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OF ADMINISTRATIVE SCIENCES
(IIAS)**

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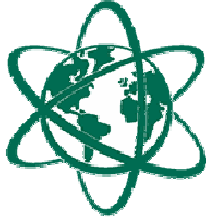
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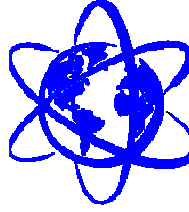
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**GLOBAL COMPETITIVENESS IN PUBLIC
ADMINISTRATION:
Implications for Education and Training**

**COMPÉTITIVITÉ GLOBALE ET ADMINISTRATION
PUBLIQUE :
Implications pour l'Enseignement et la Formation**

PROCEEDINGS - ACTES

**27th Congress of Administrative Sciences
XXVIIème Congrès International des Sciences Administratives**

Abu Dhabi, United Arab Emirates, 9-14 July 2007

2007

27TH CONGRESS OF ADMINISTRATIVE SCIENCES
XXVIIÈME CONGRÈS INTERNATIONAL DES SCIENCES
ADMINISTRATIVES

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L'INSTITUT INTERNATIONAL DES SCIENCES ADMINISTRATIVES

L'IISA est une association internationale à but scientifique dont le siège est à Bruxelles. Créé en 1930 par le Congrès international des sciences administratives tenu à Madrid, l'IISA est la première des institutions spécialisées à affirmer, au niveau mondial, sa volonté scientifique pour résoudre les problèmes et les défis des administrations nationales et internationales. Il reste aujourd'hui la seule institution internationale spécialisée en sciences administratives et en administration publique, un lieu unique pour la recherche et la coopération, ouvert aux universitaires et aux praticiens de toutes les régions du monde.

L'Institut est représenté dans une centaine de pays et compte parmi ses membres des Etats, des Sections nationales, des Organisations internationales des membres collectifs et individuels. Il est par ailleurs doté d'un Statut consultatif auprès de l'UNESCO et du Conseil économique et social des Nations unies, et est membre du Conseil international des sciences sociales. L'Institut développe ainsi ses programmes en synergie avec les principales organisations afin de promouvoir la coopération internationale dans le domaine de l'administration publique.

L'IISA a pour mission de promouvoir le développement des sciences administratives, l'amélioration du fonctionnement des administrations publiques, le perfectionnement des méthodes et des techniques administratives et le progrès de l'administration internationale. Une grande part des activités de l'IISA est consacrée *l'analyse et la recherche* (conférences, groupes de travail, séminaires), à *l'information* (ses publications, sa Revue internationale des sciences administratives, trimestrielle, publiée en espagnol, en anglais, en arabe et en français, sa Lettre d'information, son site Internet), ainsi qu'à *l'expertise et à la consultation* (l'Institut répond à des demandes spécifiques de gouvernements, d'organisations internationales ou de toute autre agence).

L'association spécialisée et le groupe régional de l'Institut développent également et de façon permanente des travaux et un suivi des évolutions dans leur domaine spécifique. L'Association internationale des écoles et instituts d'administration (AIEIA) vise à répondre aux besoins de développement institutionnel de la gestion publique et de l'administration. Le Groupe européen d'administration publique (GEAP) a pour objectif le développement de l'administration publique et de la théorie administrative dans le cadre européen.

Les activités de recherche de l'IISA sont essentiellement menées dans le cadre de ses Groupes de travail et de ses Manifestations majeures annuelles (Congrès, Conférences, Table rondes).

THE INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES

The IIAS is an international association with scientific purpose whose seat is in Brussels. Established in 1930 by the International Congress of Administrative Sciences held in Madrid, the IIAS is the first of the specialised institutions to affirm, worldwide, its scientific willingness to resolve the problems and challenges of national and international administration. It is today the only international institution specialised in administrative sciences and public administration, the primary meeting place for research and co-operation, and open to academics and practitioners from all regions of the world.

The Institute is represented in approximately one hundred countries and counts among its members States, National Sections, International Organisations, Corporate and Individual Members. The Institute also has Consultative Status with Unesco and the Economic and Social Council of the United Nations and is a member of the International Social Science Council. It thus develops its programmes in synergy with the major organisations to promote international co-operation in the field of Public Administration.

The purpose of the IIAS is to promote the development of administrative sciences, the better operation of public administrative agencies, the improvement of administrative methods and techniques and the progress of international administration. A large part of IIAS activities is devoted to *analysis and research* (Conferences, Working Groups, Seminars, etc.) *information* (its publications, quarterly International Review of Administrative Sciences - published in Spanish, Arabic, English and French, Newsletter, website) and *expertise and consultancy* (the Institute responds to specific requests of governments, international organisations, or any other agency).

The Institute's Specialised Association and Regional Group also develop and follow-up research in their specific field of interest. The International Association of Schools and Institutes of Administration (IASIA) aims to respond to the institutional development needs of public management and public administration. The European Group of Public Administration (EGPA) is responsible for the development of public administration and administrative theory relative to the European environment.

Most IIAS research activities are carried out in the framework of its Working Groups and annual Major Meetings (Congresses, Conferences, Round Tables).

