

WE ARE NOT SEEING THE END OF THE STATE, SAYS IIAS PRESIDENT

New IIAS President, Mr. Atangana Mebara, the first in its history to come from Africa, stresses in an exclusive interview with independent journalist Michel Hurtmans for the IIAS Newsletter that public administration and the need to improve systems of public management are as crucial now as ever and especially for Africa and other developing countries. Interviewed in Yaoundé on 24 December 2001 the Cameroon Minister for Higher Education asserted that although there has been a trend to diminish their role, the need for an active state and its public administration to maintain the public good and retain overall social and economic balance had been reasserted by recent experiences. He pointed out that in the USA after 11 September the government intervened massively to uphold financial viability in some areas of the economy. « Without doubt... » he says « ...we are not seeing the end of the state or of public administration ». Read the full text of this interview on our web site <http://www.iiasiisa.be> Selected excerpts follow...



In July 2001, Mr. Jean-Marie Atangana Mebara was elected President of IIAS for a three-year mandate. The Institute's new head, likewise Cameroon Minister for Higher Education, has held several posts with administrative duties in a number of bodies and institutions and headed the Higher Institute of Public Management. In 1997, he entered the Cameroon government. A year later he was elected IIAS Vice-President for Africa and in 1999 was chosen by his peers as President of the African and Malagasy Council of Ministers for Higher Education for a two-year term of office, renewed in 2001.

What factors, in your opinion, influenced the decision of the members of the Council of Administration to elect you?

I think my African origins were an important factor since no African had ever held the post. The members probably thought the time had come to appoint an African...Then, too, the political posts I have held in my country perhaps led some people to believe that I could grasp IIAS's precise scope world-wide and the Institute's potential contribution to the development of Africa.

What is the specific contribution that an African President can make?

As we have seen, Africa, until now, has not been associated with IIAS activities to any significant extent. My objective is to see more African countries and institutions take part fully in IIAS. This would be a plus factor for the international nature of the Institute which would thus absorb many more experiences. Remember too that the African countries can benefit greatly from IIAS membership, considering the diversity of discussions and experiences that are put before its meetings and in the Institute's publications. Let us not forget that for the International Monetary Fund and the World Bank, Africa suffers more from mismanagement or bad administration than from any other problem...

In the future will IIAS adopt a different approach towards the study of the administrative sciences in order to become more receptive to the realities of other cultures?

So far, not many African experts have taken part in IIAS activities so that our discussions seem focused on Europe and the western

countries. If more African countries were involved in IIAS programmes, this would project a less eurocentric image and direction in the field of public administration. Moreover, if African concerns are to figure more prominently in IIAS undertakings, it must be possible for us to hear the voice of African experts and civil servants.

Will more room now be made for those representatives who as yet have not often expressed their ideas?

Certainly, and that is one reason why the next Conference will be held in New Delhi and the year after, in 2003, it will for the first time be held in Africa. This Conference should concentrate on the issues and concerns that interest Africa more specifically. By organising initiatives especially designed for the public administrations of these countries, we will help to make their voices heard.

In a global society where liberalisation is at the heart of current developments, is public administration destined/condemned to become a relic of times gone by?

Yes, perhaps, but it is also true that the private sector needs the State to maintain a certain balance. We need only look at what has happened in Argentina in the last few weeks. Practising out-and-out liberal policies is not a cure-all. In the United States, after 11 September, the government intervened massively to uphold financial viability in some sectors of the economy. Indeed, the State and its administrative services still have a bright future.

