



PUBLI-FLASH



International Institute of Administrative Sciences

Publi-Flash - Issue 2 - Autumn / Winter 2008-2009

Editorial of the Publications Director

Henceforth with the regular publishing of Publi-Flash, the IIAS Directorate of Publications wishes to follow a three-fold objective:

- first and most naturally, to inform the members of IIAS of both the works in its collections for which the Institute is responsible, as well as those that the members of the Institute publish in a personal capacity by other means than those of IIAS - notably with a view to sharing this knowledge with the immense potential readership that the members of the International Institute of Administrative Sciences constitute. Publi-Flash will be pleased to receive and disseminate such information concerning the activities of its members;
- also, to facilitate and give importance to the setting up of a coordinated programme of the Institute's publications - coordinated in particular on themes encouraged by IIAS and its Programme and Research Advisory Committee (PRAC); and this via a systematic exchange and publication of information on programmes and the progress of work in various research groups within the Institute or in the specialized associations and/or groups attached to them;
- lastly, to encourage new authors, researchers or practitioners to join the Institute, to present their research and to publish the outcome of their analyses and/or practical/educational experience. The impetus: from the Institute's dynamism and diversity of work in the most diverse fields of the administrative sciences, including its most recent empirical comparative analyses.

To pursue this three-fold objective, and with the support of all, Publi-Flash will be one of the modest but necessary instruments in furthering the mission of progress and development of administrative sciences that has been assigned to and fulfilled by the International Institute of Administrative Sciences since its establishment.

Gérard TIMSIT
Emeritus Professor at University of Paris 1
Panthéon-Sorbonne,
IIAS Director of Publications

Table of Contents

Editorial	Page 1
Winning the Needed Change	Page 2
Performance Information	Page 4
Submission Conditions	Page 5
Conferences	Page 6

Publi-Flash Editor
Gérard Timsit

Coordinator
Fabienne Maron

Lay out
Hafida El Ouaghli

IIAS - IISA
Rue Defacqz 1, box 11
1000 Brussels - Belgium
Tel. 32/(0)2-536.08.80
Fax. 32/(0)2-537.97.02
Email: info@iias-iisa.org
Website: www.iias-iisa.org

“Winning the Needed Change - Saving our Planet Earth - A Global Public Service”

Edited by Ignacio Pichardo Pagaza & Demetrios Argyriades

The events of recent months bring into sharp relief the salience of the theme which runs through the two volumes produced, on global governance, by the International Institute of Administrative Sciences (IIAS). Entitled “*The World We Could Win*”, the first appeared in print three years ago exactly. The second is a sequel to this introductory volume and, as its title states, both adds a note of urgency to the debate on the subject and takes it one step further. Not only is “needed change” now seen in terms of safeguarding the future of humanity at large and of our Planet Earth, but also as clearly possible and in our grasp.



According to this volume, the way out of the crisis, afflicting large parts of the world right at this very moment, goes through reinforcing the structures and processes of governance but, more than anything else, rediscovering the importance and redefining the role of the human factor in governance. Written by a group of scholars from all the world’s main regions, this volume begins by revisiting the notion of global governance already once explored in the “*World We Could Win*”. It then moves on to draw the contours of the corps of “*Global Public Servants*”, which represents the book’s core concept, contribution and proposal for reform. Though rooted in the practices of major international organizations, the present volume makes some new recommendations intended to overcome the main observable weaknesses in their administration and operations. It also outlines an institutional framework and certain basic prerequisites for public service professionals to enable them to play a meaningful role, indeed exert some influence and have the needed impact in dealing with the challenges confronting global governance.

These tasks of global governance, the authors of this volume do not see as vested solely in the United Nations Secretariat or the Bretton Woods institutions. Rather, they see those issues as shared remit of officers of governments and NGOs and even corporations on the national and regional, as well as global levels. Of critical importance in the authors’ eyes, accordingly, is the task of building bridges and significantly raising the quality of the dialogue and interface between them. Developing a mindset conducive to these ends, as well as in-depth knowledge of relevant concerns is critical in this regard. Writing on Latin America and Africa, for instance, two authors have remarked on the relative absence of courses chiefly designed to impart a proper understanding of major global challenges from a world-wide perspective.

Promoting such perspectives and helping to re-instate global governance and administration to the level of importance, which they so richly deserve, is the avowed objective of this volume of IIAS. The goal may sound ambitious but it is also timely and realistic. What the world has witnessed recently is, arguably, the meltdown not of financial markets so much as of an ideology which dominated the scene for close to 30 years. Disparaging all government, it looked to markets for answers. Perhaps the time has come to accept that both are needed. What recent mega-crises have shown, on the other hand, is the extent to which the problems, for which we seek solutions, elude the grasp of any single national government. They call, instead, for structures but mostly a new mindset: those of global governance.

Cross-culturally conceived and written in three languages, this addition to the series of the IIAS on global governance issues is a “must” for any student or scholar of the subject, as well as a needed addition to university libraries and centres of research.

