

ACCESS CLUB : INNOVATION AND SOLIDARITY IN AFRICA

"Access to ideas, access to decision-makers and policy-shapers, access to the IAS Conference in Yaoundé." These are the aims we had for our pilot programme. To enable African experts and experts in public administration from across the world to be there in the Palais des Congrès in Yaoundé on July the 15th 2003 when we launched our Second Regional International Conference with a speech from the Prime Minister of Cameroon, Mr. Peter Mafani Musonge and from the IAS President, Mr. Atangana Mebara.

SPONSORS AGAINST EXCLUSION

Since the theme (set out by Rapporteur-General **Jocelyne Bourgon**) was what shared governance can do to reduce poverty and exclusion, we wanted no one to be excluded who could contribute to a global debate. A debate in which Africa has more to win, and more to gain, than most continents. So, during 2002-3 IAS gained sponsorship support from governments and organisations that share its objectives. Without their funding, the Access Club would have remained a mere idea. The Institute thanks the governments of India, Canada and Belgium, and among organisations, UNDESA, World Bank, la Francophonie and the Commonwealth.

ACCESS FELLOWSHIP

The Access Club (chaired by IAS past-President **David Brown**) offered to those who applied and were successful a modest degree of finance to cover the costs of travel to and stay in Yaoundé. Africa is not the easiest part of the world for international travel. We had, I am pleased to say, 60 applications and were able to support, either directly or through our Sponsors, no less than 41 experts with the largest contingent coming from Africa. Countries who were represented among "Access Fellows" included South Africa, Congo, Uganda, Burundi, India, Brazil, Algeria and Argentina as well as Cameroon itself.

VOICES

Speaking for herself, but maybe not only herself, **Jayashree Jayant Honmode** told us : "It will be a pleasure to attend the Conference in Yaoundé and present the Indian perspective. The financial assistance approved by the IAS Access Club, though not complete, will definitely ease some financial cost of attending the conference. I wish to thank the committee for extending the assistance to me."

And from Algeria, **Abdelkader Taibi**: "En vous priant de bien vouloir renouveler mes remerciements et ma gratitude (...). Je dois tout naturellement vous assurer de ma disponibilité permanente et de la continuité sans relâche de mes contributions et de ma fidélité pour les intérêts et les objectifs de notre illustre et glorieux institut."

From Nigeria, **A.S. Obiyan**: "It was nice meeting you at the Yaoundé Conference. Please accept my congratulations on the successful conduct of the Yaoundé Conference of which I am proud to be part(...). Importantly too, I like to place on record my deep appreciation to the Access Club for the generous financial support without which my participation at the conference would have been a forlorn hope. I owe you all a debt of gratitude."

From Nigeria, **Godwin Onu**: "Thank you for considering me for travel support. I feel delighted and will end my papers soon. One paper is ready and other will soon be ready. I shall attend the Conference. Remain blessed."



From left to right: Franklin Muyonjo (Uganda), J.J. Honmode (India), Montanus Milanzi (Tanzania), Véronique Fogel (IIAS), A. S. Obiyan (Nigeria), Abdelkader Taibi (Algeria), Michael Duggett (IIAS), Maximin Emagna (Cameroon), Christina Andrews (Brazil), Mutuwafthethu John Mafunisa (South Africa), Marthe Mouko (Cameroon), Catherine Coninckx (IIAS), Pascal Rutake (Burundi)

From Burundi, **Pascal Rutake**: "Je garde un excellent souvenir de la Conférence de Yaoundé qui a

permis à des spécialistes venant d'Europe, d'Asie, d'Amérique et d'Afrique d'apporter leurs contributions respectives à la réflexion sur la problématique et je vous remercie de m'avoir invité à cette conférence combien enrichissante pour les chercheurs et professeurs."

It is my personal aim that the Institute will be able to learn to do better and offer even more opportunities both for Sponsors to help and Candidates-participants to win, Access Club Awards for our next Conference in Seoul 2004. As Gandhi said, if we have the means we can achieve the ends - or as someone else said, if our Sponsors can give us the tools, we will finish the job.

