

## ...Turning to the Future...

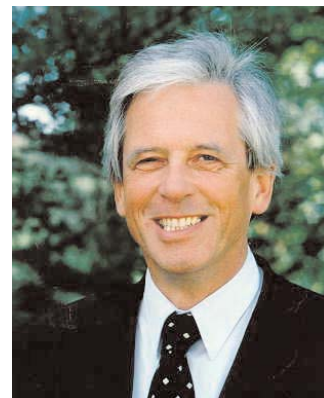
A Letter from the President of the Institute, Franz Strehl

Ladies and Gentlemen, Dear Friends and Colleagues

This is my first communication to all our world-wide community in our Newsletter after having been elected in Seoul as President of IIAS. I am very honoured to be your President. But I think there is a lot to do.

**The Past...**In this year, 2005, the IIAS achieves 75 years of existence. This history, the Institute's history, can reassure - and one of our experts groups is working on a celebratory book for Berlin - but we have to turn our heads and look to the future.

**The Future...**With the help of our Executive Committee we have developed a new strategy. The role of IIAS is under pressure and, therefore, IIAS must react to the need for change. Here are the main points of the agreed IIAS strategy.



**1 - We Will Develop a Policy of "Critical Governance Issues":** a 'rolling agenda' of Critical Governance Issues (CGIs) could contribute substantially to the IIAS profile. So we will establish a family of activities; conferences, working groups, publications, tackling an issue from different angles. This agenda could provide the infrastructure for an Annual Statement from the IIAS President. *Progress so far - the first set of CGIs will be worked out in spring 2005.*

**2 - We will build a Coherent Research Capability:** our Working Groups are a tested methodology for carrying out applied research. Some however, have reached their term. They must be refocused across the whole Institute (including the IASIA and EGPA) to ensure they contribute to the CGIs. *Progress so far - four of the currently six Working Groups will close in 2005; we shall establish new ones during 2005-6.*

**3 - We Will Redesign our Conference Policies:** the Institute runs three conferences a year, for IIAS, IASIA and EGPA. We must avoid overlap, seek synergy and results. The Conferences should serve our CGIs, deliver needed income and meet our networking objectives. *Progress so far - simultaneous marketing of events, "on-line" registration for some conferences, use of CD-Roms for papers; interpretation costs controlled where possible.*

**4 - We Will Carefully Review our Structures:** the Institute is arguably like a holding company with an oversight structure (Council of Administration, Executive Committee) and divisions providing particular services. IASIA has training and EGPA European governance. The Institute will develop mutually supporting structures and activities. *Progress so far - the Three Presidents, myself, Turgay Ergun and Geert Bouckaert have met under my chairmanship in November 2004 and we will meet again to ensure that all of us work in the same direction.*

**5 - We Must Improve Our Marketing:** we need to target better. All our activities have different audiences and so should be marketed in the right way for each audience - our website at a broad non-specialist audience, our Newsletter for our core community, our publications and the Review at the scientific membership. *Progress so far - our website is being overhauled; this newsletter will become solely electronic; a new Editor of the Review will raise even further its scientific profile. We are considering reviewing our publications policies for books.*

**6 - We Need to Improve Intelligence/Networking Functions:** our database of 11,200 names, needs systematic updating. *Progress so far - new lists have been prepared for the 25 European Union states.*

**7 - We Will Respond to Specific Regional and Country Interests:** since our members have very varied needs we would find it difficult to meet all your potential demands. On the other hand, we are establishing a track-record of responding to specific national or regional needs. *Progress so far - contracts were won in 2004-5 to supply expertise to one national (UK) government, and one regional (European Union) authority.*

**8 - We Will Grow New Partnerships:** we have good and concrete relations with the United Nations' UNDESA and UNPAN, with the ISSC, with CAPAM, with *la Francophonie*, with Africa's CAFRAD and the Arab World's ARADO. *Progress so far - there is more to be done here. But the presence of UNDESA's Director Guido Bertucci as a new member of our Research Advisory Council will help us in this field.*

**9 - We Will Strengthen Institute Capacity:** we need to be realistic. With a directly-employed staff of less than ten, mainly administrative, the HQ of the Institute does not have large staff resources. Our DG has kept a very firm grip on costs. But we may need to strengthen our centre to increase our potential for income - in the long run cutting staff also cuts our service and capacity. *Progress so far - A Workshop to enhance team capacity was held in February at IIAS with a Swiss HR expert.*

**Next Steps:** the implementation of these points is one of my major goals as President and I will commit my capacity and time to realise the Strategy. I would like to ask all of you for your continuous support.