Since the United Nations has declared 2008 the International Year of Planet Earth, IIAS is proud to launch a book which bears this very title and calls for urgent action to save our Planet Earth.

Table of Contents

Preface

Ignacio Pichardo Pagaza

A Global Public Service – Foreword

Rolet Loretan

PART I: THE HUMAN FACTOR IN GOVERNANCE: A GLOBAL PUBLIC SERVICE

Introduction

Demetrios Argyriades

Chapter I: Global Governance: prospects and challenges

Ian Thynne and Andrew Massey

Chapter II: Human Factor and Human Resources Development

Demetrios Argyriades

Chapter III: Developing Global Public Servants for Good Governance and Sustainable Development

Randhir Auluck and Richard Levin

Chapter IV: Beyond Efficiency and Effectiveness: the significance of ethics and spiritual dimension of service

Demetrios Argyriades and O.P. Dwivedi

PART II: REGIONAL PERSPECTIVES

Chapter V: Leadership Capacity Development Perspectives in Africa

John- Mary Kauzya

Chapter VI: Administration of the Arab States: synthesising diverse traditions

Joseph G. Jabbra and Jamil E. Jreisat

Chapter VII: The South Asian Administrative Systems: the heritage and challenges

O.P. Dwivedi

Chapter VIII: Servidores Públicos Latinoamericanos para el Siglo XXI

Ignacio Pichardo Pagaza

Chapter IX: Le Facteur Humain dans la Gouvernance Globale : Une perspective européenne

Gérard Timsit

Chapter X: A Global Public Service towards the World We Could Win: conclusions and recommendations

Members of the Working Group

PART III: ABSTRACTS - RESUMES - ABSTRACTOS

Abstracts

Résumés

Abstractos

About the Authors

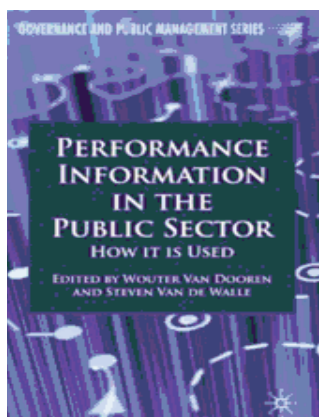
“Performance Information in the Public Sector” How it is used

Edited by Wouter Van Dooren & Steven Van de Walle

IIAS Series “Governance and Public Management

‘Most social science work on the burgeoning industry of public service performance indicators concentrates on critiques of the validity or reliability of the numbers. But we know much less about how performance numbers are actually used in public sector organizations. This timely book gives us some intriguing answers to that question.’
- Christopher Hood, Gladstone Professor of Government, University of Oxford, UK

‘Performance has become the public management mantra of our time. For those of us with a particular concern to improve the quality of life for the poor it offers a ray of hope that we might focus our frequently stumbling efforts at public sector reform on a concrete outcome. But at the same time, we sense that there are some risks in this new certainty. Using performance information to inform public sector decisions concerning resource allocation, and to improve efficiency in resource usage is a widely shared goal - but simply measuring performance and then announcing the results can create an illusion of transparency and robust action, while in reality distracting attention from fixing the underlying managerial and political dysfunction. This book has opened a window into the fascinating real world of performance information and its use. It is ideal reading for practitioners and theoreticians as it balances appropriate scepticism with some practical ways forward. It will contribute to practical improvements in public sector policy, and a much-needed and deeper debate on a crucial topic.’ - Nick Manning, Manager - Public Sector and Governance, Latin America and the Caribbean Region, World Bank, Washington D.C., USA



Description: Performance information has long permeated the public sector. The actual use of performance information however has long been taken for granted. This book is one of the first to bring together an international team of acclaimed academics focusing on how and whether politicians, public officials, and citizens use public sector performance information. Combining practical experience with academic analysis this book explores the social and organizational dynamics of performance indicators. It moves beyond the technicalities of measurement and indicators and looks at how performance information is changing the public sector.

Table of Contents

Introduction: Using Public Sector Performance Information;
S.Van de Walle & W.Van Dooren

PART I: BUREAUCRACY

1. Nothing New Under the Sun? Change and Continuity in the 20th Century Performance Movements; W.Van Dooren
2. Advocacy and Learning: An Interactive-Dialogue Approach to Performance Information Use; D.Moynihan
3. Performance Information and Performance Steering: Integrated System or Loose Coupling?; P.Læg Reid, P.G.Roness & K.Rubecksen
4. Performance Measurement beyond Instrumental Use; P.de Lancer Julnes
5. Comparing Performance across Public Sectors; G.Bouckaert & J.Halligan
6. Hitting the Target and Missing the Point? Developing an Understanding of Organizational Gaming; Z.Radnor

7. Performance Management Systems: Providing Accountability and Challenging Collaboration; K.G.Denhardt & M.P.Aristigueta

