



ADMINISTERING GLOBAL GOVERNANCE: MAKING IT WORK "THE WORLD WE COULD WIN..."

WHO GOVERNS?

When Peter Laslett wrote his famous book *The World We Have Lost* he was appealing to a certain kind of nostalgia for a once-warmer and safer world before the hard modern times of atomised families and heartless markets. Many people see the international scene today as like that - no one in charge except maybe a big brother whose motives are doubted, or a kind uncle whose powers are only notional. States, international organisations, networks and civil society are becoming involved in an increasingly complex system of "global governance" as they seek global solutions. What many see as a crisis of the United Nations, of the post-war settlement, with weakened international regulatory mechanisms facing a threat they cannot master, is the context of our new Working Group on *Administering Global Governance*. We begin with a simple question: Who Governs Our World? Who sets the rules for an unruly world community?

CRISIS

This perceived crisis in the ability to govern has stimulated much research and deliberation on the new concept of "global governance". Today, experts question the way this "global governance" should be administered, especially as it relies on a vast number of actors, different kinds of organisation, diverse authorities and levels of decision-making. The Institute has been working on "governance" itself since the 1990s. It is a broad concept that includes new actors and processes outside the traditional notion of government. Arguing that they matter. And, as for the nation-state this is true, so for the society of nations.

QUESTIONS

There are many possible issues to examine.



Geraldine Fraser-Moleketi & Demetrios Argyriades

- Where are we at in this historical process, what has the turbulent turn of the millennium left behind?
- How should the current system be described? Is it a "system" at all?

- If the question of administration of global governance is so important, are structures, processes, cultures and visions really working together in synergy or not?

- How can a voice be given to the voiceless, those actors in states or even states themselves who are at present excluded from the process or have, as at Cancun, or at Genoa or in Porto Alegre and Mumbai, to make their presence felt in ways that others see as negative?
- How should regions and interregional policies be formulated in the context of global governance?
- And lastly, how can we make global governance work?

THE HEART OF THE MATTER

This last question is at the heart of the matter - and why the Institute has chosen this sub-theme - "Making it Work" for our

new group of experts. Working in the context of the crisis and uncertainty which reflects our world today we must do our best to face its challenges. We held our first meeting in November 2003. To lead us we have a minister and a scholar, a major national figure and an international personality, typical of the partnership that holds our Institute together. **Geraldine Fraser-Moleketi** (Chair) is Minister of Public

Service and Administration from South Africa and our IIAS Vice-President for Africa. **Demetrios Argyriades** (Rapporteur), who has spent a career at the United Nations, has been the Rapporteur-General of our 2001 Athens Congress. We also include in the Group practitioners and academics from around the world - from France and Greece, from Brazil and Korea, from Uganda.

NEW PATHS OF THOUGHT

After beginning in Brussels we intend to match our title and meet across the world, at the United Nations in New York in April, courtesy of **Guido Bertucci** and **John-Mary Kauzya**, at Seoul in July, and aim to report in Berlin 2005 or early 2006. We will be ambitious but practical, focussed but we hope idealistic. We will need to talk about inclusion and exclusion, about respect for the rule of law and due process, what we mean by difficult concepts like legitimacy, subsidiarity, sustainability, professionalism and integrity. One innovative path we may follow will be to draw up and propose a "Charter of Good Global Governance" in the footsteps of the Institute's former President **René Cassin** whose Universal Declaration of Human Rights was published on 10th December 1948. Some small steps today towards the well-ordered world we could win if we wanted.

Michael Duggett, Director General & Fabienne Maron, Secretary to the Working Group, January 2004

INTERNATIONAL ASSOCIATION OF SCHOOLS AND INSTITUTES OF ADMINISTRATION

BOARD OF MANAGEMENT AND SEMINAR ON CRISIS MANAGEMENT IN KUNMING



The Chinese National School of Administration (CNSA) invited the International Association of Schools and Institutes (IASIA) to co-organize a seminar in Kunming, People's Republic of China, on 12th January 2004. The theme of the seminar was: **Crisis Management, Worldwide Experiences and Lessons**. This theme was of great importance to the regional experts present, as their countries are currently confronted with a number of serious problems as diverse as SARS and earthquakes. The aim of the seminar was to share different perspectives concerning the role of the state in crisis resolution and the possible steps that might be taken in advance to prevent and limit damage.



Professor **Allan Rosenbaum**, President of IASIA had the pleasure and honour to open the seminar which provided an opportunity for very competent scholars to present their work.



IASIA also took this occasion to organize a meeting of its Board of Management which convened the day before the regional seminar, on 11th January 2004. President Rosenbaum officially presented to the Chinese official representing CNSA and the Yunnan Administrative College (local host of the seminar) the book "Windows on China", edited by **Weilan Chen**, **Margaret Gordon**, and **Marie-Christine Meininger** - and which was the publication

resulting from the IASIA Annual Conference held in Beijing in 2000.