STATUTORY MEETINGS

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Upcoming statutory meetings will be held in on the following dates:

20 March 2002:	Research Advisory Council
21 March 2002:	Finance Committee
21-22 March 2002:	Executive Committee

MAJOR MEETINGS

Catherine Coninckx ☎ 32/2-536.08.83-coninckx@iiasi.be

Second Specialised International Conference New Delhi (India), 5-9 November 2002

The Second Specialised International Conference of IIAS will be held in New Delhi (India), from 5 to 9 November 2002 on the theme: **"Towards Quality Governance for Sustainable Growth and Development"**. Four workshops on the following sub-topics have been organized:

1. Sustainable growth and development in the information age
2. Towards an accountable, transparent, efficient and honest administration
3. Strengthening administrative capacities and using human resources for growth and development
4. Relations between international organisations and national administrations in sustainable development policies.

Papers: Proposals of papers must reach us by **28 February 2002 at the latest**. The Rapporteurs will decide on a selection of papers for the Conference in March. Authors will be notified by 31 March at the latest.

Registration: Registration forms must be sent to IIAS by **30 August 2002**.

Accommodation and Excursions: Accommodation and excursion forms must be sent to the India Tourism Development Corporation Limited by **30 August 2002**.

Official Carrier: Air India has been designated the Official Carrier for the Conference.

Second Regional International Conference Yaoundé (Cameroon), 14-18 July 2003

The Second Regional International Conference will be held in Yaoundé (Cameroon), probably from 14 to 18 July 2003. The theme, and practical information will be made available at a later date.

RESEARCH

The following activities took place:

- *Oradea (Roumania), 11-14 October 2001:* International Conference on **"The Role of the Mass Media and New Information and Communication Technologies in the Democratisation Process in the Countries of Eastern and Central Europe"**, organized by the University of Oradea and the University of Reims-Champagne-Ardenne (France).

- *New York (United States), 1 November 2001,* Joint IIAS-United Nations Panel on the theme **"Challenges and Changes in Public Administration around the World"**. This Panel took place during the United Nations General Assembly. Those who represented the Institute: Mr. **Duggett** and Mr. **Pichardo Pagaza** (IIAS Global Perspective), Mr. **Atangana Mebara** (the case of Africa), Mr. **Gérard Timsit** (Continental Europe), Mrs. **Maria Carmen del Pardo** (Public Administration in Latin America), Mr. **Andrew Massey** (The English-speaking World: Commonwealth and North America); Mr. **O.P. Dwivedi** (Public Administration in Asia: reflections on recent developments). The session was recorded and we invite you to access it by clicking on the following address: www.unpan.org/webcast2001_11.asp
- *Brussels (Belgium), 15 December 2001,* meeting of the Working Group **"Transition in Public Administration in Central and Eastern Europe: values, trends and solutions. The concept and delivery of local public services in Central and Eastern Europe"**. Chairperson of the Group: Prof. **Imre Verebelyi**, minister extraordinary and plenipotentiary to OECD.

Upcoming Activities:

- *Brussels (Belgium), 28 January 2002,* meeting of the Working Group **"New Technologies and Public Administration"**. Co-ordinator: Professor **Giorgio Petroni**.
- *University of London, Royal Holloway (United Kingdom), 20 April 2002,* meeting of the Working Group **"History of Administration"**. New theme: "Water Management and Administration". Chairperson of the Group: **Professor Fabio Rugge**, University of Pavia (Italy).

MOVEMENTS OF THE DIRECTOR GENERAL AND THE INSTITUTE'S STAFF

Sweden - 7 and 8 September, the Director General took part in the annual network meeting of the *Management Programme Europe*, with Nordic colleagues including Mr. **Anders Lynge Madsen**, head of the Ministry of Social Affairs, Denmark.

Cameroon - from 17 to 24 September, the Director General undertook a visit of prospection for the IIAS 2003 Conference. In Yaoundé he met Mr. **Atangana Mebara**, President of IIAS and Minister of Higher Education, Mr. **Rene Ze Nguete**, Minister for the Public Service, and had an audience with His Excellency. **Peter Mifany Musonge, Prime Minister**. His host was Mr. **Léon-Bertrand Ngouo**, Permanent Secretary for Administrative Reform.

