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## Isabel Silva

### Professora Auxiliar Convidada

CIES-Iscte - Centre for Research and Studies in Sociology  
Department of Political Science and Public Policy (ESPP)



### Contacts

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### Research Interests

Education
Data Analysis
Public Policy
Multiple Streams Framework

### Academic Qualifications

University/Institution	Type	Degree	Period
ISCTE-Instituto Universitario de Lisboa	PhD	Políticas Públicas	2018

ISCTE-Instituto Universitario de Lisboa	Post-graduation	Análise de Dados em Ciências Sociais	2014
University of Reading	M.Sc.	International Investment and European Integration	1994
Universidade Nova de Lisboa - Nova School of Business and Economics	Licenciate	Economia	1991

## External Professional Activities

Period	Employer	Country	Description
2022 - 2024	Escxel - Edulo	Portugal	Teacher diagnostic and model for teacher hiring
2022 - 2022	Ministry of Education	Portugal	Research and discussion on main education policy international themes

## Teaching Activities

Teaching Year	Sem.	Course Name	Degree(s)	Coord
2025/2026	2º	Public Policy Selected Researches	Doctorate Degree (PhD) in Public Policy;	No
2025/2026	2º	Public Audit Standards and Methodologies	Post Graduation Program in Public Finance;	No
2025/2026	2º	Public Procurement and Control	Post Graduation Program in Public Finance;	No
2025/2026	2º	Data to Decision in Public Management	Specialization Seminar in Data to Decision in Public Management;	Yes
2025/2026	2º	Good Governance Standard for Public Services		No
2025/2026	2º	Valorisation of the Public Sector		No
2025/2026	2º	Digital Government and Collaboration in Public Administration		No
2025/2026	2º	Leadership & Human Resource Management in Public Administration		No
2025/2026	2º	Public Policy and Resource Management	Post Graduation Program in Middle Level Management in the Public Administration;	Yes
2025/2026	2º	Group Work and Tutoring	Post Graduation Program in Middle Level Management in the Public Administration;	No

2025/2026	2°	Drugs in Europe: Supply, Demand and Public Policies: The role of social media in the drugs field - From market to responses	Specialization Seminar in Winter course in Drugs in Europe: Supply, Demand and Public Policies: The role of social media in the drugs field - From market to responses (EDWS 2025/2026);	No
2025/2026	2°	Drugs in Europe: Supply, Demand and Public Policies - A whole-of society approach to drugs - From awareness to action	Specialization Seminar in Drugs in Europe: Supply, Demand and Public Policies - A whole-of society approach to drugs - From awareness to action (EDWS 2025/2026);	No
2025/2026	1°	Public Finance and Economics	Post Graduation Program in Public Finance;	No
2025/2026	1°	Public Budget	Post Graduation Program in Public Finance;	No
2025/2026	1°	Public Financial Management and Public Accounting	Post Graduation Program in Public Finance;	No
2025/2026	1°	Public Internal Control Systems	Post Graduation Program in Public Finance;	No
2025/2026	1°	Public Audit	Post Graduation Program in Public Finance;	No
2025/2026	1°	Public Finance and Audit Seminar	Post Graduation Program in Public Finance;	No
2025/2026	1°	Fundamentals of Public Policy Evaluation	Post Graduation Program in Public Policy Evaluation;	No
2025/2026	1°	Public Policies Formulation and Design Thinking	Master Degree in Digitalization in Public Administration;	Yes
2025/2026	1°	Data to Decision in Public Management	Master Degree in Digitalization in Public Administration;	Yes
2025/2026	1°	Good Governance Standard for Public Services	Post Graduation Program in Middle Level Management in the Public Administration;	No
2025/2026	1°	Valorisation of the Public Sector	Post Graduation Program in Middle Level Management in the Public Administration;	No
2025/2026	1°	Digital Government and Collaboration in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No
2025/2026	1°	Leadership & Human Resource Management in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No
2025/2026	1°	Public Policy and Resource Management	Post Graduation Program in Middle Level Management in the Public Administration;	Yes
2024/2025	2°	Using Statistical Indicators	Post Graduation Program in Political Advising and Media;	No