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I. Introduction

The theme of the 27th Congress of the International Institute of Administrative Sciences, *Global Competitiveness in Public Administration: implications for education and training*, was organized in three categories of workshops corresponding to three sub-themes: A (Public Administration in a Globalized World: local, national, regional, and universal issues, headed by Rapporteur Nelson Michaud); B (Making Globalization Ethical: the 21st century public administration, headed by Rapporteur Badhya Bowornwathana); and C (Global Governance and the Globalizers: IMF, World Bank, WTO, etc., headed by Rapporteur, Peter Long). A fourth Rapporteur, Dr. John Kiyaga-Nsubuga, coordinated the reporting on the papers and discussions of six working groups that were organized under the auspices of IASIA (International Association of Schools and Institutes of Administration). Important highlights of the topics discussed by six panels that were held during this Congress (Administration of the Arab State in a Globalized World; Les objectifs du millenaire pour le développement de la gouvernance publique: les enjeux du renforcement des capacités; Standards of Excellence; Legal Diversity and Administrative Practices; Improving Public Service Quality; and Virtue and Values) will be included in this report as well.

II. Workshop A: Public Administration in a Globalized World: local, national, regional, and universal issues.

Workshop A consisted of seven sessions in which 17 presentations were made. The different aspects that were studied touched the context in which globalization must be addressed across the North-South divide: history, geography, ideology, value systems, cultural differences, administrative adaptations, public enterprises, local administration, and training. A case study, focused on India, engaged interested participants in the meticulous analysis of an emerging economy where important changes are occurring in both the discipline and the practice of public administration.

On the whole, the presentations in this workshop were engaging and the presenters were well prepared. The exchanges among all participants were active, as new ideas were explored and fully

debated. Although the presentations covered a wide variety of issue areas, most of them contributed answers to the following questions.

A. What should public administrations take from globalization?

A response to this question could easily be biased and unproductive if the answer were to be focused first and foremost on the pros and cons of globalization. The diversity of opinions expressed in this workshop provided the participants with the opportunity to avoid this trap. This being said, a general message nevertheless emanated from the presentations and discussions. That is, despite strong warnings against the undesirable side effects globalization might present, there are opportunities that public administrations must recognize and seize. In this way, a country will not suffer from globalisation, but will rather use it as a lever for development. It is also important to note that these opportunities are not the same for every country and that one must always be ready to evaluate whether any globalization challenge represents an opportunity or a threat.

The discussions also indicated that such an evaluation can be based on different factors. For instance, history and culture may help public administrators choose from a variety of options, notably those that will be easier to implement or suit their countries better. In other words, history gives states the possibility to accept or reject major globalization trends based on both their absorptive and implementation capacity. Conversely, the geographic factor may make some globalization trends more strongly felt, but it does not influence how different countries react to a similar stimulus.

In fact, with one notable exception, presentations in this workshop did not consider globalization and its paraphernalia as common and universal values that should be implemented across the board. Further, countries across the globe should, and they usually do, answer the challenge of globalization by taking into consideration their national and local priorities.

B. Who, then, is affected by globalization? Is it only or mainly governments – and their public administrations –, which are sovereign and have a formal voice in the concert of nations?

Presentations and discussions in Workshop A pointed to the fact that the pressures that globalization exerts on central governments cannot be ignored. For example, Downsizing government and offering government services closer to the people would mean that municipal and local governments are asked to shoulder an increasing share of

the burden, with serious budget cuts and other implications which in most cases they are incapable of addressing.

In this regard, the panellists clearly stated that problems encountered by municipalities and local governments are about the same all over the world: poverty, increasing demand for first-line services, and infrastructure and environmental challenges. Regardless of whether these challenges are caused by globalization, there was a feeling among the participants that solutions may be found in and help may come from the ability of nations to share their experiences through a globalized information system for the purpose of learning from each other. How, when, and to what extent governments, both national and local, can team up with the private sector to provide adequate and needed services to their citizens might be a case in point.

C. How then can public administrators be prepared to face globalization?

As the presentations and discussions indicated, facing globalization is neither an absolute synonym of rejecting nor embracing it. Smart choices must be made and in this regard, an important element is the knowledge that people have of the issues at stake. It is also important that public administrators, at all levels of government, have at their disposal the appropriate tools and the know-how to evaluate the local impact of globally rooted reforms. Above all, they have to better understand their redefined role in the context of globalization, especially with respect to new issues they face or new tools (e.g., e-government) they have to use. In this regard, participants focused their attention on three important areas.

First, one cannot neglect the role of education and training, which is an important aspect of the topic of this Congress. The studies presented at this Workshop clearly demonstrated that better training increases the capacity to satisfactorily answer people's needs and meet effectively the challenges posed by globalization. One aspect that seemed undeniable is that a "hands on" formation is more useful and effective than a purely theoretical approach.

Second, educated and knowledgeable people are more equipped to understand and even question the options "imposed" by globalization. With the understanding that there is no "one size fits all" answer, governments have the responsibility to make the right choices for citizens, but well-informed citizens might, in turn, be in a position to "help" their government select the options that are best suited for their constituents.

Finally, public administrators across the globe may learn from each other's experience in how best to address the challenges of globalization. Consequently, a comparative reading of different experiences might be very useful in helping them understand better the different choices they face on a daily basis and their impact on society.

