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Message from the Director General

Editor

In October 2006, the Council of Administration of the International Institute of Administrative Sciences entrusted me with the management of IIAS. I was honoured and proud to accept this appointment and was equally aware of the challenge. Proud to have been chosen by the IIAS Council of Administration to manage such a prestigious Institute; in my view, such a show of confidence is the

most important source of motivation as I take up my new duties. A challenge because the mission entrusted to me, although clear and exciting, seems at first glance to be relatively complex and will imply a long-term effort by all of those working at Brussels headquarters.

The strategy formulated by the highest instances of IIAS must be driven forward. To this end I plan to concentrate all of my efforts on implementing the five strategic objectives of the Institute, namely the modernisation of the website, the development and implementation of marketing and sponsoring concepts, a better transparency of IIAS bookkeeping and a modern management of conferences. From now on, specific actions are being taken in areas concerning the internet site and the management of conferences and of accounts.

On the internal organizational level, I would like to structure our headquarters in keeping with a concept of horizontal organization and in such a way that each member of staff who is responsible for a sector or project may address the Director General directly without passing by an intermediary - this to improve the quality and speed of internal communication. I will also work to assure a greater transparency in the general management of the Institute while developing, in parallel, an acknowledged culture and field of expertise in communications.

Nonetheless, to attain the full realization of these goals will require patience, commitment and perseverance. The actions to be undertaken must be implemented over time, mainly due to the scarcity of personnel and financial resources. For the rest and to enhance our efficiency, a maximum of synergy must be generated among IIAS, EGPA and IASIA, as also among the various Committees, Councils and the Directorate General. To obtain these ambitious objectives, the personnel of the Directorate General hope to be able to count on your support and in return assure you of their unconditional cooperation and commitment.

I look forward to the pleasure of meeting you and working with you in the near future. Until then, on behalf of the personnel of the Directorate General, I wish you a very happy holiday season.

Rolet Loretan

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In keeping with the IIAS Statutes, elections for all offices will be held in 2007. Many current members and office holders may - if they so wish - submit their candidacy for election and serve another term; other members of the Institute will have completed their term of office and are not eligible for re-election.

I would like to take this opportunity to thank all of you as our members in committees, councils and boards for your valuable work, the time you invested and your manifold contributions to the development of IIAS, EGPA and IASIA. On behalf of the Institute, but also personally, I would like to express my gratitude - especially to all of you who may not be re-elected for another term or who wish to terminate your term of office for other reasons. Your ability, high commitment and expertise have promoted the Institute in its various roles and functions worldwide. I also would like to thank all of you who will continue to work for and with the Institute. I should like to ask you to continue your cooperation in ways that are traditionally both productive and beneficial.

The formal invitation to propose candidacies, the list of posts to be filled, and the procedures based on the Statutes were sent out recently. It is important to note that forms are available for the proposal of candidacies. The forms must be completed and signed by the candidate, as well as by the IIAS member supporting the proposal.

The completed forms must then be addressed to the President of IIAS, rue Defacqz, 1, B - 1000 Brussels, **by 31 January 2007**. I would like to encourage you to present your own candidacy respectively and to present other candidacies for the posts available.

The statutes and the formal procedures can be downloaded from the Institute's homepage: <http://www.iiasiisa.be>

Franz Strehl, President

The IIAS: " the " worldwide Public Administration platform - Objective 1: website

In line with its reform and strategic planning, the International Institute of Administrative Sciences has decided to develop a new virtual platform. The main aim of this initiative is to better inform its members and also to be receptive to its worldwide network.

To meet this challenge, it has defined as a primary objective the complete reformulation of its website.

This extremely important project has several dimensions: 1) the construction and re-launching of an IIAS internet site equipped with communication tools; 2) the setting up of an information network having both the capacity to furnish data to the different sections of the site and to solicit pertinent information on governance issues from its members, national sections and partners concerning their respective countries and region; 3) online management of our Institute's major meetings, conferences and activities as well as those of its regional and specialized groups.