2024/2025	2°	Conflict Management	Institutional Degree in Softskills; Post Graduation Program in Municipal Challenges and Local Development;	No
2024/2025	2°	Public Policy Selected Researches	Doctorate Degree (PhD) in Public Policy;	No
2024/2025	2°	Planning and Public Policy		Yes
2024/2025	2°	Design and Monitoring of Policy Evaluation Processes	Post Graduation Program in Public Policy Evaluation;	No
2024/2025	2°	Policy Evaluation Project Work		No
2024/2025	2°	Good Governance Standard for Public Services	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	2°	Valorisation of the Public Sector	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	2°	Digital Government and Collaboration in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	2°	Leadership & Human Resource Management in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	2°	Public Policy and Resource Management	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	2°	Group Work and Tutoring	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	2°	Drugs in Europe: Supply, Demand and Public Policies - EDSS 2024/2025: Synthetic Opioids	Summer course in Drugs in Europe: Supply, Demand and Public Policies - EDSS 2024/2025: Synthetic Opioids;	No
2024/2025	1°	Planning and Public Policy	Post Graduation Program in Public Policy Evaluation;	Yes
2024/2025	1°	Design and Monitoring of Policy Evaluation Processes	Post Graduation Program in Public Policy Evaluation;	No
2024/2025	1°	Policy Evaluation Methods		No
2024/2025	1°	Policy Evaluation Project Work	Post Graduation Program in Public Policy Evaluation;	No
2024/2025	1°	Public Policies Formulation and Design Thinking		No
2024/2025	1°	Data to Decision in Public Management	Master Degree in Digitalization in Public Administration;	No

2024/2025	1°	Good Governance Standard for Public Services	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	1°	Valorisation of the Public Sector	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	1°	Digital Government and Collaboration in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	1°	Leadership & Human Resource Management in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	1°	Public Policy and Resource Management	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	1°	Group Work and Tutoring	Post Graduation Program in Middle Level Management in the Public Administration;	No
2024/2025	1°	Contemporary Challenges for Public Leadership	Specialization Degree in Top Public Managers Advanced Course ;	No
2024/2025	1°	Leadership & Management of Public Organisations	Specialization Degree in Top Public Managers Advanced Course ;	No
2024/2025	1°	Project Seminar and Coaching for Public Leaders	Specialization Degree in Top Public Managers Advanced Course ;	No
2024/2025	1°	Conceptualisation of Sustainable Mobility	Post Graduation Program in Future Mobility;	No
2024/2025	1°	Mobility Regulations and Governance	Post Graduation Program in Future Mobility;	No
2024/2025	1°	Transitions and Strategies for Sustainable Mobility	Post Graduation Program in Future Mobility;	Yes
2024/2025	1°	Digital Transition in Mobility	Post Graduation Program in Future Mobility;	No
2024/2025	1°	Financing and Investment in Mobility Projects	Post Graduation Program in Future Mobility;	No
2024/2025	1°	Drugs in Europe: Supply, Demand and Public Policies - EDWS 2024/2025: Crime Prevention	Winter course in Drugs in Europe: Supply, Demand and Public Policies - EDWS 2024/2025: Crime Prevention;	No
2023/2024	2°	Applied Project in Digitalization in Public Administration	Post Graduation Program in Digitalization in Public Administration;	No
2023/2024	2°	Good Governance Standard for Public Services	Specialization Degree in Top Public Managers Advanced Course ;	No

