



PASSING THE BATON

NEW DELHI CONFERENCE ACHIEVED, INSTITUTE PREPARES FOR YAOUNDÉ AND 2003

Michael Duggett writes I invite you to look more closely at the central photograph on this page because it symbolises for me exactly why we have an Institute like ours and what it means.

Sharing Differences

The two people involved have not, at first sight, a great deal in common.

One is from Asia. One is from sub-Saharan Africa.

One is an Indian, the other a Cameroonian.

One is a top civil servant, in fact India's most senior, Mr Kamal Pande, the Cabinet Secretary (shown on the left in our photograph). The other is a top minister, Cameroon's Mr René Ze Nguele the Minister for the Civil Service and Administrative Reform (shown on the right).

Mr Pande is a Hindi- and English-speaker (and a member of India's very well-known Administrative Service.) Mr Ze Nguele works mainly in French, although he also speaks English.

Mr Ze Nguele works in a modern building in the heart of Yaoundé, looking down on the city of seven hills that is the capital of this modern African state. Mr Pande works in the centre of "Lutyens' New Delhi" as it is sometimes called, in sight of the immense India Gate. Both buildings date from the twentieth century, but one was there before 1950 and the other well after.

Sharing Similarities

But what they have in common is what matters most.

Both were present in the Ashok Hotel, Delhi, on Saturday the 9th November when this photograph was taken. They had both spoken during the closing session of our Second Specialised International Conference on *Towards Quality Governance for Sustainable Growth and*

Development. After the report of the Rapporteur General the Honourable Minister Geraldine Fraser-Moleketi from South Africa (see inside page for a summary of her views) - and after the reports of the other rapporteurs from Brazil, France, India and Korea - Mr Pande had made some closing remarks summarising the conference. (You will be able to read these in the Proceedings to appear next year). Then Mr Ze Nguele had invited

everyone present to come to Yaoundé in July 2003 to continue the debate on good governance among our international community at the next International Institute of Administrative Sciences' conference. After the Conference was closed by Mrs Sunila Basant there occurred this official gift exchange (photo: Véronique Fagel).



Shared Values

Being there side-by-side is just a symbol of

- A shared commitment to improving public administration **together**
- A shared belief in doing so **across** barriers of language
- A shared will for doing so **between** continents, **among** countries, through **all** governance roles and **despite** different historical heritages.

These things are what the Institute is for and why I look forward with confidence in its future. The exchange of a gift between the two men was for me, and I hope for them, indicative of the passing of the baton, the Institute baton, which for us India and Dr V.K. Agnihotri and his colleagues carried with such style and devotion in 2002 and Cameroon will do so (especially since its Secretary General to the Head of State is our President, Mr Atangana Mebara) in 2003. I hope you were there in 2002. If not, I hope you will be there as we begin our 73rd year in Africa, where we have a conference.

2003

INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES

SECOND REGIONAL INTERNATIONAL CONFERENCE
YAOUNDÉ (CAMEROON), 14-18 JULY 2003

SHARED GOVERNANCE: COMBATting POVERTY AND EXCLUSION

General Rapporteur: Mrs Jocelyne Bourgon, President of the Canadian Centre for Management Development

Workshops and Rapporteurs :

Roles, Strategies and Instruments for Governments and Public Bodies - Lucien Kombou, University of Ngaoundéré (Cameroon)

Roles and Responsibilities of Citizens, Social Agents and Groups - Abdulrahman Bin Ahmed Higan, Institute of Public Administration (Saudi Arabia)

Roles, Responsibilities and Strategies for International and Supranational Organisations - Pedro Enrique Andrieu (Argentina)

Roles and Responsibilities of Local and Sub-National Administrations and Communities - Michiel De Vries, Nijmegen University (Netherlands)

Access Club: IIAS has initiated a focussed scheme to enable experts from the developing world, especially Africa, to attend our Yaoundé conference. Sponsored by a group of Governments and organisations (notably the Government of India and the World Bank) the Access Club makes some funds available on a competitive basis to a small number of designated academics or practitioners. It was advertised in our Invitation and website. The scheme for Yaoundé closes at the end of February 2003.

for additional information: Catherine Coninckx: tel.: 32/2-536.08.83 - coninckx@iiasi.be

EUROPEAN GROUP OF PUBLIC ADMINISTRATION

ANNUAL CONFERENCE
OEIRAS (PORTUGAL), 3-6 SEPTEMBER 2003

PUBLIC LAW AND THE MODERNISING STATE

Sub-topics :

- I. Public Law and State Modernisation;
- II. Innovation in Public Organisations

The following Study Groups will convene during the Conference:

- Informatization in Public Administration
- Productivity and Quality in the Public Sector
- Personnel Policies
- Public Finance and Management
- Contractualisation in the public sector
- Management and Delivery of Justice
- Local Governance
- Ethics and Integrity of Governance (NEW !)