Hamburg - 27 and 28 September, the Director General took part in and made a welcoming speech at the annual meeting of the German National Section, Secretary Dr. **Christoph Hauschild**, on the subject of *Umweltverwaltung in den Ostsee-Anrainerstaaten - Administration for the environment of the Baltic Sea region*.

Brussels - 3 October, the Director General attended the German Day of Unity celebrations at the Chateau St. Ann hosted by Herr **Peter von Butler**, Ambassador.

London - 15 October, the Director General spoke from the platform at the first *"Sunningdale Accountability Lecture"*, delivered at the Royal Society of Arts by the Right Honourable **Neil Kinnock**, European Commissioner, in the presence of **Sir John Bourn**, Head of the National Audit Office and President of UKPAC.

Poland - 18 October 2001, the Director General flew to Warsaw for a 4-day official visit to the Head of the Civil Service in Poland, Mr. **Jan Pastwa** and his colleague Mr. **Jacek Czapotowicz**. During his visit he lectured at the National School of Public Administration headed by Professor **Maria Gintowt-Jankowicz**,

took a seminar at the Leon Kozminski Academy of Entrepreneurship and Management and delivered a speech at Professor **Barbara Kudrycka's** School of Public Administration in Bialystok.

United States - Invited to attend the annual meeting of NASPAA by its Executive Director, Mr. **Michael Brintnall**, the Director General visited Washington, DC from 24 to 30 October. He was able to meet Professor **Allan Rosenbaum**, President of IASIA, and Professor **Al Zuck**, President of the Institute from 1989 to 1992. He also had discussions with **Mary Hamilton** (ASPA) **Linda Weeks** (GAO) and with **Cheryl Gray**, **Shekhar Shah**, **Helen Sutch** and **Nick Manning** at the World Bank. During the visit, Mr. **Seppo Tiihonen**, member of the IIAS Executive Committee, and his wife Paula kindly acted as local hosts in Washington.

Leuven - 13 November, the Director General met members of the Faculty Club at Leuven University, Belgium, hosted by Professor **Geert Bouckaert** of the *Instituut voor de Overheid*.

Netherlands - 21 November in Maastricht, the Director attended the award of the 2001 "Alexis de Tocqueville Prize" to Mr. **Jacob Söderman**, the European Ombudsman at the European Institute of Public Administration, whose Director General Mr. **Gérard Druesne**, spoke at the event on 21 November, as did Mr. **Jan Voskamp**, EIPA's Secretary General. He also met Mr. **Adriaan Schout**, Mr. **Bjorn Beckman**, Professor **Les Metcalfe** and Mr. **Emil Broesterhuizen**.

Germany - 23 November, the Director General delivered a lecture at the *Verwaltungspolitischeskolloquium* held at Humboldt University, Berlin, on the subject of *Modern Governance in a European and International Context*. The meeting was chaired by Professor **Heilmut Wollman** (Berlin), Professor **Christoph Reichard** (Potsdam) and by Dr **Christoph Hauschild**. The following day he visited Potsdam and met Professor **Werner Jann**, President of EGPA, to discuss the EGPA 2002 Conference there.

India -the Director General visited New Delhi between 30 November and 4 December hosted by Dr. **V.K. Agnihotri**, vice-chairman of the Organising Committee and also met Mr. **A.K. Agarwal**, Secretary of the Government of India for Personnel and Pensions. Discussions concerned the arrangements for the IIAS Conference in November 2002 at the Ashok Palace Hotel.

Maastricht - 6 and 7 December, Fabienne Maron took part in the Conference "*Twenty years of Public Management Reform - What are the orientations for the future?*" organised by the European Institute of Public Administration (EIPA).

Slovakia - At a seminar organised as part of the IASIA Board of Management meeting in Bratislava, 6-10 December, the Director General attended and made a speech on the role of education and training. He was pleased to meet IASIA members and also Ms **Ludmila Gajdosova**, Director of NISPAcee.

WORKING IN EUROS...