2023/2024	2°	Group Work and Tutoring	Post Graduation Program in Middle Level Management in the Public Administration;	No
2023/2024	2°	Contemporary Challenges for Public Leadership	Specialization Degree in Top Public Managers Advanced Course ;	No
2023/2024	2°	Leadership & Management of Public Organisations	Specialization Degree in Top Public Managers Advanced Course ;	No
2023/2024	2°	Project Seminar and Coaching for Public Leaders	Specialization Degree in Top Public Managers Advanced Course ;	No
2023/2024	2°	Drugs in Europe: Supply, Demand and Public Policies - EDWS 2023/2024: Gender Sensitive Approaches to Drug-related Issues	Specialization Seminar in Drugs in Europe: Supply, Demand and Public Policies - EDWS 2023/2024: Gender Sensitive Approaches to Drug-related Issues;	Yes
2023/2024	2°	Drugs in Europe: Supply, Demand and Public Policies - Edss 2023/2024: Psychostimulants in Europe - Health and Security Issues	Specialization Seminar in Drugs in Europe: Supply, Demand and Public Policies - EDSS 2023/2024: Psychostimulants in Europe - Health and Security Issues;	Yes
2023/2024	2°	Applied Project in Public Administration Applied to Digitalization	Master Degree in Digitalization in Public Administration;	No
2023/2024	1°	State, Governance and Public Policy		No
2023/2024	1°	Ethics, Cybersecurity and Privacy		No
2023/2024	1°	Public Policies Formulation and Design Thinking		No
2023/2024	1°	Data to Decision in Public Management	Post Graduation Program in Digitalization in Public Administration;	No
2023/2024	1°	Big Data and Artificial Intelligence in Public Policies		No
2023/2024	1°	Good Governance Standard for Public Services	Post Graduation Program in Middle Level Management in the Public Administration;	No
2023/2024	1°	Valorisation of the Public Sector	Post Graduation Program in Middle Level Management in the Public Administration;	No
2023/2024	1°	Digital Government and Collaboration in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No
2023/2024	1°	Leadership & Human Resource Management in Public Administration	Post Graduation Program in Middle Level Management in the Public Administration;	No

2023/2024	1°	Public Policy and Resource Management	Post Graduation Program in Middle Level Management in the Public Administration;	No
2023/2024	1°	Project Seminar and Coaching for Public Leaders	Specialization Degree in Top Public Managers Advanced Course ;	No
2022/2023	2°	Public Finance and Economics		No
2022/2023	2°	Public Budget	Post Graduation Program in Public Finance;	No
2022/2023	2°	Public Financial Management and Public Accounting	Post Graduation Program in Public Finance;	No
2022/2023	2°	Public Internal Control Systems	Post Graduation Program in Public Finance;	No
2022/2023	2°	Public Finance and Audit Seminar	Post Graduation Program in Public Finance;	No
2022/2023	2°	Conference		No
2022/2023	2°	Drugs in Europe: Supply, Demand and Public Policies - 2022/2023: Displaced Populations		No
2022/2023	2°	Drugs in Europe: Supply, Demand and Public Policies - 2022/2023: Mental Health		No
2022/2023	1°	Planning and Public Policy		No
2022/2023	1°	Public Audit	Post Graduation Program in Public Finance;	No
2022/2023	1°	Public Audit Standards and Methodologies	Post Graduation Program in Public Finance;	No
2022/2023	1°	Public Procurement and Control	Post Graduation Program in Public Finance;	No
2022/2023	1°	Financial Accountability in Public Institutions	Post Graduation Program in Public Finance;	No
2022/2023	1°	Public Finance and Audit Seminar		No
2022/2023	1°	Seminar and Project		No
2022/2023	1°	Strategy and Public Value		No
2022/2023	1°	People		No
2022/2023	1°	Processes and Services		No
2022/2023	1°	Communication and Systems		No

2022/2023	1°	Design and Monitoring of Policy Evaluation Processes		No
2022/2023	1°	Policy Evaluation Project Work		No
2022/2023	1°	Conference		No
2021/2022	2°	Public Finance and Economics		No
2021/2022	2°	Public Budget		No
2021/2022	2°	Public Financial Management and Public Accounting		No
2021/2022	2°	Public Internal Control Systems		No
2021/2022	2°	Public Finance and Audit Seminar		No
2021/2022	2°	Public Administration Budgeting and Control		No
2021/2022	2°	Seminar and Project		No
2021/2022	2°	Strategy and Public Value		No
2021/2022	2°	People		No
2021/2022	2°	Processes and Services		No
2021/2022	2°	Communication and Systems		No
2021/2022	2°	Conference		No
2021/2022	2°	Leadership Models in Public Management		No
2021/2022	2°	Managing Change in the Context of Digital Transformation		No
2021/2022	2°	Design Thinking and Innovation Strategies		No
2021/2022	2°	Digital Technologies in the Relationship Between Citizens and Public Administration		No
2021/2022	2°	Management of Human Resources and Competency-Based Management		No
2021/2022	2°	Workshop Debate		No