Michael Duggett IAS Director General Brussels, Autumn 2003



J.J. Honmode (India)



G. Onu (Nigeria)



M. Milanzi (Tanzania)



M. Mouko (Cameroon)



E. Nweke (Nigeria)



M. Emagna (Cameroon)



C. Andrews (Brazil)

2004

INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES

TWENTY-SIXTH INTERNATIONAL CONGRESS OF ADMINISTRATIVE SCIENCES, SEOUL (SOUTH KOREA)
14-18 JULY 2004

E-GOVERNANCE: CHALLENGES AND OPPORTUNITIES FOR DEMOCRACY, ADMINISTRATION AND LAW

The Congress is being organised at the invitation of the Korea Institute of Public Administration, with the support of the Ministry of Government Administration and Home Affairs of the Republic of Korea.

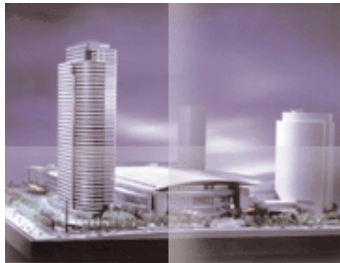
The scientific preparation of the Conference will be directed by **Professor Pan Suk Kim**, Head of Social Sciences Division and Chairman of Public Administration, Yonsei University (Korea), who will be the Rapporteur-General. He will be assisted by a team of Rapporteurs from the different regions of the world.



Professor **Pan Suk Kim**, Rapporteur-General of the Seoul Congress

Congress Venue:

Coex Congress Centre, Seoul, South Korea (www.coex.co.kr)



Workshops and Rapporteurs

1) E-governance: effects on civil society, transparency and democracy

Rapporteur: **Olli Mäenpää**, Professor of Administrative Law, University of Helsinki (Finland)

2) E-governance: changes in administrative structures and processes

Rapporteur: **Shunichi Furukawa**, Associate Professor of Government and Public Administration, University of Tsukuba (Japan)

3) E-governance: perspectives for countries in transition and development

Rapporteur: **Gordon M. Draper**, University of the West Indies, Mona School of Business (Jamaica)

4) E-governance and the evolution of law

Rapporteur: **Herbert Maisl**, Conseiller d'Etat, Conseil d'Etat (France)

The working languages are English, French and Korean. Simultaneous interpretation will be provided.

MAKE A NOTE IN YOUR DIARY
The invitation brochure will be available as of November 2004

For additional information:

Catherine Coninckx
tel.: 32/2-536.08.83
coninckx@iiasia.be

INTERNATIONAL ASSOCIATION OF SCHOOLS AND
INSTITUTES OF ADMINISTRATION

ANNUAL CONFERENCE
SEOUL (SOUTH KOREA), 12-16 JULY 2004

BUILDING LEADERSHIP FOR MODERNISATION AND SHARED GOVERNANCE

Conference Venue: Coex Congress Centre, Seoul, South Korea (www.coex.co.kr)

WORKING GROUPS

- I. Education and Training Programme: aligning missions and quality
- II. State-Market Partnerships and Enterprise Management
- III. Public Sector Reform: people in the public service
- IV. Local Governance and Development
- V. Accountability, Culture and Trust
- VI. New Tools for Public Financial Management

For further information, please consult our web site or contact **Juan Cabrera-Clerget** - tel.: 32/2536.08.89 - iasia@iiasia.be

EUROPEAN GROUP OF PUBLIC ADMINISTRATION

ANNUAL CONFERENCE
LJUBLJANA (SLOVENIA), 1-4 SEPTEMBER 2004

FOUR MONTHS AFTER: ADMINISTERING THE NEW EUROPE

Conference Venue: University of Ljubljana, Faculty of Administration (Slovenia)

SUB-TOPICS:

- Does size matter? Small States in the European Union
- The Impact of the European Union on National Administrations

A new Study Group on Third Sector will have its first meeting in Ljubljana. It will be centred around the third sector in the European context.

For further information, please consult our web site or contact **Fabienne Maron** - tel.: 32/2536.08.84 - geapegpa@iiasia.be

The Institute's Accounting Department wishes to inform you that it will no longer be able to accept payment by means of an American Express credit card for invoices, publications, membership fees, and participation fees in conferences.

DG DIARY

South Africa - the South African Minister for Public Service and Administration, **Geraldine Fraser-Moleketi**, invited the DG to represent the Institute at the 4th Pan-African Public Service Ministers' meeting held at Stellenbosch, between 3-8th May. The meeting was attended by over 40 ministers and was inspiringly addressed by the President of the African Union **Thabo Mbeki**. He was able to meet the PM of Namibia, **Theo Ben Gurirab**, **John Mary Kauzya** from UNDESA and **Muhammad Tijane Bande** from CAFRAD as well as **Jacques Nzouankeu** from OFPA.