To sum up, public administrators must remember that roles are not predetermined, issues and challenges are not limited, and new and influential leaders will continue to emerge. Public administrations must be ready to respond to and take advantage of the newly defined environment. Should they succeed, they might very well reverse the trend. They will then realize that rather than reacting to globalization, it is best to perform as a global actor and keep a consistent attitude.

III. Workshop B: Making Globalization Ethical: the 21st century public administration.

There were six sessions and eighteen papers presented in Workshop B.

Three themes characterized the presentations and discussions in Workshop B: the new global context, the problems of reform diffusion, and recommendations and future questions.

A. *The New Global Context*

The necessity to carry out government reform arises from the new challenges of globalization. Globalization brings in new reform ideas from the Western developed countries, such as the United Kingdom and the United States. Examples of these ideas are: good governance, downsizing, anti-corruption, and new public management tools. Presenters (For example, Asim Al-Araji, "Manpower Development in the Context of Linear Dynamics vis-a-vis Dynamics Paradigms in the Age of Globalization"), argued that in the age of globalization, manpower training programme must be redesigned by taking into consideration the nature of environmental factors which tend to be non-routine, unsystemized, and non-incremental. Training programmes in the South must be redesigned so that they are culture-bound and diverse. There is no "one-size-fits-all" solution as professed by the developed countries of the North. Another paper presenter (Jean Baptiste Djoumessi, "Les limites du libéralisme et de la globalization") pointed out that in the age of globalization, economic liberalization brings in new challenges. The state needs to conduct its

domestic and international affairs through a new ethical framework. For example, corruption has no boundaries and there is a need to redistribute wealth within and across nations.

Globalization has a substantial impact on all countries. Countries all over the world are under pressure to reform their governments. As Cesar Madureira and Niguel Rodrigues, "Portuguese Public Managers and Administrative Reform in the Global Context of Competitiveness," stated that for Portuguese public managers to become more competitive in the global context, there is a need to reform. A new performance evaluation system was launched in 2004 which introduced managerial accountability into the public service. Besides being politically accountable to the political boss, Portuguese managers also became accountable in accordance with their legal performance contracts and professional norms. In the new redesigned public service, hierarchical accountability is only one dimension of the new multi-dimensional accountability systems mandated by globalization.

Developed countries as well as international organizations such as the United Nations and the World Bank are demanding that developing countries reform their bureaucracy if they wish to obtain assistance.

B. Problems of Reform Diffusion

The presentations and discussions clearly indicated that the diffusion of reform ideas under globalization is not a smooth process. Each country has its own way of adjusting to the demands of globalization for public sector reform. There is clearly no "one-size-fits-all" management tools or ways to reorganize government that can be borrowed from the North and successfully implanted in the developing countries of the South.

The new reform ideas from the North do not work well in many countries- especially the developing ones. For example, Geraldine Fraser-Moleketi and Hanlie Van Dyke-Robertson, "Asserting Public Values Against Private Interests: the South African Case of Public Sector Transformation), argued that the notion of minimizing the role of the state as professed by the NPM has not found its way into South African Government efforts to modernize the administration. In fact, the tradition of South Africa has been one of a strong state. Downsizing has never been the reform policy of the South African Government. The argument of NPM that private sector ways of doing business are better is questionable and should not be followed blindly. Many participants argued that globalization has its negative aspects and many of its ideas originating in the North, including a special focus

on private sector practices, are not suitable for the countries of the South (Jacques Mariel Nzouankeu' speech on "Le glas de la gestion publique: à la recherche de nouveaux modèles de performance de l'administration publique").

As well, it was pointed out in the discussions that Western ways to combat corruption, such as setting up accountability systems, do not work well in developing countries. In this regard, Marcel Pochard, "Comment assurer la probité et l'impartialité des agents publics dans l'administration publique du XXI^{ème} siècle," used the experience of the French administrative court tradition to suggest ways to tackle the enduring question of how to fight corruption. First, there must be a rule of law which requires that the principle of "fairness for all" or "equal treatment" be practiced seriously.

Second, corruption can be fought if one can provide public officials with "proper pay" or good salaries. Public servants should not work for private commercial companies. Finances of all public servants must be monitored. There must be declaration of assets by public officials. There must be a law that oversees the work ethics of public servants. Accepting gifts from clients should not be allowed for public servants. Corrupted officials must be penalized. There were several questions raised as to how to best combat corruption. The answers were good salaries and the creation of an ethical court. Another French scholar, Reiny Schwart, (in "Contrôle des administrations pour une pleine efficacité économique et sociale: l'exemple français) explained that in France there has been a long historical tradition for judges to be independent. Citizens have the right to force changes in administrative decisions that are harmful to the public and illegal. The power of judges has some limitations. Camen R. Apaza, "Public Administration and Ethics: ensuring accountability and controlling corruption," argued that controlling corruption is highly dependent on accountability and the quality of bureaucracy. Countries with high accountable public organizations have low levels of corruption. Improving accountability systems such as whistle blowing to combat corruption is suggested. Other measures cover developing clear policies and procedures, quality and ethical standards, system of transparency, and effective law enforcement mechanisms. A participant argued that it has been found that countries with high levels of corruption are high on government trust. In fact, improving accountability systems may not necessarily lower corruption. The use of principal-agent theory and rational choice theory to explain corruption as proposed by the author is unsuitable. Corruption must be understood by considering societal value systems.