2021/2022	2°	Prospective Assessment, Management and Strategic Planning		No
2021/2022	2°	Economic and Financial Analysis From An Accounting, Auditing and Public Finance Point of View		No
2021/2022	2°	Public Procurement		No
2021/2022	2°	Administrative Procedure and Data Protection		No
2021/2022	2°	Public Employment Legal Regimes, Labour Legislation and Collective Procurement		No
2021/2022	2°	Conception, Management and Evaluation of Projects		No
2021/2022	2°	Information and Knowledge Management		No
2021/2022	2°	Internal Communication Strategies Within the Organisation		No
2021/2022	2°	Safety, Hygiene and Health at Work		No
2021/2022	2°	Drugs in Europe: Supply, Demand and Public Policies -2021/2022: Community-Based Interventions for Drug-Related Issues		Yes
2021/2022	1°	Planning and Public Policy	Post Graduation Program in Public Policy Evaluation;	No
2021/2022	1°	Public Audit		No
2021/2022	1°	Public Audit Standards and Methodologies		No
2021/2022	1°	Public Procurement and Control		No
2021/2022	1°	Financial Accountability in Public Institutions		No
2021/2022	1°	Public Finance and Audit Seminar		No
2021/2022	1°	Design and Monitoring of Policy Evaluation Processes		No
2021/2022	1°	Policy Evaluation Project Work		No
2021/2022	1°	Conference		No

2021/2022	1°	Leadership Models in Public Management		No
2021/2022	1°	Managing Change in the Context of Digital Transformation		No
2021/2022	1°	Design Thinking and Innovation Strategies		No
2021/2022	1°	Digital Technologies in the Relationship Between Citizens and Public Administration		No
2021/2022	1°	Management of Human Resources and Competency-Based Management		No
2021/2022	1°	Workshop Debate		No
2021/2022	1°	Prospective Assessment, Management and Strategic Planning		No
2021/2022	1°	Economic and Financial Analysis From An Accounting, Auditing and Public Finance Point of View		No
2021/2022	1°	Using Shared Services		No
2021/2022	1°	Public Procurement		No
2021/2022	1°	Administrative Procedure and Data Protection		No
2021/2022	1°	Public Employment Legal Regimes, Labour Legislation and Collective Procurement		No
2021/2022	1°	Conception, Management and Evaluation of Projects		No
2021/2022	1°	Information and Knowledge Management		No
2021/2022	1°	Internal Communication Strategies Within the Organisation		No
2021/2022	1°	Safety, Hygiene and Health at Work		No
2020/2021	2°	Public Finance and Economics		No
2020/2021	2°	Public Budget	Post Graduation Program in Public Finance;	No

2020/2021	2º	Public Financial Management and Public Accounting	Post Graduation Program in Public Finance;	No
2020/2021	2º	Public Internal Control Systems	Post Graduation Program in Public Finance;	No
2020/2021	2º	Public Finance and Audit Seminar	Post Graduation Program in Public Finance;	No
2020/2021	1º	Public Audit	Post Graduation Program in Public Finance;	No
2020/2021	1º	Public Audit Standards and Methodologies	Post Graduation Program in Public Finance;	No
2020/2021	1º	Public Procurement and Control	Post Graduation Program in Public Finance;	No
2020/2021	1º	Financial Accountability in Public Institutions	Post Graduation Program in Public Finance;	No
2020/2021	1º	Public Finance and Audit Seminar	Post Graduation Program in Public Finance;	No