Two new Research Groups will be convened: 1) **Expanding the Scope of Public Management: the role of voluntary action and social enterprise in Europe in the twenty- first century;** 2) **Governance: what do we know?**

A panel on **Portuguese Governance** will take place on Thursday, 4 September during the second afternoon of the Conference.

INDIVIDUAL PAPERS: Abstracts (2-pages, maximum) of papers must address one of the above-mentioned topics and be sent to EGPA and to the relevant Chairpersons before 31 May 2003. For further information, please consult our web site or contact Fabienne Maron: tel.: 32/2536.08.84 - maron@iiasi.be

INTERNATIONAL ASSOCIATION OF SCHOOLS AND INSTITUTES OF ADMINISTRATION

ANNUAL CONFERENCE
MIAMI (UNITED STATES), 14-18 SEPTEMBER 2003

PUBLIC ADMINISTRATION : CHALLENGES OF INEQUALITY AND EXCLUSION

General Rapporteur: Mr Bernardo Kliksberg, Coordinator of INDES, Inter-American Development Bank, Washington DC, USA.

Conference venue: located on prime oceanfront property overlooking world-renowned Miami Beach and the spectacular Intracoastal waterway, the 349-room Eden Roc has been magnificently restored.

For further information, please visit the hotel web site at the following address : www.edenroccresort.com

Timetable

Dispatch of proposals	1 March 2003
Dispatch of full texts	1 June 2003
Registration form	1 July 2003

Contact persons

Organising Committee: Lic. Cristina A. Rodriguez-Acosta, Assistant Director, Institute for Public Management and Community Service, Florida International University, 11200 SW 8 St, University Park Campus TC-30, USA- MIAMI, FLORIDA 33199 (tel.: 1/305-348.12.71, fax: 1/305-348.12.73, e-mail: lagier@fiu.edu).

IASIA Secretariat: 1 rue Defacqz, B-1000 Brussels (tel.: 32/2-536.08.89, fax: 32/2-5537.97.02, e-mail: iasia@iiasi.be, web site: <http://www.iiasi.be>)

MOVEMENTS OF THE DIRECTOR GENERAL

United Kingdom - invited by Mr **Art Stevenson** to chair a session at the CAPAM conference in Glasgow (8-11 September) the DG was able to meet Mr **Kealeboga Johnny Maphunye** from South Africa, Ms **Heather Baser** from ECDPM, Mr **Steven Bong** from the Singapore PM's office and **Haji Sapawi Bin Bolhassan** from Brunei Darussalam.

China - invited by the Government and the Chinese Public Administration Society (CPAS) the DG spent a week (22-27 September) in China. In Shanghai he met Mr **Gu Jian-Guang** from the Shanghai Jiao Tong university, Dr **Mo Tong** and Mr **Lu Feng Tai** from the Shanghai Municipal Organisation. Guided/interpreted by Mr **Jiang Wei** and hosted by Mr **Song Zhengchun**, he visited Zhongnanhai and discussed with Mr **Xu Zhaoshi**, the Vice-Secretary General of the State Council. At the end of his visit he dined with Mr **Xu Song Tao**, Vice Minister and our Vice-President for Asia of the IIAS, and Mr **Wiang Xiaochu**.

Brunei - the PM's Office and the University of Brunei invited the DG to make a keynote conference speech at the International Conference on Good Governance (28-29 September). He met **Dato Hazair Haji Abdullah**, the Permanent Secretary in the PM's department, professors **Chee Kim Loy**, Brunei, **Richard Higgott**, Warwick, **Hal Colebatch**, Sydney, and Professor **Muhammad A. Al-Buraey** from King Fahd University, Saudi Arabia.

Denmark - **Adam Wolf**, the Permanent Secretary (and IIAS Rapporteur General in 1999) to the Ministry of Finance, Denmark, invited the DG to chair a workshop on Public Service Reform at the Second Quality Conference for Public Administrations in the EU, held in Copenhagen (2-4 October).