PART II: POLITICS AND SOCIETY

8. Determinants of Performance Information Utilization in Political Decision Making; J.Askim
9. UK Parliamentary Scrutiny of Public Service Agreements: A Challenge too Far?; C.Johnson & C.Talbot
10. Performance Information and Educational Policy Making; Å.Johnsen
11. Rational, Political and Cultural Uses of Performance Monitors: The Case of the Dutch Urban Policy; D.de Kool
12. Reporting Public Performance Information: The Promise and Challenges of Citizen Involvement; A.T.-K.Ho
13. Publishing Performance Information: An Illusion of Control?; S.Van de Walle & A.Roberts

Epilogue: The Many Faces of Use; H.Hatry

Link: Palgrave Macmillan: <http://www.palgrave.com/>

The New IIAS Series - submission conditions

The New IIAS series “*Public Administration Today*” aims to encourage the development of research on critical governance issues and to enrich scientific discussions by the publication of analyses and experiences of public administration practitioners.

Each volume in the new Collection will include:

- an introductory article setting out the critical issue and its development;
- a series of articles or experiences centred on the major theme;
- chronicles or focus reflecting the present-day situation and discussions relative to the theme selected;
- bibliographic information.

Procedure for the submission and evaluation of manuscripts:

Manuscripts in English or French submitted to the IIAS Collection cannot have been published in another collection or review. If they have been published in another language, or as reports in part or in full, the Editorial Committee of the Collection must be informed of it.

Manuscripts submitted to the Editorial Committee will be evaluated by the latter; the Editorial Committee will issue a reasoned opinion.

Manuscripts may be written in one of the two official languages of IIAS, namely: English or French.

Submission:

Manuscripts to be published in the IIAS Collection must be accompanied with a computer version addressed preferably by e-mail to: f.maron@iias-iisa.org or by disk/CD/DVD. The computer support and paper copy must be sent to:

International Institute of Administrative Sciences - IIAS
Dr. Fabienne Maron
1 rue Defacqz, box 11, 1000 Brussels - Belgium
(Tel 32/2-536.08.84)

Manuscripts will be submitted to the Editorial Committee of the Collection.

Neither manuscripts nor disks will be returned to authors.

Fifth International Specialized Conference

IIAS
Helsinki 7 - 11.7.2009
2009

At the invitation of the IIAS Finnish National Section, in partnership with the University of Helsinki and the Finnish Ministry of Finance, the Fifth International Specialized Conference will be held in Helsinki from 7 to 11 July 2009. The theme of the conference is « *The History and Future of Nation-Building, the Role of Public Administrations, Civil Servants and Public Finances* ».

The General Rapporteur of the IIAS Conference is Professor Christopher Pollitt from the Catholic University of Leuven, Belgium. He will be assisted by a team of 3 Rapporteurs: Dr. Dele Oluwu (Emeritus Professor of Obafemi Awolowo Ile-Ife University, Nigeria); Dr. Christina W. Andrews (Federal University of São Paulo, Brazil); Dr. Turo Virtanen (University of Helsinki, Finland).

For further information, kindly contact the IIAS Executive Secretary, Anne De Boeck (a.deboeck@iias-iisa.org). Conference registration will be online via the IIAS website as from the beginning of 2009.

However, information is already available on the Conference website www.iias2009.fi and we invite you to visit it regularly.



2009 IASIA Conference 2009



Come and join us in Rio de Janeiro for the next IASIA Annual Conference!

The Conference will be held from 3 to 8 August 2009 on the theme « *Governance for Sustainable Development: implications for public administration education and practice* ».

The Conference is in response to the invitation of the Escola Brasileira de Administração Pública e de Empresas, Fundação Getulio Vargas in Rio de Janeiro.

Besides themes directly linked to the Conference and Working Groups, many other subjects will be examined. Let us draw attention to the importance of the report prepared by the IASIA Committee responsible for the next steps of the Standards of Excellence in Public Administration Training and Education.

For further information, please contact the IASIA Executive Secretary, Johannes Irschik (j.irschik@iias-iisa.org).

Check the Conference website regularly: www.iasia2009.com.

We very much hope to see you in Rio!



EGPA Conference 2009
Saint Julian's, Malta
2-5 September 2009

MINISTRY OF
FINANCE, THE ECONOMY
AND INVESTMENT

The next EGPA Annual Conference will be held at the Hilton St Julian in Malta from 2 to 5 September 2009 on the theme « *The Public Service: service delivery in the Information Age* ». The theme is in line with the government policy that seeks to make Malta an « Intelligent Island » and is linked to the EU i2010 : « *Accelerate eGovernment for the Benefit of All* ». The Conference is being organized at the invitation of the Finance Ministry of Malta. During the Conference the new Study Group on « *Strategic Management* » will convene for the first time. The permanent Group « *Good Practices* » will organize new joint sessions with the other permanent Study Groups. A Mediterranean panel will also be organized.

The calls-for-papers will be available on the Conference website as from January 2009.

For any additional information concerning the 2009 EGPA Conference, do not hesitate to contact us: Dr. Fabienne Maron (f.maron@iias-iisa.org).

You may wish to consult the regular updates on the Conference website: www.egpa2009.com.

Join us once again in Malta!