Corruption is a complex phenomenon that can only be understood by looking at particular cultures and value systems in each society. In Japan, Bunzo Hirai and Yasuyuki Watanabe, "The Role of Japanese Public Promotion System and Retirement Allowance in Enhancing Competencies and Reducing Corruption in the Government," are of the opinion that the unique nature of personnel policies in the Japanese Government helps explain why the Japanese system is effective and low in corruption. The characteristics of the Japanese personnel system are: life-time employment, seniority and guaranteed retirement pension, and at least for the first twenty years, hard work with equal opportunity for promotion. The authors suggested that other countries should consider the Japanese personnel system as an alternative model to the Western one which proposes complex management tools.

New reform ideas such as privatization and contracting out can lead to new forms of corruption. Solutions to old problems may trigger new and unforeseen problems, as H. A. Van Wyk reported in his paper, "Is the Transformation of Public Sector Financial Reporting in Provincial Governments in South Africa on Track?" One of the global obstacles for the transformation of the financial reporting is the change from cash to accrual based accounting. The research revealed that while most of the public sector accounting guidelines and legislation are in place, government departments are still using cash based accounting. The current accounting information system seems to be not suitable for accrual accounting. Respondents gave a poor rating for the effectiveness of public sector financial reporting and for the inability of change advocated in theory versus the powerfully entrenched practice.

Political interference is one obstacle toward the diffusion of reform ideas into targeted administrative sectors. Politicians want a bureaucracy that serves their own political and economic interests. As CD Oliver argues in his paper, "Political Interference, the Effective Killer of Efficiency: a global perspective," political interference is a global reality. The executive authority's oversight of personnel administration allows it to exercise comprehensive control over public servants. Interference in the work of and pressure on public officials result in ethical dilemmas for them. No clear solutions were proposed to solve the problem of political interference.

Globalization also has a substantial impact on public administration in developed countries. Government reform has been given high priority on their policy agenda. Michael E. Milakovich wrote in his paper, "Public Administration and Globalization", that globalization is having a significant impact on the roles and responsibilities of business, government, and society. Multinational corporations now

wield a great political power. The career of many American workers has been disrupted by the expansion of multinational corporations in the new global economy. The future challenges for elected officials and public administrators is to moderate the negative impacts of globalization through domestic policies that encourage economic competitiveness and job growth, without sacrificing a generation of willing workers. Milakovich's paper clearly shows that even in advanced countries, globalization has both negative and positive impact. Another participant, Isabelle Roux-Trescases, "Le Ministère de l'économie, des finances et de l'industrie: un exemple de modernization réussie," describes how the modernization of the French State was successful, by using the case of the reform of the Ministry of the Economy, Finance, and Industry, based on the adoption in 2006 of a monetary and financial framework informed by accountability, responsibility, and transparency.

C. Recommendations and Future Questions

To carry out government reform effectively, one needs to build state capacity in the area of management tools such as strategic management and performance evaluation, accrual accounting, and manpower planning. Mohamed Harakat, "Évaluation de la gouvernance et nouvelle gestion publique dans les pays en voie de développement: les acteurs globalisateurs et le système," pointed out the need for developing countries such as Morocco to build their management capacity in strategic planning and evaluation. Some participants warned that one must be aware of the biases of reform ideas from the North. Dieter Grunow in, "Risks of Economizing the Public Sector: practical issues and theoretical implications," argued that the economization of the public sector (administration) has two consequences:

First, it has led us to favor the use of values and performance criteria (efficiency, profit) in public administration. Three issues were discussed: new public management and corruption, lack of reference to differences between the policy fields and loss of the multiplicity of values/ethics governing the performance of public servants.

Second, it has led to the blurring of labor between public and private for the profit sector. The issues are: dependence on the market logic of external counseling, excessive regulation as a strategy of privatization, and loss of administrative and democratic control over task units. NPM (privatization, decentralization) can lead to corruption. The author argued that the Rational Choice Theory (RCT) has dominant impact on the cases included in his study, but a very narrow view of public administration. The author proposes that System Theory can offer a more complex and perhaps a better explanation of

functional differentiation in the public sector and of the interdependency of the political and administrative systems with other sectors of society.

The NPM based administrative reforms have a preference for performance efficiency and profit-making. In carrying out administrative reform, one needs to understand the philosophical and cultural uniqueness of different governments. Dai Changzheng, "The Theory and Practice of People-Oriented Public Administration of China," describes the Chinese government's answer to globalization and reform ideas from the West, such as good governance, NPM, reinventing government, the third way, contract government, and service – oriented government. He states that administrative reform according to Chinese leaders, such as Hu Jintao and Deng Xiaping, is best and more productive when it is led by people-oriented government. This approach fits well within the Chinese context which reflects a huge gap between rich and poor and rural and urban settings.