Portugal - the congress of CLAD met in Lisbon (8-9 October). The DG met the IIAS past President Ambassador **Ignacio Pichardo Pagaza**, Mr **Luis Garcia Cardenas** and the new President of the Mexican National Section, Dr **Alejandro Carrillo Castro**.

Romania - the University of Oradea, led by Professor **Ioan Horga**, held a conference (10-13 October) on the Contribution of the Mass Media to the Extension of the EU of which the DG made a closing speech. He had the privilege of meeting Madame **Nicole Thomas-Mauro**, a French MEP (Reims) as well as colleagues **Renaud de la Brosse**, **Albert Barker** and the DG of the Ministry of Education Dr **Elena Zamfir**.

Germany - the IIAS National Section in Germany met at Speyer's Hochschule (21-23 October). **Hans-Peter Bull** the IIAS Vice-President for Western Europe was elected its President in succession to **Beate Weber**. Professor **Heinrich Siedentopf** chaired the event. Dr **Klaus-Eckart Gebauer**, professors **Les Metcalfe**, **Boccone**, and **Gérard Marcou**, Paris I, the Sorbonne, made a valuable input.

India : Mussoorie - invited to spend some time between the 11th and the 15th November lecturing at the Lal Bahadur Shastri National Academy, which is where the Indian Administrative Service has its core training facility, the DG was able to meet Director **Wajahat Habibullah** and other members of the teaching staff.

Austria - the International Social Science Council held its annual General Assembly in Vienna and the DG attended the meeting on the 12th December at which Professor **Fabio Rugge** of Pavia was elected to the Executive Committee as a representative of the Institute.

Algeria - at the invitation of Mr **Hocine Cherhabil** of the ENA, the DG travelled to Algiers on the 13th December to speak at the conference on "Change in Public Administration". He met the DG of public administration in Algeria Mr **Djamel Kharchi** and Madame **Boumedienne**, the wife of the past President of Algeria, who attended the conference.

PUBLICATIONS

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PUBLISHED

Competency Management in the Public Sector: European variations on a theme, edited by Sylvia Horton, Annie Hondeghem & David Farnham, EGPA Study Group, Distribution: IOS Press, 2002, 80 €

The Turning World : globalisation and governance at the start of the 21st century, joint UNDESA-IIAS Publication, edited by Guido Bertucci & Michael Duggett, Distribution: IOS Press, 2002, 55 €

The History of Corruption in Central Government/ L'histoire de la corruption au niveau du pouvoir central, IIAS Working Group, edited by - sous la direction de Seppo Tiihonen, Distribution: IOS Press, 2002, 80 €

Governing Networks, EGPA Yearbook 2001, edited by Ari Salminen, Conference of Vaasa, 2001 (Finland), Distribution: IOS Press, 2002, 90 €

INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCES

Catherine Humblet: humblet@inwind.it

RENEWAL OF IIAS PUBLISHING CONTRACT WITH SAGE PUBLICATIONS

The Director General of the Institute writes: we are very pleased to be able to announce that we have successfully renegotiated a contract with Sage Publications who have been the publishers of our International Review of Administrative Sciences since 1986. They will continue to be responsible for its publications for the next five years. In my view, and that of the Editor, Kenneth Kernaghan, they offer a good value service. We will together continue to modernise and refresh the look of the Review while recognising that it has a serious history of continuity, having been published in Brussels since 1928 (and in English since 1957). Its established tradition of respected academic writing, practical subjects and a unique international perspective is one that we will continue to respect. We hope to undertake a similar exercise with the French-language edition.

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Editorial Statement - *Kenneth Kernaghan*

Governance Reforms and Failed States: challenges and implications - *Derick W. Brinkerhoff & Jennifer Brinkerhoff*

The Democratization and Development Agenda and the African Civil Service: issues resolved or matters arising? - *M J Balogun*

Fiscal Federalism and Local Government Finance in Nigeria: an examination of revenue rights and fiscal jurisdiction - *S.T. Akindete, O. R Olaopa & A. Sat Obiyan*

The Unanticipated Consequences of Decentralisation and Reinvention: the case of the Province of South Holland - *A.K. Yesilkagit & J. de Vries*

The Changing Functions of Laws and its Implications for Government and Governance - *Michiel S. de Vries*

Managing through Measurement or Meaning? Lessons from experience with New Zealand's public sector performance management systems - *Richard Norman*

Japanese Bureaucracy in Transition: regulating deregulation - *Francesco Paola Cerase*

The **Second Braibant Lecture** will be held on Wednesday, 26 March 2003 at 7 pm at IIAS headquarters.