Franz Strehl

## INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCES

Catherine Humblet: [humblet@inwind.it](mailto:humblet@inwind.it)

**Volume 70 Number 4 December 2004**

**Michael Duggett** - The Braibant Lecture 2004: introducing Francis Delpérée

**Francis Delpérée** - The constitution and the administration

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**Ian Thynne and Roger Wettenhall** - Public management and organizational autonomy: the continuing relevance of significant earlier knowledge

**Joseph L. Soeters and Mussie Teclmichael Tessema** - Public management in developing countries: some notes on Eritrea

**Toby Fyfe** - Alternative service delivery - responding to global pressures

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**Bernardo Kliksberg** - IASIA symposium on public administration: challenges of poverty and exclusion: Introduction: new expectation for the role of the state

**Bernardo Kliksberg** - Examining myths and truths in public social policy: the Latin American case

**Abakholwa Moses Sindane** - Public administration versus public management: parallels, divergences, convergences and who benefits?

**Chu Songyan** - Fight for equality in a transforming China: community development in urbanization

**Guido Bertucci** - The UNDESA/IASIA initiative for public sector leadership capacity enhancement

**Rebeca Grynspan** - Economic and social trends in Latin America: the bases for social discontent

## PUBLICATIONS

Cécile Poupart: [poupart@iiasiisa.be](mailto:poupart@iiasiisa.be)

### PUBLISHED

*Case assignment to courts and within courts: a comparative study in seven countries*, Edited by Philip M. Langbroek, Marco Fabri, Distribution : Maastricht, Shaker Publishing, 204p., 36 €. **For more information:** [www.shaker.nl/Catalogus/](http://www.shaker.nl/Catalogus/)

*International and European Security versus the Explosion of Global Media*, Edited by Tavares Ribeiro /de La Brosse/Horga, Oradea Seminar. **For more information and distribution : Prof. Ioan HORGA, [ihorga@uoradea.ro](mailto:ihorga@uoradea.ro)**

*The Institutional Arrangements for Water Management in the 19th and 20th Centuries*, Volume 24 International Institute of Administrative Sciences Monographs, Edited by: J.C.N. Raadschelders, 2005, 248 pp., hardcover, Distribution: IOS Press, US\$99 / €85 / £59. **For more information:** [www.iospress.nl](http://www.iospress.nl)

*Contracts, Performance Measurement and Accountability in the Public Sector*, Edited by G. Drewry , C. Greve and T. Tanquerel, 2005, 208 pp., hardcover, Distribution: IOS Press, US\$90 / €75 / £53. **For more information:** [www.iospress.nl](http://www.iospress.nl)

*Governance and Public Administration in the Twenty-first Century: New Trends and New Techniques - Implications for Education and Training*, Edited by Edward Warrington, Annual Report Athens 2001, Distribution: IIAS, 25 €. **For more information:** [www.iiasiisa.be](http://www.iiasiisa.be)

## INTERNATIONAL ASSOCIATION OF SCHOOLS AND INSTITUTES OF ADMINISTRATION

**Como conference (11 - 15 July 2005)**

**Theme:** "Education and Training at Various Administration Levels: Assessing Needs, Ensuring Quality"

The preparation of the IASIA annual conference that will be taking place in Como (Italy) from the 11th to the 15th of July 2005, is now well under way. Persons interested can now refer to the Como conference webpage for complete calls for papers, and general information: <http://www.iiasiisa.be/schools/aeconf/aecom/aecom.htm>.

People wishing to submit paper proposals can do so before the **31st of March 2005**, by sending it to the IASIA secretariat at the following address: [iasia@iiasiisa.be](mailto:iasia@iiasiisa.be). Please do not forget to indicate to which working group you would like to submit your abstract.

### BOARD OF MANAGEMENT MEETING

The IASIA Board of Management has met on the 17th of November in Ankara Turkey, responding to the invitation of TODAIE, the institution of the IASIA President, Turgay Ergun. Although no quorum could be reached at that meeting, and therefore no decision formally taken, the Board has discussed various matters. Most of them will be reviewed at the next meeting of the Board of Management that will take place on the 14th and 15th of March 2005 in the IIAS Headquarters in Brussels.

## EUROPEAN GROUP OF PUBLIC ADMINISTRATION

**Bern Conference (31 August - 3 September 2005)**

**Website:** [www.egpa2005.com](http://www.egpa2005.com) & [www.iiasiisa.be](http://www.iiasiisa.be)

**THEME:** "Reforming the Public Sector: What about the citizens?"

### WORKSHOPS ON THE CONFERENCE THEME

*Workshop I: Are public sector reforms in the interest of the citizens? Evaluation of reform projects from a customer and citizen perspective*

*Workshop II: The relation between citizens and state reconsidered - Direct democracy and citizen participation*  
*Special Host Country Panel: Direct Democracy in Switzerland: Folklore or Model?*

### CALL-FOR-PAPERS

A detailed call-for-papers is available on the Conference websites.