Cameroon - between 20-24th May the DG, along with the Institute's Director of Scientific Affairs, **Catherine Coninckx**, was invited by the Minister **René Ze Nguele** to Yaoundé to take part in the Launch ceremony for the Institute's Second Regional International Conference.

Poland has established a new and vibrant IIAS Member State and National Section after having been a founder-member but leaving during the 1950s. The key figures in Polish public administration, **Jan Pastwa**, Head of the Civil Service and his Deputy **Jacek Caputowicz**, together with the Rector of the Bialystock School **Barbara Kudrycka** and Professor **Michael Kulesza** and other senior figures in the national framework like **Maria Gintowt-Jankowicz**, **Marek Debicki**, and **Teresa Rabska**, - all met for a conference in the Novotel Hotel, Warsaw over the weekend 29th -31st May. The DG was invited and represented the Institute as did **Allan Rosenbaum** from IASIA.

Netherlands - as a long-standing member of a European network of senior public servants from a range of European states the DG visited Amsterdam on the 12th June. He met colleagues including **Anders Brunberg** from the Swedish Ministry of Defence, **Christer Backman** from the Danish Government, and **Emil Broesterhuizen** from the Netherlands Ministry of Culture.

Spain - the Instituto Nacional de la Administracion Publica (INAP) of Madrid held a conference on the training of senior civil servants, 11th-13th June, to which the DG was invited to make the Closing speech. During his time at the event he was able to meet **Ewart Wooldridge**, **Björn Beckman**, **Sieglinde Hubsch-Barten**, **Muhammed Tijane Bande** and **Désiré de Saedeleer**, all senior figures involved in training public officials, as well as **Pilar Garces** from Spain.

Germany - at the German Hochschule für Verwaltungswissenschaften (Speyer) between the 16th -17th June the 2003 meeting of the Transatlantic Policy Consortium was held. The DG was invited to join the Consortium by its chairman **Charles Bonser** of Indiana University. The seminar was attended by a range of American and European scholars and was addressed (on "Old and New Europe") by **Ernst Ulrich von Weizsäcker**, a German Parliamentarian. Professor **Al Zuck** of the United States, IIAS President 1989-1992, was also present.

Slovenia - since the University of Ljubljana had offered to hold the 2004 EGPA Conference the DG visited this beautiful old European city for a visit of assessment over the period 26th-28th June at their invitation, where he met **Mirko Vintar** and other colleagues on the staff.

United Kingdom - in August the DG was able to meet **Biddy Brett-Rooks** of the Foreign Office and **Craig Baker** of A.T.Kearney Limited concerning a new working group.

PUBLICATIONS

Cécile Poupart - tél.: 32/2-536.08.87 - poupart@iiasiisa.be

PUBLISHED

On the Typology of Public Administration, by Klaus König, Second Braibant Lecture, IIAS, 2003, € 15,00.

New CD Rom

A special retrospective of the Athens Congress 2001



Distribution : IIAS/IISA, € 10,00.

The International Institute of Administrative Sciences and the Hellenic Institute of Administrative Sciences have produced a CD Rom as symbol of the great achievement that was our 25th Congress in Athens in July 2001. Edited by **Professor Argyriades**, our Rapporteur-General in Athens, the CD Rom reflects in its format and in its modernity a stage in the growth of the IIAS whereby we make use of, as well discuss, the new trends and new techniques of Governance and Public Administration in the 21st Century. You will find in this selection of representative papers presented at the Congress a sample of the views, concerns and ideas which occasioned considerable debate at this major event.

INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCES

Catherine Humblet: humblet@inwind.it

The September issue of the IRAS, coordinated in part by **Tony Bovaird** and **Elke Loeffler**, deals with "*Evaluating the Quality of Governance*".

The Guest Editors noted that there was a mismatch between recent public governance reforms, particularly in OECD countries, and the available performance measurement tools and models. There is currently no "scientifically-sound" model to assess the quality of public governance. There are, however many interesting initiatives to assess specific aspects of public governance. They occur in many different contexts, spanning international, national, local and neighbourhood levels, and have been undertaken by many different types of organisation for a wide variety of reasons. Examples may be read in articles by **Steven Van de Walle** and **Geert Bouckaert**, **Stephen Knack**, **Mark Kugler** and **Nick Manning** and in the contribution by **Tony Bovaird** and **Elke Loeffler**.