Is there a need then for a new culture of governance and accountability? How can indigenous administrations and cultures that are not receptive to the new Western ways of reforming government be made compatible with the imported reform ideas? Chih-Hsien Chang observed that Globalization has imposed its canons of efficiency, effectiveness, innovation, and reform on public administration. Not only should public servants adopt best practices from a globalized and Western-inspired competitive world, they should also make sure that our world continues to strive toward becoming human, just, diverse, and equitable to all. The author proposes that such goals can be achieved if we consider "cultural diversity" as the key factor in the reform process. The author explains that to manage cultural diversity in a globalized world, one can follow traditional Chinese philosophy "to be benevolent to the common people" as a guideline.

For the Confucians, the primary purpose of the government is to maintain peace and harmony in the country. The role of bureaucrats is to manage and coordinate the business of government. Another scholar, W. A. Taylor-Cole, "From a Culture of Entitlement to a Culture of Accountability: a call for global ethics," suggests a paradigm shift from a culture of entitlement to a culture of accountability. By comparing Canada with South Africa, he outlined the common principles and values necessary to make globalization ethical. The principles are: rule of law, good governance, accountability, lack of conflict of interest, ethical procurement. The normative ethical values are: honesty, integrity, impartiality, respect, and excellence.

Workshop B also gave rise to some very important questions that need to be thoroughly and carefully answered through meticulous research and case studies: Do developing countries have to follow the reform models of Western countries? Can developing countries rely on their rich cultural heritage and administrative traditions to overcome the challenges of globalization?

IV. Workshop C: Global Governance and the Globalizers

Workshop C included three sessions.

A. In session 1, two papers were presented.

The first paper, "Liberal Economics and the Institutional Approach to Development Assistance: empirical comments on theoretical themes (Kalu Kalu N), examined development assistance in the form of cash grants, loans, food aid (cash value), and other forms of financial/technical assistance from the OECD countries to the sub-Saharan African countries during 1980 -2002 to illuminate the role of foreign aid/ODA in the region's economic growth and development, and in institutional and governance problems that militate against aid effectiveness.

The Author found that ODA/foreign aid had no impact for both time periods: cold war (1980-1990); and post-cold war (1990-2002), and that quality of governance—as measured by a country's score on 'rule of law,' 'government effectiveness,' and the 'corruption/graft' index--had no effect on average annual GDP growth. However, Human Development Index (a composite index measuring: a long and healthy life, knowledge, and quality standard of living) was significant in this period and had a positive effect on the average annual change in GDP growth. Hence sub-Saharan African countries would do better to improve prevailing literacy rates, quality of educational institutions, and a robust health care sector.

The conclusions of the presenter and of the participants were: there is a need to ensure that aid itself does not get politicized; that it goes into the private sector as investment capital - and does not go from government to government only; and to remember that 'individuals make and influence institutions'.

The second paper, "The Globalizers Action: an Indonesian experience" (Bratakusuma, Deddy and Daud Irma Irmalina), looked at

the positives and negatives of the IMF program in Indonesia following the Asian financial crisis in 1997. The IMF proposed many 'recipes' to be implemented, recipes that became the working document of the government during the crisis. As a result, the Indonesian Government achieved: constitution amendment, direct presidential election, continued action on bureaucracy, restructuring of the financial sector, and reshaping of the central/local government relationship. In conclusion, IMF presence was positive, but there's no common remedy. A case by case approach needs to be adopted and the political system must support the proposed reform programme.

Some participants were happy that the presentation had not 'descended' into 'Western country/Institution' bashing', and that it was important to focus on what other support can be provided besides cash - such as technical assistance. There were also some important conclusions with respect to education/training that emerged from Professor Kalu's paper: aid does not have a statistically significant effect on income inequality and poverty reduction; a healthy and educated population offers a sustained and greater return on productive investments; aid is only as good as the ability of a recipient country's economy and government to use it prudently and productively.

B. In session 2, three papers were presented.

The first paper, " World Tourism Organization (WTO): eco-tourism or eco-exploitation," (Hong Hsiu-Chu), stated that for the East, "eco" can be seen as a passive form of nature tourism that does nothing to conserve the environment. This may be considered as eco-exploitation which can be characterized by: direct revenues eroded by seasonality and costs; significant increase in imports; low paid employment; fluctuating national-local performance; and progressive commoditization of culture. Further, three chief principles of responsible travel were established by the paper: understand the culture that you are visiting; respect and be sensitive to the people who are hosting your visit; and tread softly on the environment of your hosts.

The second paper, "Globalization and Public Policies, Transnational Actors' Involvement" (Matel Lucica), examined, with particular reference to Central & Eastern European countries (including Romania) the impact of globalization on the process of formulating and implementing public policies.

The conclusion drawn from the presentation was that Romania appears to have positively embraced the globalizers' contribution when viewed against the following aspects: *economic aspects*, further strengthening market integration as result of developing trade,

investments and capital mobility; *political aspects*, due to restructuring the relationships of power at the same time with occurrence of new supranational political centers; *cultural aspects*, expressed highly in the area of diffusing values and norms; and *ideological aspects*, identified with market liberalism, deregulation and privatization. It is important, however for all recipients to always ask how the above aspects will impact overall effectiveness.