This year the speaker of the Lecture will be **Professor Klaus König** of the Deutsche Hochschule für Verwaltungswissenschaften Speyer (Germany). The theme will be: **"OM THE TYPOLOGY OF PUBLIC ADMINISTRATION"**.



Professor König was IIAS Vice-President of Western Europe from 1992 to 2001.

For additional information about this Lecture, kindly contact Catherine Coninckx, tel.: 32/2-536.08.83 - coninckx@iiasiisa.be

CLOSER LINKS WITH CHINA

On the 25th September the Director General of the Institute signed in Beijing an important new contract with President **Guo Ji**, from the Chinese Public Administration Society under which the IIAS will advise and help in the development of the Chinese public service. For his speech delivered on the occasion of the signing, dealing with Confucian values and modern governance, please see our web site:

www.iiasiisa.be/iias/aidg/china/beijing.pdf

The Director General was also honoured to be offered an Adjunct Professorship at the School of Government, Peking University, which he was pleased to accept in recognition of the work of the Institute.

CALENDAR

17 January, Brussels (Belgium): EGPA Steering Committee meeting

9 February, Rio de Janeiro (Brazil): IASIA Board of Management meeting

10-11 February, Rio de Janeiro (Brazil): IASIA Seminar, co-sponsored by the Department of Economics and Social Affairs (UNDESA) of the United Nations and the Getulio Vargas Foundation of Brazil. Theme: "Improving the Quality of Public Administration Education and Training: new needs, new approaches".

24-25 February, Ottawa (Canada): meeting of Yaoundé Conference Rapporteurs

7-8 March, San Marino: meeting of the IIAS "New Technologies and Public Administration" Working Group

24-25 March, Brussels (Belgium): IASIA Board of Management meeting

26 March, Brussels (Belgium): meetings of the Research Advisory Council and the Finance Committee

26 March, Brussels (Belgium): Second Braibant Lecture

27-28 March, Brussels (Belgium): IIAS Executive Committee meeting

5 April, Valletta (Malta): meeting of the IIAS History of Administration Working Group on the theme "The Administration of Water"

STAFF AND INTERNATIONAL INTERNSHIPS

The IIAS will welcome a new trainee from Germany from 3 February to 4 April 2003.

Claudia Schiefelbein is a student in Public Policy and Management at the University of Potsdam. She was a member of the team that organised the EGPA 2002 Conference and was our contact person in Potsdam for all logistical questions. She hopes to extend her horizons within the administrative sciences, notably in a European context and become better acquainted with IIAS activities.

At the end of January, Sarah Azzoug, Executive Secretary of the International Association of Schools and Institutes of Administration will leave IIAS to reorient her career in the private sector. The Director General and the entire administrative team at IIAS wish to thank her for the work that she has accomplished since 1999 and to wish her every success in her new endeavours.

8 and 9 November 2002 : Fabienne Maron took part in an International Seminar on "Training Civil Servants for European Integration".

She presented a paper on the challenges and perspectives of training actors involved in the European integration process. Special emphasis was given to sectoral aspects relative to training, such as justice, interior affairs and co-operation.

The Seminar was organised by the Training Centre for Public Administration of Bucarest.

Robert Szczepankowski, Assistant Professor in Public Administration and State Theory, Bialystok School of Public Administration (Poland) will be at the IIAS in February to carry out a study on the European administrative space. Mr Szczepankowski looks forward to consulting publications in the IIAS Library and also to having access to documents examining the European administrative space that are unavailable in Poland.

SECOND SPECIALISED INTERNATIONAL CONFERENCE NEW DELHI - INTRODUCTORY REPORT



The Honourable Geraldine Fraser-Moleketi, Minister of Public Service and Administration, South Africa

It is with honour and humility that I present this Introductory Report. I stand before you as an African and as a politician. I believe both of these are deviations from the profile of General Rapporteurs that the Institute has historically chosen. I will speak to you from the basis of my identity as an African, and from my experience as a politician, and hopefully contribute towards creating diversity in thought, discipline and identity.

India and South Africa

It is also a special honour for me to serve as General Rapporteur at this Conference on Indian soil. South Africa has shared elements of her history with India for more than 200 years. It is a complex history, it is also a proud history of political and philosophical, not to mention economic exchange, that has stood both countries in good stead, and which has had international influence. It is a history of countries on two different continents which have developed in parallel - both having experienced the same colonial power and gaining liberation/ independence, but also countries that are firmly committed to popular democracy. In the international context both countries are also concerned about the position of developing countries.