NEW PUBLICATION: WINDOWS ON CHINA

WINDOWS ON CHINA

Volume 23 International Institute of Administrative Sciences Monographs
 Edited by: M.T. Gordon , M.-C. Meininger and W. Chen
 2004, 224 pp., hardcover
 Price: US\$99 / €85 / £59
 ISBN: 1 58603 397 2

To order this book please contact **IOS Press**, Nieuwe Hemweg 6B, 1013 BG Amsterdam, Netherlands, tel: +31 20 688 3355, Fax: +31 20 620 3419, E-mail: market@iospress.nl. More details on the IIAS website (www.iasisa.be) or on the publishing house website (www.iospress.nl).



Like windows through which others can observe, the papers included in this publication reflect the candid debates and discussions by Chinese scholars and civil servants concerning the pressing issues challenging their national and local governments. The papers - resulting from an IASIA initiative - address a wide range of topics, from designing training programmes for the Chinese civil service to marketing and mixed-economy experiments, and from government responsiveness to citizens to questions about how to continue implementing "the democracy experiment" in China. Other topics also broached: transparency and openness in government, establishing the rule-of-law, local government autonomy, the selection of leaders. These papers do not aim to cover all the changes resulting from reforms that have affected Chinese national and local governments, but they do underline and reflect the breadth and pervasiveness of the changes that have taken place in recent years. Most importantly, they offer insights - so rare in English - into modern Chinese public administration. Also, to assist readers, a summary in English and French precedes each article.

For further information, please consult our web site or contact
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DG DIARY

United Kingdom - the Director General was invited by **Ewart Wooldridge** to represent the Institute at the opening of the new Sharp Learning and Resources Centre at the CMPS Cabinet Office site at Sunningdale Park on the 3rd October. The CMPS is a key part of the UK National Section. There he met Dame **Rennie Fritchie DBE**, **David Laughrin**, **Stephen Hickey**, **Ron Amann** and **Sir Richard Mottram**. He also was able to visit the UK for the second Sunningdale Accountability Lecture (to commemorate the 1999 IAS Conference in the UK) delivered by Professor **Ben Pimlott** on "Accountability and the Media". This was sponsored by the UK National Section of the IAS, the UKPAC, and made a brief speech thanking UKPAC, led by **Sir John Bourn** of the NAO and **Caroline Mawhood**, with **Paul Dimblebee**, for their support of the Institute. Many senior academics and officials attended the lecture, at the Royal Society of Arts in London, on 24th November.

France - during a one-day visit to Paris on 29th October the Director General had the pleasure to meet again **Jocelyne Bourgon**, the Institute's Rapporteur-General at its Regional International Conference in Yaoundé and new Canadian Ambassador to the OECD, also **Imre Verebelyi**, the Hungarian representative at the OECD and **Derry Ormond**, member of the IAS Research Advisory Council. The Director General was also invited to make one of the opening speeches at the Round Table on *Bonne Gouvernance* (Good Governance) organised by the *Agence Internationale de la Francophonie* in Paris on the 20th November. He discussed the conclusions of the Yaoundé conference and had the pleasure to meet again **Christine Desouches** and **Jean du Bois de Gaudisson**, plus **Richard Lapper** from the UNHCR, **Jeewonlall Seeruttun** from Mauritius and **Linda Maguire** from the UNDP.

Italy - Michael Duggett was invited to deliver on 27th November a lecture to a group of senior civil servants from member states of the Council of Europe (including Albania, Bulgaria, Belarus, Croatia, the former Yugoslav Republic of Macedonia, Romania, Slovenia and Ukraine for example) attending a seminar in Trieste, courtesy of the Venice Commission on Democracy. The theme of the seminar was "Reform of the civil service in Europe". He met **Elisabetta Grigoric** from that commission, **Nenad Kocmur** from Croatia, **Victor Alistar** from Bucharest, Romania and **Dusica Boskovska** from Skopje.

IIAS STRATEGY PROJECT 2004



Professor Franz Strehl who heads our Research Advisory Council reports on a new initiative:

"The developments and challenges in the scientific and practical world of administrative sciences during recent years have motivated the Institute to consider and eventually rethink its strategic orientation.

Consequently, the IAS Executive Committee nominated in its meeting in Cameroon a Strategy Group on the proposal of the Research Advisory Council. The group is coordinated by the Director General and myself

We think it useful to analyse the present situation of IAS in the context of its goals, tasks, performance and the challenges of its environment, as well as considering future developments. Demands and challenges have changed considerably during the last decade and it is necessary to explicitly take into account these developments and to analyze and reconsider the present strategic concepts of International Institute of Administrative Sciences. An additional aim is to maintain and improve the financial health of IAS by developing the appropriate strategic concepts.

Major goals of the strategy group are:

- to analyze the present internal and external situation of IAS,
- to develop strategic concepts for the improvement of the position of IAS in the very competitive international field,
- to implement a chosen strategic option into IAS and its network,
- to evaluate the results of the new strategy.