The third paper, *L'évaluation partenariale des politiques de coopération au développement, héritage colonial ou vecteur d'émancipation? Analyse comparée des dispositifs du Canada, de l'Union européenne et de la Banque mondiale* (Jacob, Steve and Co-author, but not presenter, Pierre-Marc Daigneault and Diallo Nouhoum), examined the evaluation of Development Policy - with particular regard to the role of the World Bank and the EU.

The key conclusions were that: continuous monitoring and evaluation are very important to maintain credibility, avoid criticism and improve economic performance of receiving countries; often the donor and recipients have different perspectives; and criteria for awarding money to different countries - common template not always appropriate. There was a reaction from the Chinese delegates who felt that Prof. Hong's 'political' comments should not have been aired openly at the Congress (Prof Hong is based in Taipei- Taiwan) and that Taiwan's experience regarding any effects of eco-exploitation were not typical! There was also a discussion around the fact that the logic to success indicators needs to be clear - public policies will reflect national priorities which may be different from those supplied by the World Bank.

C. In session 3, three papers were presented.

The first paper, "The European Consensus on Governance: Europeanization or endogenous changes? (Izzo, Valentino under the supervision of Giuseppe Pennella), was based on the following assumptions: EU has an asymmetric power toward developing countries; EU's role in the world scenario is to lead toward good governance; and reforms undertaken by developing countries in compliance with EU guidelines do not always answer citizens' needs. The paper also defined 'good governance' as based on: openness, participation, accountability, effectiveness, and coherence. The paper also stressed that EU should adopt a role as a 'global partner' based on governance at home, a coherent common approach in promoting good governance abroad, and as an "agent for change."

Change must take place through dialogue which must be the preferred means of encouraging countries to embark on reforms...

with a view to raise standards gradually and via incentives/sanctions. In that regard, Estonia has been a success story. To the question: Should the European governance model be exported/imposed to developing countries or, on the contrary, the latter autonomously and endogenously should opt for it? The answer was that the developing countries should go for it, with continuous interactions between the state, and its civil society and private sector.

The second paper, "L'analyse comparative des programmes de gouvernance du PNUD" (Akdogan, Afif Argun), concluded that based on studies of African countries Governance cannot be exported. Further, prior research is no longer available and there has been a distinct lack of monitoring and evaluation. It must also be recognized that these countries have inherited 'heavy' administrative systems which are to be blamed for much of their trouble. Therefore, attached to Britain and France, the PNUD countries are trying to transition to market economies, but with minimal governance.

The conclusions from this paper are as follows: to recognize specific needs of individual countries; to promote governance, the providing countries/institutions need to be role models themselves; and If governance is largely about creating democracy then it must act as such.

The third paper, "Knowledge Management, Organizational Learning, Innovation, and Technology Transfer: what this knowledge spiral means for global competitiveness and public administrative capacity" (Klingner, Donald, and Gamal M. Sabet, Co-Author not attending), emphasized that building Government capacity to learn and develop is key to sustainable development and capacity to manage knowledge. The paper focused on: how do information, knowledge and wisdom work together? How does information and communications technology (ICT) relate to organizational learning (OL) and knowledge management (KM)?

How do organizational learning and knowledge management relate to innovation diffusion and adoption (IDA)? How do all of these relate to technology transfer (TT)? How do all of these relate to organizational effectiveness? And how to do all of these relate to sustainable best practice of public policy innovations? Moreover, wisdom v. information / knowledge is seen as "the application of knowledge to make individual or organizational choices. Further, to successfully foster development, organizations must:

share information about innovations and outcomes; provide incentives that create competition among innovations (for example, the Dubai Awards and UN Habitat Awards); use practical

approaches pioneered by agencies and the media (television programmes, case studies, networks of innovators, and a global portal based on an internationally acceptable taxonomy); focus on the values/purposes/principles underlying innovation and emphasize these in resource material and documentation; use credible and legitimate advocates (individuals and organizations) as intermediaries in the transfer process for specific innovations; and maintain a facilitative climate: supportive policy environment, political leadership, environmental stability, and internal social structure and capacity; and use appropriate approaches, guidelines, training and transfer methodologies.

Discussion relating to the third paper went beyond governance transfer and focused on innovation, diffusion and adoption ... and - instead of pushing 'best' practice - looked at adopting 'smart' practices! – e.g. what's right for local conditions and needs of the recipients.

V. Conference of the International Association of Schools and Institutes of Administration

The Conference of the International Association of Schools and Institutes of Administration (IASIA) took place alongside the 27th Congress of the International Institute of Administrative Sciences (IIAS). The IASIA Conference had six Working Groups and each Group had three sessions. Below are the details of what was discussed in each of the six Working Groups of IASIA.

A. Working Group I: Education and Training Programme: aligning mission and quality

1. *In session 1 approximately 50 members of the audience heard and reacted to five (5) thought-provoking presentations.*

The first paper described and discussed Saudi Arabia's experience in implementing e-learning programmes. The challenges of such an endeavor were identified, and possible solutions to those challenges were provided. The methodology used in the development of this paper included review of the relevant literature, perusal of various websites, and development of a case study. Research questions prompted by the presentation included the following: What is the most effective use of evidence-based e-learning? Is there any link between student attributes and the effectiveness of the e-learning approach? What special demands does e-learning place on faculty members and

how can they be addressed? How can skepticism of key stakeholders over the efficacy of the e-learning approach be overcome?