### REGISTRATION

To register and to make the accommodation booking, please consult the Conference websites

**Contact: Dr. Fabienne Maron : [maron@iiasiisa.be](mailto:maron@iiasiisa.be)**

### STATUTORY MEETING

The EGPA Steering Committee convened in Brussels on 28-29 January 2005. The meeting was chaired by Prof. Dr. **Geert Bouckaert**. It was his first meeting as EGPA President. He presented the new EGPA strategy plan. The new strategy was welcomed and approved by the Steering Committee members. The new strategy plan will be available soon on the EGPA website.



## "CONTACTS INTERNATIONAL"

**France** - the DG was invited to attend on 20th October a meeting at the Pantheon-Sorbonne to celebrate the publication by **Bruylant** (our distributors of the French edition of the *International Review of Administrative Sciences*) of a mélange - a special collection of essays in honour of - Professor **Gérard Timsit**, a member of our Research Advisory Council. During his time in Paris he was also able to meet **Hélène Gisserot** of the Cour des Comptes and the IIAS Finance Committee chair, **Derry Ormond**, also a senior member of our Research Advisory Council and finally the distinguished Past President Guy Braibant.

**USA** - during the period 15th-16th November 2004 the DG was invited to New York by Mr **Guido Bertucci** with a view to planning the **6th Global Forum on Reinventing Government** which is to be held in Seoul, in May 2005. The Institute will be co-organising a workshop on e-governance with the United Nations Department of Economic and Social Affairs and the Korean national agency. In New York he also had the pleasure of meeting UN colleagues **G. Shabbir Cheema**, **John Mary Kauzya**, **Esther Stern** and **Richard Kerby**; **Stefano Pizzicannella** from Italy, **Ozias Tungwarara** from IDEA, Professor **Gowher Rizvi** from Harvard plus **Hee-yong Cho** (Korean Government and DG of the 6th Global Forum) and Dr **Osung Kwon** from KIPA Korea.

**Mexico** - since the IIAS has been invited to hold its Third Regional International Conference (2006) in Monterrey by the former Vice-President for Latin America Mr **José Natividad Gonzales Paras** the DG travelled to Mexico between the 30th November and the 5th December to carry out an official viewing of the conference location. He was met by **Maria Eugenia Ramos Francia** from the INAP, the Mexican national section of the Institute and he also met from INAP Mr **Ignacio Pichardo Pagaza**, our former President. He was able to interview Mrs **Maria Guadalupe Chéquer Mencarini** from the Mexican central government's ministry of the public service. He also met the Governor's chief of staff **Ildelfonso Guajardo Villarreal**, and colleagues at the INAP unit in Monterrey such as Mr **Gildardo Campero Cardenas** and at the Monterrey Institute of Technology notably Mr **Vidal Garza Cantu**.

**United Kingdom** - The ESRC Panel on Public Services held a meeting in London, attended by the IIAS DG, specifically focussed on the problems of transparency on 14th January - prompted by the fact that in the UK the Freedom of Information Act has now come into force. Chaired by Professors **Christopher Hood** and **David Heald**, the seminar was addressed by **Andrew McDonald** of the Department of Constitutional Affairs and by Professor **Robert Hazell** of the Constitution Unit at UCL.

**Switzerland** - there was a meeting in Bern on the 21st January 2005 of the President and DG of the Institute to meet M. **Francois Chassot** of the Swiss Ministry of the Environment concerning staff development matters. After their meeting, they also had the pleasure to meet M. **Albert Hofmeister**, a key figure in the Swiss Society of Administrative Science and member of the Executive Committee of the IIAS. During his visit the Director General also spoke with Professor **Reto Steiner** and Ms **Claudia Binz** concerning the organisation of the EGPA 2005 Conference to be held in Bern in September.

## RESEARCH

### Administering Global Governance Working Group Chairperson-Présidente: **Geraldine Fraser-Moleketi (South Africa)**

For its fourth meeting, the Working Group convened on Tuesday, 24 November 2004 at IIAS headquarters in Brussels. Under the chairmanship of Minister Fraser-Moleketi, the Working Group evaluated the advances made since its last meeting held in Seoul in July 2004 and set up a time frame for the publication of the Group's work. Ideally, the publication will coincide with the IIAS annual conference to be held in Berlin in September 2005. The conclusions of discussions were very enriching, and demonstrated the scope of the Group's work as revealed in each member's contribution. It was concluded that the crux of the publication had been completed and that only a few minor adjustments were needed to ensure the overall coherence of contributions. Authors were therefore requested to submit the final version of their work by the end of 2004. Then any final touches could be added, if necessary, at the last Working Group meeting to be held in New York in 4-5 April 2005.