## Supervisions

### • Ph.D. Thesis

- Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Vanda Maria dos Santos Lourenço	The influence of coalitions of cause on public policies for recruiting teachers in non-higher education	Portuguese	Developing	Iscte
2	Pedro Moreno Brito	Gender Parity Policy Agenda-Setting: Cabo Verde Case Study 1990-2019	Portuguese	Developing	Iscte

### • M.Sc. Dissertations

- Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Rodrigo Afonso Moras Baldo	Professional insertion of qualified young people in Portugal: contracts, skills and job quality	--	Developing	Iscte
2	Maria Beatriz Ferreira Rego	O impacto do Rendimento Social de Inserção no percurso escolar de crianças e jovens	--	Developing	Iscte
3	Marcos Martins De Albuquerque	Impacto nas práticas pedagógicas com Infraestruturas e ferramentas digitais	--	Developing	Iscte

4	Cristina Coelho Neves Brito Viegas	Financial Literacy in Secondary Education: From Its Conception to the Evaluation of a Pilot Project	--	Developing	Iscte
5	Lizzian Braga Coimbra Adelino	The influence of public administration reforms on education	--	Developing	Iscte
6	Pedro da Silva Azevedo	Financiamento da educação através da análise da produtividade dos professores	--	Developing	Iscte

## • M.Sc. Final Projects

### - Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Carla Cristina Valente Silva	O Sistema de Promoção Proteção Crianças e Jovens: Interoperabilidade Digital entre os Tribunais de Família e Menores e o Instituto da Segurança Social	--	Developing	Iscte
2	Cátia Filipa Moreira Viveiros	CAPACITAÇÃO DIGITAL NA ADMINISTRAÇÃO PÚBLICA: O CASO DOS BUILDING BLOCKS (MOOC)	--	Developing	Iscte
3	Orquídea Maria da Silva Ribeiro	Allocation of teachers in the public education system of Guinea-Bissau.	--	Developing	Iscte
4	Emanuel de Castro Lameiras Vieira	The settlement of enforcement agent offices.	--	Developing	Iscte
5	André Filipe Pires Bexiga	The digitalisation of the application, admission, enrolment and learning process for PALOP students placed in Portuguese higher education.	--	Developing	Iscte

### - Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Helena Castelão Figueira Carlos Pestana	Accessibility to Healthcare: The Contribution of Digitalization in Bed Management	Portuguese	Iscte	2025
2	Joaquim Fernando Ribeiro Muxagata	Automated document classification model, process creation and routing using Machine Learning and Robotic Process Automation (RPA)	Portuguese	Iscte	2025
3	Nuno Miguel Correia Neto Rodrigues	Integrating Databases: Supporting Education Policies	Portuguese	Iscte	2025
4	Márcia Rubina Jesus Assunção	Digital Alerta and Signaling Tool for the Social Service	Portuguese	Iscte	2024

5	Élvio Rui Teixeira de Sousa	PLATFORM PLATFORM: HOW TO USE AND IMPROVEMENT OPPORTUNITIES. THE CASE OF SCHOOLS ON PORTO SANTO ISLAND	Portuguese	Iscte	2024
6	Rute Alexandra Raimundo Alves	Potentials of digital assessment for students with special health needs.	Portuguese	Iscte	2024

## Total Citations

<b>Web of Science®</b>	12
<b>Scopus</b>	6

## Publications

### • Scientific Journals

#### - Scientific journal paper

1	<p>Flores, I. (2017). Modelling efficiency in education: How are European countries spending their budgets and what relation between money and performance. <i>Sociologia, Problemas e Práticas</i>. 83, 157-170</p> <p>- Times Cited Web of Science®: 12</p> <p>- Times Cited Scopus: 6</p>
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### • Books and Book Chapters

#### - Book chapter

1	<p>Silva, Pedro Adão e &amp; Flores, I. (2025). Os portugueses, a descentralização e a desconcentração. In <i>A DESCENTRALIZAÇÃO E A DESCONCENTRAÇÃO DAS POLÍTICAS PÚBLICAS</i>.</p>
2	<p>Flores, I. (2024). Os Alunos Portugueses nos Testes Internacionais. In David Justino (Ed.), <i>O Ensino em Portugal Antes e Depois do 25 de Abril: Um século em Análise</i>. Porto: Fundação Belmiro de Azevedo.</p>
3	<p>Flores, I. (2023). Educação. In Ricardo Paes Mamede (Ed.), <i>Relatório do Estado da Nação: Reformas Estruturais</i>. Lisboa: IPPS-ISCTE.</p>