1. A dynamic and interactive website

A content management system (CMS) will be installed in 2007. This will allow the IIAS Secretariat to put online information relative to its governing bodies, strategy, expert groups and network, as well as critical governance themes.

Since July 2006, an analysis of the structure, contents and technical supports required for this project has been carried out in partnership with experts from the member countries of our Institute, mainly with a view to better identifying the needs of the Institute and its community and to choosing the most appropriate options.

In a preliminary phase, we will focus on restructuring the website and re-designing its layout. In a second phase, the interactive fields will be added to set up communication platforms.

The aim is to facilitate the navigation and research of information for all of our users but also to allow them to contribute via papers (online documents) and commentaries (mailing and discussion lists).

2. A worldwide network of information on Public Administration and major governance themes

The idea is to set up a network of contact persons in the Institute's member countries, to gather pertinent data at all levels of government: international, regional national, local. The data and reports provided will then be taken up in our website sections and enrich the global debate on public administration and its critical issues.

A pilot project (chart of specific data to collect) to help guide the search for information is currently being drawn up and will soon be tested in some of our member countries to ensure the pertinence of our data base. The outcome of these initiatives will be circulated and all members of our Institute will be invited to contribute substantially to them.

At present, we should like you to show your interest, inform us about your intentions and the existence of a network of resource persons and of information concerning your country and region. It is with your support and the support of key persons that we shall succeed in building our network progressively and in expanding our reach.

3. Online activities - management of conferences

The system that will be in place in 2007-2008 will provide an overall number of instruments to ensure the interactive management of activities by the IIAS Secretariat in partnership with local organizers and directors of workshops and project/study groups.

It will facilitate conference access and the registration of participants. In fact, the members of our network and any interested person will be able to manage their registration online. They will have access to regularly updated programmes and documents. They will be able to manage their contribution interactively by sharing their ideas with other experts registered for the same event.

With this project whose multiple dimensions are conceptual, technical and intercultural, the Institute aims to become " the " worldwide Public Administration platform and reflect the rich diversity of its network.

Contact address: maron@iiasiisa.be

"As President of the Organizing Committee of the 27th International Congress of Administrative Sciences, I have the great pleasure of welcoming you to the United Arab Emirates (UAE).", 9-14 July 2007



Dr. Yousef Essa bin Hassan Al Sabri
President of the Organizing Committee

The United Arab Emirates, the 1995 organizing committee of the International Congress of Administrative Sciences have offered to host again an IIAS Congress. This time the venue will be the Emirates Palace in Abu Dhabi from the 9th to the 14th of July 2007. The theme will be :

*Global Competitiveness and Public Administration:
implications for education and training*

Dr. Joseph G. Jabbra, President of the Lebanese American University in Beirut (Lebanon), will assume the scientific preparation of the Congress. He will be assisted by three fellow rapporteurs, each of them being responsible for the following workshops:

- Public Administration in a Globalized World: local, national, regional and universal issues
Dr. Nelson Michaud (Canada)
- Making Globalization Ethical: the 21st century public administration
Dr. Bidhya Bowornwathana (Thailand)
- Global Governance and the Globalizers: IMF, World Bank, EC, WTO, etc.
Dr. Khalid Ibrahim Al-Sulaiti (United Arab Emirates)

In addition, Dr. John Kiyaga-Nsubuga (Uganda) will be responsible for IASIA activities that will take place during the Congress. The work of the six permanent IASIA Working Groups will be closely linked to the general theme of the Congress.