In addition to this theme, the September issue includes a case study by **Nada** and **Andrew Kakabadse** on "*Developing Reflexive Practitioners through Collaborative Inquiry: a case study of the UK civil service*", followed by an article by **Tom Christensen** and **Per Laegreid** on "*Complex Interactions and Influence among Political and Administrative Leaders*" and a last article by **Gambhir Bhatta** on "*Intent, Risks and Capability: some considerations on rethinking organizational capability*".

EUROPEAN GROUP OF PUBLIC ADMINISTRATION

Obrigado Oeiras!

EGPA's Annual Conference was held in Oeiras (Portugal) from 3rd to 6th September 2003 on the theme: **Public Law and the Modernising State**. More than 350 participants from 37 countries took part in the Conference - the highest rate of participation ever for an EGPA Conference. The Conference was opened by the Portuguese Secretary of State for Public Administration, Mrs. **Susana Toscana**.

Two Workshops were organised: **Public Law and State Modernisation**; and **Innovation in Public Organisations**. Eight Working Groups also convened during the Conference. The Research Groups attracted many young researchers to examine issues related to the third sector and to what we know about governance.

Our welcome in Oeiras and Lisbon was warm and sunny. In particular, we should like to thank the local organisers for their hospitality.

EGPA STATUTORY MEETINGS

*The EGPA Steering Committee convened in Oeiras on Thursday, 4 September 2003. Ms. **Sylvia Horton** (UK) and Professor **Salvador Parrado Diez** (Spain) were elected as new members of the Steering Committee.*

*The General Assembly was held in Oeiras on Friday, 5 September 2003. The President of EGPA, Professor **Werner Jann**, outlined the results and strategy of the European Group of Public Administration.*

INTERNATIONAL ASSOCIATION OF SCHOOLS AND INSTITUTES OF ADMINISTRATION

Thank you**Gracias Miami!**

IASIA's Annual Conference was held in the Eden Roc hotel in Miami Beach from the 14th to 18th of September 2003 on the theme: **Public Administration: challenges of poverty and exclusion**. The Rapporteur of the Conference was **Bernardo Kliksberg**, from the Inter American Development Bank.

162 experts and professionals from 51 countries were given the opportunity to exchange views and experiences on this topic, and contributed to the broadening of our knowledge. 88 papers were presented in 6 working groups and an open forum. 3 panels and 2 meetings also took place in Miami, underlining the richness and variety of the discussions. IASIA also welcomed 8 new institutions among its members: Ecole nationale de Santé publique, Algeria; Professional Management AB, Sweden; Sichuan Administration Institute (SAI), PR China; Botswana Institute of Administration and Commerce, Botswana; Albanian Civil Service Commission, Albania; The University of North Carolina at Pembroke, USA; Department of Public Administration and Policy College of Public Affairs, National Taipei University; University of Miami, USA.

We would also like to address special thanks to the Florida International University (FIU) staff, with whom it was a pleasure to work. They were the key to a very friendly and people-oriented conference.

STAFF AND INTERNATIONAL INTERNSHIPS



Since early 2003, Professor **Denis Moschopoulos**, Department of Archives and Library Science at the Ionian University, Corfu (Greece) has been visiting the IIAS Library and also carrying out research about the Institute's history, mainly from 1930 until today, but he has given special attention to the Institute's history from 1910-1930, during which the "Permanent International Committee of Administrative Sciences Congress" organised the first International Congress of Administrative Sciences prior to the Institute's official establishment. His research has been based on IIAS archives from 1945 to the present, documents, studies, books resulting from the Institute's scientific activities (Round Tables, Congresses, Conferences, and Seminars), and publications of Working Groups, also including the Institute's serial publications.

**THE IIAS WELCOMED TWO TRAINEES DURING THE SUMMER**

Pinar Soyaslan (left) was at the Institute from 1st July until 29th August. She is studying "French translation and interpretation" at the University of Istanbul in Turkey. She contributed to the preparation of the annual Conference of IASIA held in Miami in September, and also worked for the translation department of the Institute. She has previously worked for an annual Conference of IASIA in Istanbul in 2002.

Nathalie Aubry (right) obtained a Bachelor of Science in "International Management and Modern Languages" at Bath University in the United Kingdom. She will start a Master's in European Politics and Governance at the LSE (London School of Economics and Political Science) next October. She contributed to several EGPA projects, notably the scientific and logistical organisation of the annual Conference that took place in Oeiras.