The second paper introduced the audience to the changing views of the domain of public administration. These changes, which were presented chronologically, raised questions regarding how instructors should decide what to teach, the competencies needed to teach the changing realities in public administration and whether students were effectively learning the competencies that were relevant for each public administration domain.

The third paper expanded on the above concept by inquiring about the public administration competencies that are needed in an era of globalization. The authors concluded that today's public administrators need to be multi-skilled and, therefore, schools and institutes of administration must focus their programmes at developing such administrators.

After carefully providing an overview of the history, tradition and standard operating procedures of the German civil service, the author of the fourth paper concluded that the traditional curriculum for the executive and administrative classes of the civil service places too much emphasis on legal education and too little on management development. The author pointed out that the Personnel Policy Permanent Study Group of IASIA's sister organization, the European Group of Public Administration (EGPA), had come to the conclusion that Germany has a highly inflexible and immobile system which is still strongly influenced by rigid bureaucratic procedures. The author concluded that reconciling these different mentalities, cultures and rationalities seemed to be one of the greatest internal challenges in public sector modernization in Germany.

The fifth paper observed that globalization and the fast pace of economic and social changes have brought about new governance challenges, including the need for greater transparency in public administration. The growing complexity of policy issues makes it necessary for those involved in training and education of current and future civil servants to critically assess the nature and appropriateness of their programmes and approaches in addressing the rapidly changing circumstances. The author concluded that a paradigm shift was needed over the purpose of training and education practices so that (i) training leads to real learning (ii) more attention is paid to student discovery and construction of knowledge; and (iii) powerful learning environments are created to facilitate the learning process. If this does not happen, the rapidly changing environment will quickly make the acquired knowledge obsolete.

2. *In session 2 four papers were presented in this session, which was attended by approximately 40 participants.*

The first three papers blended very nicely. The first paper explained the process and benefits of using action research as a training needs assessment tool, and highlighted the role-differentiation of all those involved in the process, particularly the practitioners and researchers.

The next paper showed how action research links to training needs assessment, training service delivery and, ultimately, to action learning. Examples of how this was done in practice were provided.

The third paper continued along the line of training needs analysis and delivery, stressing that “competing in the global economy requires educating, training and developing workers to meet new challenges” (Sims & Sims 2006, p. vii). However, just as global competitiveness presents opportunities to Schools and Institutes of Administration (SIA), it also presents challenges. The easy mobility, with which managerial staff can take courses in other countries or institutions, and the ability of other institutes to offer instruction through distance education modes, requires each SIA to seriously look into ways of improving the quality and relevance of its courses. Evidence was provided to highlight the importance of “participant-oriented behavioral learning objectives” (POBLOs) in improving instructional design and delivery. This concept was defined and placed in its sequence in the “Strategic-Contingency Approach to Instruction Design” described in an earlier IASIA Conference (Wooldridge, 2004). The purpose that POBLOs can serve was delineated, and key words useful in writing learning objectives were presented.

In the last paper Gunter Schmidt explained that training in public administration in Germany did not sufficiently address issues relating to global competitiveness. Often more attention was paid to the legal, economic and psychological dimensions, and especially to accountability, responsibility and ethics, leaving competitiveness itself inadequately addressed. He argued that there was urgent need to correct this anomaly.

3. *In session 3, although six papers had been scheduled for this session only three were presented to the forty members of the audience present.*

The first of these was a presentation on the educational implications of entrepreneurship and intra-preneurship in the public sector. After initial definition of these terms and description of their various theoretical foundations, the authors described the differences and similarities between private corporations and government

agencies. Examples of public sector entrepreneurship were presented and the special challenges to public sector entrepreneurship and intra-preneurship behaviour were described. The presentation prompted the following research questions:

- To what degree are entrepreneurship and intra-preneurship needed in the public sector, and what are the pre-requisites for their implementation?
- What competencies do public officials need to practice these concepts?
- What is the best way for the private sector to put these concepts into practice?

The second paper dealt with the challenges being encountered in training of Chinese government officials in scientific literacy. This paper concluded that the level of scientific literacy of Chinese government officials falls below that of officials in many other nations, and makes suggestions for removing this deficiency. Some research questions prompted by this presentation include the following:

- What is the relationship between the scientific literacy of governmental officials, their professional performance and the performance of their agencies/ministries?
- In what government sectors is scientific literacy most important?
- What are the best strategies for enhancing the scientific literacy of governmental officials?

The third paper addressed itself to the issue of how national training schools and institutions of higher education, and private instructional providers, should best be positioned to provide capacity building to the public sector. The presentation described the various types of relationships that characterized the South African experience and argued that 'co-opetition', which is based on the concept of the 'plus-sum' game in which the sum total of the gain made by all role players is greater than the simple addition of what each player would have gained individually, is the preferred relationship. Difficulties associated with this concept were described and discussed. A key research question arising out of this discussion related to the organizational and behavioral requirements that were needed to change the current South African Management Development Institute into an effective public service academy.