### • Conferences/Workshops and Talks

#### - Publication in conference proceedings

1	<p>Ramalho, V., Belchior-Rocha, H. &amp; Flores, I. (2024). Communication skills training for intermediate managers in the Portuguese public administration. In Luis Gómez Chova, Chelo González Martínez, Joanna Lees (Ed.), <i>EDULEARN24 Proceedings</i>. (pp. 6636-6639). Palma, Spain: IATED Academy.</p>
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#### - Conference proceedings editor

1	<p>Matos, F., Flores, I. &amp; Martins, SC (2025). <i>Proceedings of the 2nd International Conference on Education</i></p>
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Research - ICER 2025. Lisboa. Academic Conferences and Publishing International Limited.

## • Other Publications

### - Other publications

1	Magalhães, Pedro, Lobo, Marina Costa, Flores, I., Ramos, A., Santana Pereira, J. & Vicente, P. (2022). Estudo Eleitoral Português, 2022. Estudo Eleitoral Português, 2022. - Times Cited Google Scholar: 7
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### - Doctoral Thesis

1	Flores, I. (2019). On the Edge of the Knife: Public Private Partnerships in Education.
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### - Newspaper article

1	Pereira, S.M. & Flores, I. (2023). Habitação: anatomia de uma crise. Expresso.
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### - Report

1	Silva, Pedro Adão e & Flores, I. (2025). O que pensam os portugueses: Descentralização, desconcentração e regionalização.
2	Flores, I. (2024). Reservas de Professores sob a Lupa.
3	Flores, I. (2023). Professores sob Lupa.

## Research Projects

Project Title	Role in Project	Partners	Period
System approach to close the employment gap and create a more inclusive labor market for vulnerable groups	Researcher	BRU-Iscte (Management), CIES-Iscte, ISTAR-Iscte, TNO - Leader (Netherlands), ARC FUND - (Bulgaria), FIOH - (Finland), SDA - (Bulgaria), INAIL - (Italy), UvT - (Netherlands), UCC - (Ireland), AMF - (Netherlands), CENTAR - (Estonia), TERMCERTO - (Portugal), LAO - (Portugal), REDO - (Portugal), PACT - (Portugal), IIEFP - (Portugal), KOK - (Finland)	2023
University Goes Digital for a Sustainable Global Education	Researcher	IRU-Iscte - Leader, BRU-Iscte, ISTAR-Iscte, CIES-Iscte, DINAMIA'CET-Iscte, Webwise Inovação Lda (webwise Inovação Lda) - (Portugal), Université Gustave Eiffel (Université Gustave Eiffel) - (France), Politecnico di Milano (Polimi) - (Italy), SIGMUND FREUD PRIVATUNIVERSITAT WIEN GMBH (SIGMUND FREUD PRIVATUNIVERSITAT WIEN GMBH) - (Austria)	2021 - 2023

## Academic Management Positions

Coordenador (2025 - 2027)  
Unit/Area: Post Graduation Program in Middle Level Management in the Public Administration

Sub-diretor (2023 - 2026)  
Unit/Area: Post Graduation Program in Public Policy Evaluation

Secretário(a) (2021 - 2026)  
Unit/Area: School of Technology and Architecture

Secretário(a) (2021 - 2026)  
Unit/Area: School of Social Sciences

Secretário(a) (2021 - 2026)  
Unit/Area: ISCTE Business School

Secretário(a) (2019 - 2060)  
Unit/Area: Institute for Public and Social Policy

## Research Networks

Research Network Name	Representative Role	Period
Escxel - Association for Research in Education	Directora - Investigadora	2022 - 2023

## Professional Associations

Escxel - Association for Reseach in Education (Since 2022)