- 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 & Trust
- VI. New Tools for Public Financial Management

The call-for-papers and detailed information are available on the IIAS website. We invite you to visit it regularly: <http://www.iiasiisa.be>

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Annual Conference,

Madrid, Spain, 19-22 September 2007

Public Administration and the Management of Diversity

The Main theme will be developed around the main topic: "Public Administration and Civilizations' Alliance and Cooperation" A Special focus will be given to the Euro-Mediterranean Cooperation and Dialogue. The EGPA Study Groups will convene at this occasion. The second National Sections and Editors platform will be organised during the 2007 Conference. EPAN and EAPAA meetings and a PhD student seminar will be organised prior to the Conference. For further information, do not hesitate to contact: *Fabienne Maron: maron@iiasiisa.be and Maria de la O Álvarez López (INA): maria.alvarez@inap.map.es*

The Conference website will be available by the end of the year 2006 at www.egpa2007.com.

*Transatlantic Workshop on Ethics and Integrity,
Washington DC (U.S.A.), 21-23 March 2007*

New Concepts, Theories and Methods in the Study of Ethics and Integrity of Governance

Four topics will be discussed: 1) Advancements in Methodologies; 2) Ethical Management and Leadership; 3) Global and Comparative Ethics; 4) Normative Foundations. For further information, please visit the Conference website: <http://www.uakron.edu/colleges/artsci/depts/paus/tad.php>

*The Third Transatlantic Dialogue,
Delaware (U.S.A.), 31 mai - 2 juin 2007*

Leading the Future of the Public Sector

Jointly organized by American (ASPA) and European (EGPA) networks on public administration research and public personnel policies, the conference will strengthen co-operation among European and American scholars on issues of leadership in the public sector. The keynote speakers will be Patricia Ingraham from Binghamton University's College of Community and Public Affairs, and Christopher Hood from All Souls College, University of Oxford. A leadership workshop will be led by Robert and Janet Denhardt, featuring their new book, "The Dance of Leadership." The closing plenary will feature Geert Bouckaert from Katholieke Universiteit Leuven and Harvey White from the Graduate School of Public and International Affairs, University of Pittsburgh. There will be 6 workshops: 1) Leading for the future; 2) Diverse leaders and leading a diverse workforce; 3) Training and developing leaders; 4) Leading in a multi-sector environment; 5) Ethical leadership in the context of globalization; 6) Effects of New Public Management on leadership. Those of you who did not send a paper-proposal, kindly contact Annie Hondegheem to see whether there is still time to contribute a paper to the Conference: annie.hondegheem@soc.kuleuven.be. For further information, please consult the Conference website at: <http://www.ipa.udel.edu/3tad/>

Fabienne Maron, EGPA, maron@iiasiisa.be

INTERNATIONAL INSTITUTE OF
ADMINISTRATIVE SCIENCES

The next meeting of the Executive Committee will be held in Brussels on **Thursday, 22 and Friday, 23 March 2007**. More information on the exact location in Brussels will be made available as soon as possible. The next meeting of the Council of Administration will be held in Abu Dhabi, United Arab Emirates, on **Friday, 13 July 2007**. Practical information will be sent in April 2007.

Catherine Coninckx : coninckx@iiasiisa.be

INTERNATIONAL ASSOCIATION OF SCHOOLS
AND INSTITUTES OF ADMINISTRATION

On this occasion, IASIA will renew its Board of Management, and elect a new President for a period of three years. Members of the Association will have the opportunity to nominate candidates to the Board from the beginning of 2007. But before these elections, the Board of Management will meet one last time in Brussels on **Monday, 19 and Tuesday 20, March 2007** at IIAS headquarters.

Juan Cabrera-Clerget : iasia@iiasiisa.be

EUROPEAN GROUP OF PUBLIC
ADMINISTRATION

The next EGPA Steering Committee will be held in Brussels on **Friday, 2 and Saturday, 3 February 2007** at IIAS headquarters. The EGPA Strategic Plan 2007-2010 as approved in September 2006 in Milan by the General Assembly is also available on the EGPA website: <http://www.iiasiisa.be/egpa/agconf/agconfagend.htm>

Fabienne Maron : maron@iiasiisa.be

The Human Factor in Public Administration

Chairperson: Ignacio Pichardo Pagaza

Participants: Demetrios Argyriades (Rapporteur), J.M. Kauzya (United Nations), Andrew Massey (U.K.), Richard Levin (South Africa), O.P. Dwivedi (Canada), Werner Jann (Germany), Ian Thynne (Australia), Randhir Auluck (UK). After a very successful meeting in Monterrey (Mexico) during the IIAS Annual Conference, the Project Group on The Human Factor in Public Administration will meet again in Brussels on the 14th and 15th of December 2006.