Key issues of the project are:

- General analysis of the environment (opportunities and threats)
- Stakeholders' (members, customers) analysis focussing on their interests and demands
- Identification of strengths and weaknesses and the services and products IAS provides for its members and customers
- Analysis of resources and core competences which underpin the strengths and competitive advantages of IAS and are particularly valued by the stakeholders
- Development and implementation of new strategic concepts

First results and a proposal on the next steps will be submitted for decision to the Executive Committee in March 2004 and it is planned to deliver the analysis and strategic options to the next meeting of our Congress in Seoul in July 2004".

INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCES

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STAFF & STAGES



From October to December 2003, **Sabrina Rosati** was a trainee at IIAS. As a graduate in economics, she had developed a thesis concerning a micro-credit project implemented by an Italian NGO in Bosnia-Herzegovina; she then completed a Master's at the University of Parma on "Diplomatic Careers and European and International Organisations". Sabrina became a trainee at IIAS to study the relationship between public administration and sustainable development.



From 22nd to 25th September 2003, **Cécile Poupart**, Communications Manager, participated in training organised by UNPAN-NY on *E-information Management* which was held in Thessaloniki (Greece). 27 members of the UNPAN network and 7 regional and international organisations took part. The mission of the United Nations Online Network in Public Administration and Finance (UNPAN) is to promote the sharing of knowledge, experiences and best practices throughout the world in sound public policies, effective public administration and efficient civil services, through capacity-building and cooperation among the United Nations Member States
 For more information: www.unpan.org

From 6th to 9th October 2003 **Fabienne Maron**, Scientific Administrator, participated in a conference on *International and European Security versus the Explosion of Global Media* which took place in Oradea (Romania) and was co-organised by Oradea University and the University of Reims Champagne-Ardenne. She was invited to give one of the opening speeches and also to present a paper. On 24th November 2003, she gave a lecture in Reims (France) on the theme *European Governance: policy and institutional innovations*. The conference was organised in the framework of a DESS certificate entitled "*Spécialistes de l'Europe centrale et orientale*".

The Institute has welcomed...

Our Newsletter has regularly recorded the visits of the of Institute staff to members and colleagues around the world. But, many members of our global public administration community come to visit us in Brussels - and you are welcome to do so, in our simple offices (where we hold the excellent Institute library and archives). During 2003 senior visitors, not on one of our committees or groups, we have welcomed in Rue Defacqz or elsewhere in Brussels have included: **Emil Broesterhuizen** (Ministry of Science, Netherlands); **Maximin Emagna** (CURAPP-CNRS, Amiens, France); **Einar Fredriksson** (IOS Press, Netherlands); **Christoph Hauschild** (IIAS National Section, Germany); **Robert Hull** (Economic and Social Committee, EU); **Yolande Jemiai** (United Nations, New York, USA); **Benoît Janvier Tshibuabua Kapy'a Kalubi** (Conseiller, Democratic Republic of Congo); Ambassador **Oh Haing Kem** (South Korea Embassy); **Eva Korntved** (Consultant, Denmark); **Caroline Mawhood** (National Audit Office, UK); **Denis Moschopoulos** (University of Corfu, Greece); **Daisuke Otsuki** (Embassy of Japan); **Christopher Pollitt** (University of Amsterdam, Netherlands); **Ari Sihvola** (External Relations DG, European Commission); **Kaya Somgqdeza** (Embassy of South Africa); **Ralph Spencer** (Parliamentary Documentation Centre, European Parliament).



The **Third Braibant Conference** will take place on Wednesday, 24th March 2004 at 7 pm on the premises of IIAS in Brussels.

This year the Conference speaker will be **Francis Delpérée**, Professor of Law at the Catholic University of Louvain, Adviser to the Legislation Section of the Council of State, Director of the Centre for Constitutional and Administrative Studies (Belgium). Francis Delpérée is also Vice-President of IIAS.

The Conference theme will be "**The Constitution and the Administration**". For further information about the Conference, please contact Catherine Coninckx, tel: 32/2-536.08.83 - coninckx@iiasia.be

CALENDAR

20th February, Brussels: Communications Committee meeting

23rd-24th February, Brussels: first meeting of Seoul Congress Rapporteurs

6th March, Konstanz (Germany): meeting of the History of Administration Working Group to review work on their "*management of water*" study

22nd-23rd March, Brussels: IASIA Board of Management meeting

24th March, Brussels: Third Braibant Conference by Francis Delpérée: *The Constitution and the Administration*

25th-26th March, Brussels: Executive Committee meeting

29th-30 March, New York (USA): meeting of the Administering Global Governance Working Group

27th-28th May (to be confirmed), USA: seminar of the Supranational Administration Working Group on the theme: *Recent Developments in Privileges and Immunities* (day 1) and *Developing Management-Staff Relations in International Organisations* (day 2)

12th-16th July, Seoul (South Korea): IASIA Annual Conference: *Building Leadership for Modernisation and Shared Governance*

14th-18th July, Seoul (South Korea): 26th International Congress of Administrative Sciences: *E-Governance: challenges and opportunities for democracy, administration and law*

1st-4th September, Ljubljana (Slovenia): EGPA annual Conference: *Four Months After: administering the New Europe*