Obituary - We are saddened to inform you of the death of **Marthe Segers**, Secretary to the Director General at the Institute from 1950 to 1988. Mr. Guy Braibant remembers her:

I learned with much sadness of the death of Marthe Segers. I knew her from the beginning of my participation in IIAS activities in October 1953. I found her once again when I was appointed Director General of the Institute in 1979; she actively took part in the Institute's work and carried out her duties in the same way. She believed in the Institute, to which she was deeply devoted. To some extent she was the chronicler of historical remembrances as she had participated in the Institute's work after the war, from 1950, alongside the Secretary General at the time, Mr. Edmond Lesoir, with whom she prepared the Florence Congress. The Belgian State kindly seconded her to the Institute. Her assistance was invaluable. Marthe Segers accepted the changes that affected the Institute at that period for she understood better than anyone the need for them. She always gave good advice and her enthusiasm was inspiring. While maintaining a good continuity she assisted and facilitated the needed changes. She was not the kind of civil servant who found "two problems for each solution". She was rather among those who assisted in finding solutions. It is rare to meet a person in public administration as active, dynamic and likeable. She was also faithful: her entire career - almost 40 years - was spent in the service of the Institute. She followed the Institute's rise and its transformation, from an essentially European organisation to the beginning of a world institution.

*Guy Braibant
Former Director General
And past President of IIAS*

SECOND REGIONAL INTERNATIONAL CONFERENCE YAOUNDÉ - CLOSING REMARKS

Shared Governance: a new concept or fashion of the day?

In my opening remarks, I presented two working hypotheses for your consideration. I believe that our deliberations have confirmed their validity - although with some modifications and further elaboration you made them better.

The first was that *there is no one way to reduce poverty and exclusion*. There is no magic recipe... there is no one model that fits all. Many participants added that this is no justification for inaction. In fact, it places a greater responsibility on the key actors to identify and define the best way forward while taking into account the circumstances and the reality of our respective countries. This first conclusion brings back home the responsibility for government, the private sector and civil society to take actions within their means, capacity and authority. I would add that it makes conferences such as this one all the more important as a way of capturing and disseminating best practices and lessons learned in a diversity of circumstances. It makes research all the more important as a way of capturing and sharpening our knowledge. We may not have a common model but we have a common responsibility to learn from each other.

The second working hypothesis was that *no one actor working alone has the power to address the challenges of development and poverty reduction*. All through the course of this conference, speakers, panelists and participants have compellingly argued in favour of governments, the private sector and civil society working in partnership. Many examples were provided to illustrate the importance and the difficulties of working in partnership. "Shared governance" is not for the faint of heart. If there is no "good governance" without "good government", if "shared governance" starts with strong public sector institutions...then the role of the State becomes all the more important. Many participants spoke eloquently and convincingly about the role of the State:

- to make choices and set priorities;
- to convene and coordinate key actors;
- to involve people in shaping the policies and programs that effect them the most;
- to monitor and report regularly on results.

In my opinion, these are important conclusions and I want to stress how different this view is from the one commonly articulated 20 years ago. At that time, the dominant view (or at least the loudest voices) was that it was better to rely primarily on market forces and that "less" government was synonymous with "better" government. The Yaoundé conference signals a return to a more balanced view where the State, market economy, and civil society all have a key role to play.

I want to note, however, that there were contradictions in our discourse (which should not be a surprise):

- we wish for more coordination but we are not convinced that government can always be trusted to play this role;
- we want more consultation but more expedient decisions;
- we speak the language of partnership but show signs of nervousness at the thought of making decisions with others.

This is not in itself disturbing since in the field of governance and good administration there are no perfect solutions. Each one brings its share of advantages and disadvantages. Governing is about doing the best one can in an imperfect world to make the best decisions one can in the face of ambiguity and with imperfect knowledge. However, I wanted to bring attention to these contradictions less for their inconsistencies and more to signal the need for more reflection and research. We have much to learn, for example, about the conditions for effective partnerships and horizontal collaboration, the link between trust and consultation, or the challenges of joint decision-making.