### History of Administration Working Group Chairperson-Président: **Professor Fabio Rugge (Italy)**

**Next Meeting: 8-9 April 2005, Louvain-La-Neuve, Belgium**

**Theme: The Administration of Historical, Artistic and Cultural Heritage**

The objective of this activity is to bring together international experts to examine the administration of historical, artistic and cultural heritage. This topic will be analysed in a multidisciplinary perspective by public administration specialists, historians, political scientists and legal experts. National reports will be presented to enlighten the ways in which historical, artistic and cultural heritage is managed in the various countries taking part in the study. Further to an introductory note on this theme, national reports will be developed and will include perspectives on the different sub-topics. The aim is that many of the aspects of this question will be examined and will throw light on the diverse ways in which heritage is managed (national archives, cultural and artistic heritage, conservation and transmission of heritage,...). An analysis of national practices concerning heritage will also be proposed.

### Supranational Administration Working Group Chairperson: **Chris De Cooker (European Space Agency)**

**Next Meeting: 21-22 April 2005, European Bank for Reconstruction and Development, London, United Kingdom**

The Group will hold a Seminar in London organised with the assistance of the European Bank for Reconstruction and Development. At this stage, 36 participants from 21 international organisations have confirmed their attendance and will discuss the following items: *Responsibility of International Organisations; Privileges and immunities; Ethics; New forms of family relationships; Practical aspects of defending international organisations before Administrative Tribunals.*

## INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES

**International Internships**

**Valentina Langianese** (Italy) took part in a three-month training scheme at IIAS in winter 2004.

Valentina graduated in July 2003 with a degree in law from the University of Bari, a beautiful city in the south of Italy. She presented a degree thesis in administrative law

covering the problems of administrative justice of the Italian antitrust authority. She is enrolled in the list of practicing lawyers of Bari. She is also attending a master in diplomatic careers and European and international organisations at the University of Parma.

Valentina was very glad to stay in IIAS and was able to develop her understanding of how public administration systems actually work. She achieved this through the study of the different administration systems of the world states.

### History of the Institute Working Group Brussels 20th December 2004

A meeting was held in the offices of the Institute to take forward the report on the first 75 years of its life that is being prepared by a small team of administrative historians. Chaired by the Director General the colleagues present – Professors **Stephan Fisch, Denis Moschopoulos, Gavin Drewry and Jean-Marie Yante** – have agreed a timetable and contents for the book, which we intend to publish in time for the Berlin Conference of the Institute in September 2005. The Group will meet again in Louvain-la-Neuve in April.

**BRAIBANT LECTURE**

The 4th Braibant Lecture will take place on Wednesday 21st September in Berlin, during the IIAS 3rd Specialised International Conference.

This year the speaker will be M. Ignacio Pichardo Pagaza (Mexico), Former IIAS President (1998-2001).

The theme will be *“Public administration challenges in relation to environmental protection and sustainable development”*

**IIAS Statutory meetings**

**Research Advisory Council:** 16 March 2005

**Finance Committee:** 16 March 2005

**Executive Committee:** 17-18 March 2005

**OLAF Project**

Michael Duggett and Fabienne Maron held a meeting with the European Commission's OLAF, anti-fraud agency, on the 3rd of February at the Commission's offices. Dr **Lothar Kuhl** led for the Commission and the IIAS research partners and fellow-contractors **Oswald Jansen** and **Philip Langbroek** from Utrecht described progress so far in the six-month €100,000-plus project based in seven European states that the Institute is coordinating for the Commission.

**2005 Berlin Conference**

The IIAS 3rd Specialised International Conference, will be held in Berlin, Germany, at the Maritim ProArte-Hotel, from 20th to 23rd September 2005. The main theme of the Conference will be: *“Public Administration and Private Enterprise: co-operation, competition and regulation”*.

**Conference website:** [www.iias-Berlin-2005.de](http://www.iias-Berlin-2005.de)

Rapporteur General: **Luiz Carlos Bresser-Pereira**, Professor of economics at Getúlio Vargas Foundation (Brazil), The general Conference theme will be studied within four workshops:

**Co-operation and Partnership of Public Administration and Private Enterprise: economic chances, constitutional and political objections?** Rapporteur: *Ian Thynne, Professor of Governance, Charles Darwin University, Australia*

**Regulation: the concept and its enforcement. Experiences made by regulatory agencies in different states.** Rapporteur: *Michel Franc, Président de Section au Conseil d'Etat, France*

**Competition, Co-operation and Conflict in the Field of Public Services.** Rapporteur: *Beate Weber, Mayor of the City of Heidelberg, Germany*

**Regulatory Powers of National Governments in a Globalized Economy.** Rapporteur: *Claudius Bamidele Olowu, Principal Governance Adviser, African Development Bank*

For a complete call-for-papers, please visit our web site : [www.iiasiisa.be](http://www.iiasiisa.be)

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