Quarterly*, Volume 32, Number 1, Spring 2008
- Hiroko Kudo, “Premessa: Cosa è il decentramento?” and “Introduzione per Parte seconda. Corea del Sud e Giappone”, in Kudo, H., G. Ladu, and L. Pegoraro (a cura di), *Municipi d'Oriente, Il governo locale in Europa orientale, Asia e Australia*, Donzelli, 2008.
- Hiroko Kudo, “Riforma dell'amministrazione pubblica giapponese e sistema di budget”, in Busi, M.L., *Le procedure di bilancio in una prospettiva comparata*, Editoriale Scientifica, 2006.
- Bogomil Ferfila, Hiroko Kudo, and Paul Phillips, “*Japonska in Slovenija – Japan and Slovenia*”, Univerza v Ljubljani, 2006
- Hiroko Kudo, “Riforma della pubblica amministrazione, governance e sviluppo locale in Giappone”. in Panozzo, F. (a cura di), *Pubblica amministrazione e competitività territoriale*, FrancoAngeli, 2005.
- Hiroko Kudo, “Reform of Public Management through ICT: Interface, Accountability and Transparency”, in Jones, L.R, K. Schedler, and R. Mussari, (eds.), *Strategies for Public Management Reform*, Elsevier, 2004.
- Hiroko Kudo, “Between the ‘governance Model and the Policy Evaluation Act: New Public Management in Japan” in *International Review of Administrative Sciences*, Vol.69 Issue 04, Sage Publications, 2003
- Hiroko Kudo, “Comment (to Filippini and Arachi paper)”, in Massimo Di Matteo and Paolo Piacentini (eds.), *The Italian Economy at the Dawn of the 21st Century*, Ashgate, 2003.
- Hiroko Kudo, “Performance Measurement for Governance: from TQM to Strategic Management and Programme Budgeting”, in Bräuning, D. and P. Eichhorn (Eds.), *Evaluation and Accounting Standards in Public Management*, Nomos Verlagsgesellschaft, 2002.
- Hiroko Kudo, “Una riflessione sullo sportello unico: dopo le prime esperienze italiane e i casi d'avanguardia di Singapore”, in Bianchi, M. (a cura di), *L'intervento degli enti pubblici per la valorizzazione della competitività dei sistemi locali*, Società Editrice Il Ponte Vecchio, 2001.
- Hiroko Kudo, *Comparative Political System*, Waseda University Press (Japanese translation of Giovanni Sartori, 1997, *Comparative Constitutional Engineering*, MacMillan), 2000.

AWARD

- Hiroko Kudo, "Reinventing Panopticon to reconsider the safety and security vs. privacy issue: Ontological approach to examine surveillance" in AAVV. *Independence Day: Time for a European Internet?, Proceedings of the Central and Eastern European eDemocracy and eGovernment Days 2015*, Austrian Computer Society pp.113-124, 2015. (Best Paper Award)

Awarded research projects

- 2016-2018 Research on sport policy and its evaluation, Grant-in-aid of the Japanese Society for the Promotion of Science
- 2013-2017 Research on “Impact of public administration reform and development of Post-NPM”, Grant-in-aid of the Japanese Society for the Promotion of Science. (as research team member)
- 2008-2011 Research on “The Governance Capability of Sub-national Governments in a Unitary System: Case Studies of Italian Special Autonomous Regions”, Grant-in-aid of the Japanese Society for the Promotion of Science.
- 2007-2011 Research on “Governance of Local Public Finance and System Reform”, Grant-in-aid of the Japanese Society for the Promotion of Science. (as research team member)
- 2005-2008 Research on “Comparative Study on ‘The New Public’ and the Role of Public Sector”, Grant-in-aid of the Japanese Society for the Promotion of Science.
- 2004-2007 Research on “International Comparative Study on Diversification of Public Service Delivery during Public Finance Reform”, Grant-in-aid of the Japanese Society for the Promotion of

Science (as research team member)

- 2004-2006 Research on “International Comparison of Public Service and Ethics”, Grant-in-aid of the Japanese Society for the Promotion of Science (as research partner)
- 1998-2000 Research on “Multidisciplinary Study on New Public Management”, Grant-in-aid of the Japanese Society for the Promotion of Science (as research team member)

Lectures and Courses

- Introduction to Public Management (in English, graduate level) 2016-
- Management Pubblico (in Italian) 2011-
- Art Management (in Italian and in English, graduate level) 2007-
- Public Management (graduate level) 2005-
- Comparative Public Policy (graduate level) 2005-
- Governance Study 2005-
- Public Management, Public Services and Local Government (in English) 2004-
- Public Policy and Finance (in English) 2004-
- Strategic Management (in German) 2014-2015
- e-Government (in German) 2014-2016
- Performance Measurement and Policy Evaluation (in English and in Japanese, graduate level) 2009-2014
- Pianificazione territoriale e management strategico (in Italian, graduate level) 2009-2010
- Japanese Government (in English, graduate level) 2008-2015
- e-Governance (in English, graduate level) 2004-2008
- Public and Private Partnership (in English, graduate level) 2004-2008
- Public Management and Business Environment (in English) 2004-2005
- Japanese Government (in English) 2001-2004
- Public Administration 1998-2005
- Socio-dynamics 1996-1998
- Japanese Politics and Government (in English) 1996-2001
- Comparative Urban Policies 1995-1998