In addition to the two working hypotheses that I put forward, you identified a third, just as important as these two. I would describe it as *an approach to development based on the participation of the individuals and community groups targeted for development*. By citing many examples and a number of research papers, you have convincingly shown that the failure of several development initiatives has been due to insufficient involvement of the main people concerned. You have also shown that the most impoverished sectors of society that are the focus of development strategies must not be just passive beneficiaries, but need to play an active role in developing, designing and implementing development measures. You pointed out that the people themselves understand their situation better than anyone else, are able to make difficult choices and can help set priorities. Your analyses and experience showed that the involvement of these target groups:

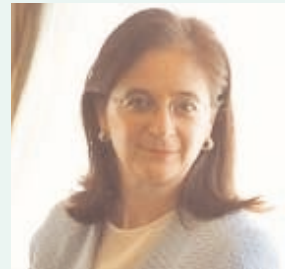
- improves public policy;
- expedites implementation; and
- increases the likelihood that the action taken will be successful.

However, several of you also pointed out that the participation of target groups and the use of consultation must not become a substitute for making difficult decisions. In the final analysis, it is government that decides the scope and duration of the consultations required.

Conclusion

I believe that the Yaoundé conference will be recognized as a major event. The energy of the discussions already sets this conference apart from many others. In sum, this conference has reaffirmed the important role of the State in development, in wealth distribution and in the fight against poverty. This position is significantly different from the "minimalist" concept of the State that has been dominant for some time; recognized the strategic importance of harmonious coordination between the State, the economy and civil society; and emphasized the important role in the struggle against poverty of giving disadvantaged and other minority groups the opportunity to express themselves.

Above all, this conference has served as a call to action and mobilization - and a celebration of diversity in the world and in the management of world affairs. We came to Yaoundé from all over the world, humble in the face of the challenges we are facing collectively but united in our desire to make a difference. We leave Yaoundé knowing that we have done good work. We are richer because of new ideas, new relationships and new friendships. We came as individuals. We are leaving as a community of experts and practitioners united by a common commitment to pursue the fight against poverty and exclusion. The Yaoundé conference will stand as an important event in governance and administrative sciences. It will stay in our memory as an important moment in our lives. One day, we will look back on the conference and say - "it started in Yaoundé... and I was part of it".



The Honourable Jocelyne
Bourgon, President Emeritus,
Canadian Centre for
Management Development

THE YAOUNDÉ CONFERENCE - SOUVENIRS

The Yaoundé Conference, which was held from 14th to 18th July 2003 on the theme "**Shared Governance: combatting poverty and exclusion**", brought together more than 250 participants from 43 countries and 6 international organisations.



This year, our Conference took place in the part of the world of our respected President, Mr. **Atangana Mebara**, - an additional reason and a challenge for us to ensure the success of our first conference in Sub-Saharan Africa.

In addition to the four Conference workshops, chaired by Messrs. **De Vries, Andrieu, Al-Higan** and **Kombou**, several panels took place: one was centred on the role of civil society in Africa; a second concerned the reconstruction of governance and public administration for peaceful, sustainable development after a period of conflict; and lastly a third panel, organized by our editorial team, looked at public-private partnerships. Also to be noted: the organisation of a successful forum by the Cameroonian University community which drew many participants.



The IIAS keenly thanks the Cameroonian Government under the aegis of **President Biya**, for its continued support in the organisation of this Conference. Let us also name the following for their support: Mr. **Peter Mafani Musonge**, the Prime Minister (right) ; Mr. **Jean-Marie Atangana Mebara**, Minister of State, Secretary-General of the Presidency of the Republic of Cameroon and President of IIAS; Mr. **René Ze Nguele**, Minister



of the Civil Service and Administrative Reform and Chairman of the Organising Committee; Mr. **Maurice Tchunte**, Minister of Higher Education.

One of the keys responsible for the success of our Conference is indisputably the Honorable **Jocelyne Bourgon**, President Emeritus of the Canadian Centre for Management Development, who was a brilliant and inspired Rapporteur-General (see left, with the IIAS President **Atangana Mebara** and Mr. **Ze Nguele**)



Attention must also be drawn to the general support of the **Agence Intergouvernementale de la Francophonie** for having facilitated translation and interpretation in French.

Lastly, Mr. **Léon Bertrand Ngouo** and his team, headed by Mrs. **Gertrude Timba**, provided us with considerable and very appreciated logistical support.



STATUTORY MEETINGS: DECISIONS TAKEN AT YAOUNDÉ



The Executive Committee approved the candidacies of the **Civil Service Commission of Albania** as a Corporate Member and Mr. **Gedon M. Madacumura** (United States) as an Individual Member.

The Council of Administration approved the candidacies of the **Czech Republic** as a Member State and the **Polish National Section**.

Photos: Cameroonian Organising Committee , Véronique Fagel and Cécile Poupart.