Virtue and Values in Public Administration

Chairperson: Pan Suk Kim

Participants: Anthony Makredemetres (Rapporteur); Michael Keenan (Canada), Nick Manning (OECD); Akira Nakamura (Japan).

After a preliminary informal meeting on the 23rd of March 2006 in Brussels, the group members have been communicating on their different approaches to the topic and the Rapporteur, Mr. Makredemetres, will prepare a draft working plan based on their commentaries. No date has been set yet for the next meeting, but it will probably take place in Brussels next March 2007.

For information concerning the two groups, please contact

Juan Cabrera-Clerget: cabrera@iiasisa.be

History of Administration

President: Fabio Rugge

- *Project Group on Management of Cultural Heritage. Rapporteur Stefan Fisch (Germany).*

The Group has completed its study on the way that administrations have handled heritage management. An upcoming publication of this study will include eleven country studies on the subject and a comparative chapter setting out their commonalities and differences. Publication: early 2007.

- *Project Group on Migration. Rapporteurs Peri Arnold (United States) and Vida Azimi (France)*

The Rapporteurs have entitled the study "The Comparative Administrative History of Population Migration, 1800 to the

Present" and have prepared guidelines to support the Group's project on the administrative history of international migration. Migration is, and will remain, an intense political and policy problem in developed countries. The aim of this project is to use historical analyses to speak to these current policy debates on this subject. Four main sections will be developed:

1. Migration Past and Present
2. Project Focus: population migration and the State
3. The Causes and Consequences of Migration, including the Forces of Emigration/Immigration
4. The Administrative Tools of Migration Control

With this project the group will use its characteristic mode of historical analysis to shed light on current controversies. Thus, country cases will focus on how past policies and administrative experiences in migration relate to the present. A comparative, final chapter will draw out the policy lessons identified in the country cases.

A Project Group working meeting will be held in Pavia (Italy) on 21 April 2007 to discuss the draft country papers.

Supranational Administration

Chairperson: Chris De Cooker

Proposed Seminar: Dispute Resolution Mechanisms: pre-litigation and peer review.

Date: 14-16 May 2007.

Venue to be confirmed: International Training Centre of the International Labour Organization (ITC/ILLO), Turin (Italy).

For information concerning the two groups, please contact

Gail Darge: darge@iiasisa.be

"Security as a Critical Governance Issue", 2006-2008

Chairperson: Jacek Czaputowicz

Rapporteur: David Brown

Next meeting : May 2007 (to be confirmed)

For information concerning the group, please contact

Fabienne Maron: maron@iiasisa.be

New Orientation for the IIAS Library

For some time now the IIAS has been reflecting on a new orientation to give its documentation centre.

As a reminder, the objective of this centre is to gather, process, and disseminate information. It has unique documentary resources which are constantly being updated. The library contains more than 16,600 specialized publications, one hundred different periodicals and journals and more than 9,000 documents (reports), as well as IIAS congress papers since 1910.

Various possibilities are now being considered. The Director General and the highest instances of IIAS must take a decision in the coming months.

As the Library Assistant will be taking her retirement in the spring of 2007, the IIAS will do all that it can to ensure that the new orientation is operational as rapidly as possible. If there is a delay, the Library may be momentarily closed and bibliographies will not be provided.

We will keep you informed of developments via our Newsletter. We also advise you to consult our internet site regularly at this address: <http://www.iiasisa.be/iias/aitheque/aibiblio.htm>.