Please note that as from 1 January 2002 the IIAS functions entirely in the new European currency. As a guide, old figures in Belgian Francs are to be divided by 40.3399, rounded off to two decimals to achieve the Euro figure.

PUBLICATIONS

Cécile Poupart ☎ 32/2-536.08.87 - poupart@iasisi.be

PUBLISHED

- ▽ "*Managing Diversity in the Civil Service*", IIAS-UNDESA joint publication. **Distribution:** IOS Press (E-mail: order@iospress.nl, Web: www.iospress.nl)
- ▽ "*Where Corruption Lives*", edited by Gerald E. Caiden, O.P. Dwivedi and Joseph Jabbara, ISBN 1-56549-133-5 US\$ 24.95

paperback , ISBN 1-56549-134-3 US\$ 60.00 cloth , 288 pages, **Distribution:** Kumarian Press (E-mail: kpbooks@aol.com ; Web: www.kpbooks.com)

- ▽ *Ethics and Values in Public Administration, in memory of Arturo Israel / Ethique et valeurs dans l'Administration publique, en mémoire d'Arturo Israel*, Edited by /Sous la direction de Michael Duggett. 2001. Distribution: IIAS. Price: €15.00

TO BE PUBLISHED

- ▽ *E-government- Information and Communication Technologies in Public Administration*, by Gudrun Trauner, Joint Linz University/IIAS Publication, 2002, Distribution: IIAS
- ▽ *E-Gouvernement- Les techniques d'information et de communication dans l'administration publique*, par Gudrun Trauner, Publication conjointe Université de Linz/IISA, 2002, Distribution: IISA
- ▽ *E-Government - Informations- und Kommunikationstechnik in der öffentlichen Verwaltung*, Joint Linz University/IIAS Publication, 2002, Distribution: IIAS
- ▽ *La conduite de l'action publique au XXIème siècle. Nouvelles logiques, nouvelles techniques*, Actes du XXVème Congrès international des Sciences administratives, 2001, Athènes (Grèce), *Governance and Administration in the 21st Century: new trends and new techniques*, Proceedings of the Twenty-fifth International Congress of Administrative Sciences, 2001, Athens (Greece), 2002, Distribution: IISA/IIAS
- ▽ *East-West Co-operation in Public Sector Reform: cases and results in Central and Eastern Europe*, Edited by Frits Van Den Berg, Gyorgy Jenei, Lance Leloup, EGPA Monograph, 2002, Distribution: IOS Press.

INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCES

Catherine Humblet: humblet@inwind.it

VOLUME 67 NUMBER 4 DECEMBER 2001
Special Symposium on "Improving accountability, efficiency and responsiveness in government"
Guest Editor: Allan Peachment

Slicing the discipline for global learning processes - *Allan Peachment*

"Foreigner Talk": an important element in cross-cultural management education and training - *Blue Wooldridge*

Re-educating managers: from training for competence to training for commitment - *Denis Osborne*

Globalisation and its impact on leadership qualification in public administration - *Raymond Saner*

Beyond the checklist: towards an integrated policy impact methodology - *Peter Daffern & Andrew Wyatt*

Reforming central governments and parliaments: structural recoupling and institutional characteristics - *Paul G. Roness*

Reviving the policy sciences as a discipline and practice: marketing as a new tool for the tool-kit - *Lance McMahon*

Public Management innovation in Japan: its characteristics and challenges - *Yoshihiro Eshima & Taisuka Katayama & Taishi Ohno*.

Public Management innovation in economically advanced and developing countries - *Sanford Borins*

New developments in public administration

The citizen's charter: Indian experience - *Alok Sharma & V.K. Agnihotri*

SPECIALISED ASSOCIATION

International Association of Schools and Institutes of Administration

Sarah Azzoug ☎ 32/2-536.08.89 - azzoug@iiasiisa.be

It was with great sadness that the Association and its Board of Management learned of the death of Mr. **Danqing Wang** of the Chinese National School of Administration. Danqing was a loyal supporter of IASIA for many years. He was also one of the organisers of the IASIA Annual Conference held in Beijing in July 2000. The Board of Managements presents its sincere condolences to his family and colleagues.