Since Greece 2001

Internationally we have experienced major events, some of cataclysmic proportions, since we parted ways in Greece in July 2001. The terrain of governance and administration cannot claim immunity to events that have been widely condemned, such as September 11, 2001 or Bali as recently as 12 October this year. Nor is it left unaffected by the discussions and decisions at major international gatherings such as the World Conference against Racism or the World Summit on Sustainable Development. The uncritical endorsement of private sector management practices has also been seriously shaken by the Enron-Anderson, and other corporate corruption scandals. Collectively, these developments have, if anything, demonstrated the centrality of the nation state in managing the contradictions of a globalized economy and society.

Foresight

I believe that both the location and the theme of this year's conference were very aptly chosen. Our event follows in the wake of the World Summit on Sustainable Development and provides a platform for the intellectual and practitioner community to take the discussion further on the governance implications for sustainable development. How will states behave post-Johannesburg? Can we expect to see a difference in how they conduct their work? Are we perhaps prompted to give further content to redefining the role of the State after the World Summit, and other recent critical events?

Multi-disciplinarity

Apart from being highly topical, the theme also creates the platform for our deliberations to be enriched by related disciplines. It forces us to embrace the perspectives of economics, politics, development studies, sociology, geography and environmental studies. Today's global challenges cannot be adequately understood by focusing exclusively on any one discipline - we are truly moving into a multidisciplinary phase with public administration as an important intersecting field of study. This multidisciplinary provides us with an opportunity to confront one of the most pressing questions of our time: Is sustainable development possible in the era of globalization?

Sustainable development

Sustainable development poses very particular challenges to governance and administration in both the developed and developing worlds, to elevate the need for long-term perspectives, social justice, equity and equilibrium as major concerns - alongside economic factors such as efficiency and effectiveness. It further points to intricate connectivity and interdependence and the need to see the globe as a single system, containing sub-systems within it. Therefore security, environment, well-being of populations and so forth are global issues and demand that they should be in balance - globally and locally. Sustainability requires such an integrated global perspective, but also one in which diversity is celebrated and embraced.

The Sub-Themes

In taking forward our discussions over the next few days, each sub-topic should rigorously consider the challenges inherent in the overall theme. I will leave you with some questions pertinent to each of the four sub-themes:

- Can the possibilities presented by the information society truly translate into developmental solutions for local public institutions and the people that they serve?
- Are the ideals of 'people-centred', 'accountable', 'transparent', 'efficient' and 'honest' administrations realistic in impoverished contexts and how can they be actualised?
- What is the institutional capacity required of the new configured strong state, required to play a defining role in achieving sustainable development ideals?
- How should a developmental state interact with international forces that currently champion the development-through-growth approach, and that often lack any democratic legitimacy and accountability framework?

I would want to conclude with a very wise saying that reveals our African philosophy of humanism, and it is this basis that informs how we engage with the issues raised in this introductory report. The saying goes "umuntu, ugumuntu, ngabantu". In global terms, this can be translated as - "We owe our humanity to humankind".

This is a shortened version of Mrs Fraser-Moleketi's text which will be published in full in the Proceedings of the New Delhi Conference to be published later this year by IIAS.

THE NEW DELHI CONFERENCE - IMAGES



Mr **FAHAAD AL-HAMAD**

Acting Conference President and IIAS Vice-President for the Middle East



Mrs **VASANDHARA RAJE**, Minister of State for Personnel, Public Grievances and Pensions, Government of India



MICHAEL DUGGETT and Mr **A.K. AGARWAL** during "puja" ceremony



Folk dance celebrations



GÉRALDINE MAINIL, **GAIL DARGE** & **CÉCILE POUPART** of IIAS with the Indian team



Mr **FAHAAD AL-HAMAD** (Saudi Arabia), Acting Conference President, Mr **KAMAL PANDE**, Cabinet Secretary, Government of India, Mrs **GERALDINE FRASER-MOLEKETI**, Minister of Public Service and Administration (South Africa) and Rapporteur General of the Conference, Mr **RENÉ ZE NGUELE**, Minister for the Civil Service and Administrative Reform (Cameroun)



Photos:
Indian organizing Committee, Véronique Fagel & Cécile Poupart



Mrs **SUNILA BASANT**, Additional Secretary, Department of Administrative Reforms and Public Grievances (India) & **MICHAEL DUGGETT** during Diwali Mela