Bratislava, 6-7 December 2001: Seminar on the theme: "*Public Administration Education and Training in a Framework of Modernisation and Decentralisation: comparative perspectives and challenges for Slovakia*". The Seminar was a great success. The presentations and reports of each chairperson of session will be published by NISPAcee with the financial support of the United Nations.

Board of Management: The next meeting will be held on 19 and 20 March 2002 at IIAS in Brussels (Belgium).

Annual Conference: The **IASIA Conference** will be held in Istanbul (Turkey), **from 17 to 20 June 2002** in co-operation with the Public Administration Institute for Turkey & the Middle East. The theme will be: "*Public Administration between Globalisation and Decentralisation: implications for education and training*".
General Rapporteur: Ms. **Marie-Françoise Bechtel**, Director of ENA (France). The invitation to the Istanbul Conference, including practical information, is now available on the IIAS web site at the following address <http://www.iiasiisa.be>. "Surfers" will also be able to visit the Conference venue via a direct link to the Istanbul Convention and Exhibition Centre. For further information please do not hesitate to contact Ms. **Arzu Oflasli** (Tél: 90/312-231.73.60

Ext. 1607), Fax : 90/312-231.38.81, E-mail: todaie@todaie.gov.tr or IASIA.

Deadlines

Proposals of papers to be submitted	1 March 2002
Final texts to be submitted	1 May 2002
Registration Form	1 June 2002
Accommodation and Excursion Form	1 April 2002

REGIONAL GROUP

European Group of Public Administration

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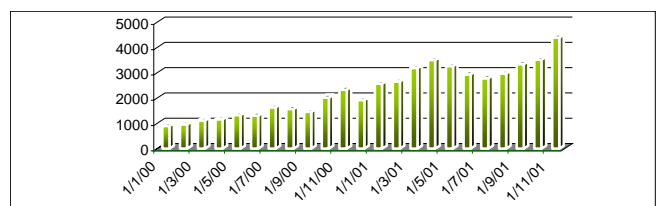
The next Conference will be held in **Potsdam** from 4 to 7 September 2002 on the theme: "*The European Administrative Space: governance in diversity*". The development of the general theme is available on our web site: <http://www.iiasiisa.be/egpa/agpotsdam/agpots.htm>. The invitation and the provisional programme will soon be available.

INTERNET SITE

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For your information, 4700 visitors consulted the IIAS web site in November 2001.

2000-2001 hits on the IIAS web



STAFF NEWS: a new structure for 2002

The Director General writes: in order to increase the clarity and effectiveness of our staffing support for members we have introduced a new system, shown below, which is also intended to give a better deal to staff. Catherine Coninckx becomes Director of Scientific Affairs and Ann Delasalle is now Director of Administration. Other staff responsibilities are shown in outline. If you have any queries please call us.

As Director of Scientific Affairs, **Catherine Coninckx** co-ordinates the activities of

- ▲ Gail Darge, for IIAS Working Groups
- ▲ Sarah Azzoug, for IASIA
- ▲ Fabienne Maron, for EGPA

As Director of Administration, **Ann Delasalle** ensures the co-ordination of activities of:

- ▲ Cécile Poupart, for everything related to Communications
- ▲ Fernando Covas, as related to his activities of Webmaster and Librarian
- ▲ Monique Recloux, as Library Assistant.

The work of **Hafida El Ouaghli** and **Géraldine Mainil** will be regrouped in the Central Secretariat under the direction of the Assistant to the Director General. **Catherine Humblet** remains in charge of the *International Review of Administrative Sciences*.

The editor in charge of your IIAS Newsletter is **Cécile Poupart**, now the **Communications Manager** at the Institute and responsible for all our publications and books as well as editor of the web-site.