In conclusion, the leadership of this Working Group proposes that future IASIA Conferences should include sessions on faculty/staff development. Such sessions would enhance attendees' competencies

in the use of effective instructional design and delivery, conducting research in public administration and writing manuscripts for publication.

B. Working Group II: State-Market Partnerships and Enterprise Management

Taking into account the reflections of the 2006 Working Group II meetings, the agenda for this Working Group for 2007 was as follows:

- (a) ***Public-private-partnerships***: papers on this theme could highlight the responsibilities of public administration under new public management regime, legal aspects and performance indicators.
- (b) ***Regulation***: papers on regulation could touch upon the functioning, composition, performance and problems of regulatory bodies such as regulator capture, autonomy and accountability
- (c) ***Privatization***: papers on this theme may incorporate country studies, success and failure cases, post privatization performance and competitive performance
- (d) ***Turnaround of Enterprises***: topics on turnaround could range from success stories, failures, leadership and environmental factors.
- (e) ***Enterprise governance***: papers concerning corporate governance, governing boards, new performance evaluation techniques (viz, EVA, BSC, etc.) and e-Governance (E 2 E, B 2 E, C 2 E, Cost and benefits of e-Governance, case studies on e-Governance, etc) could be submitted under this theme.
- (f) ***Enterprise management problems***: Under this theme, problems related to enterprise management with their innovative solutions could be dealt with.

Overview

Against this background and bearing in mind the holding of the IASIA and IIAS conferences on concurrent basis, the following were the key points, lessons and synergies with overall conference themes.

First, all opening speakers at the joint IIAS/IASIA meeting referred to NPM and its consequences as a by-product of globalization. NPM issues are core concerns of Working Group II. As in previous years, discussions this year ranged over various NPM approaches, including privatisation, contracting out and PPPs.

In turn, IASIA President Turgay in his opening statement stressed cooperation between public and private sectors. Fittingly, this Group's

papers included one on Taiwan which showed that the private sector needed a guiding hand on issues such as corporate responsibility. Another paper concerning the United States focussed on the role of whistleblowers in the case of defence subcontracts (e.g. false claims and payments such as a \$600 toilet seat). And in a paper on South Africa, it was shown that with regard to PPPs there was need official guidance and regulation on issues such as transparency.

The IIAS President, Franz Strehl, in turn highlighted government effectiveness and efficiency and well-functioning institutions, in particular:

- a) The role of effective regulation, rule of law and predictability for investors. Indeed, in the case of India, there was clear need for consistent public policy in the case of SOEs.
- b) Contrary to popular myth SOEs could in fact be turned around and were not a dead horse, as India had shown in its use of MOUs.
- c) Trust in government. The paper on Taiwan showed the importance of information and participation in engendering the latter.
- d) The need for policy leads and accountability for policy choices (also stressed by Rapporteur Jabbra, as detailed below).
- e) The need to consult stakeholders (as argued in the paper on South Africa) and the need for government regulation and guidance (as argued in another paper on India).

Finally, Rapporteur-General Jabbra raised two sets of issues germane to Working Group II.

First, the primacy of the public interest, common good, equity and services to people. In this connection, participants listened to papers from South Africa where black enterprise stands in need of fostering marginal groups as part of local economic development. In India landlessness has arisen through displacement of people to make way for industrial expansion, EPZ's etc. In response, a role has emerged for government to create leases for those whose land is taken over.

Second, the role of regulation, the promotion of ethical behaviour among civil servants and bridging public and private values. Working Group II heard how in Taiwan there could be a lag in value change over corporate responsibility, with the private sector needing a lead/push from (local) government.

Sessions 1 & 2

These sessions were on public enterprise performance improvement and PPPs.

A paper by Prof. Cheng addressed the subject of PPPs in Taiwan. Key points were: (a) key values across public and private sectors and lag of private sector; (b) the importance of developing a PPP policy on corporate responsibility to avoid ambiguities; (c) the role of information and trust. The presentation highlighted: (a) strengths and weaknesses of PPP's – they require commitment, integrity of community enterprise & clarity over nature of participation; (b) 7 PPP key variables, including trust, communication, equality and capacity building; and (c) the clash of ethical systems (collectivist vs individualist). Discussion focussed on: (a) replicability and institution building requirements; (b) how to bridge public and private; and (c) the cultural dimension

A second paper by Prof. Fourie concerned PPP's in South Africa. He described the policy background in terms of: (a) the search for alternative service delivery mechanisms; (b) the need for job creation. The following challenges were enumerated: (a) the PPP regulatory framework (accountable and transparent guidelines and contractual arrangements) plus monitoring ability/capacity; (b) less emphasis had been paid to stakeholder participation; (c) there could be no single formula for PPPs; (d) there was a need for administrative capacity to manage contracts; (e) a major challenge was the balancing of public and private interest; and finally (f) providing the enabling environment.

Discussion focussed on: (a) the need to pay attention to all PPP dimensions – legal, management, financial – holistic approach; and (b) pitfalls/risks and the need for safeguards (e.g. audit, civil society feedback).

Session 3

This session was on outsourcing and privatisation.

Paper I discussed IT outsourcing in Turkey and made the following key points: (a) there was a need for evaluation – learning about pre-requisites of successful PPPs/outsourcing and replication; (b) attention should be paid to risks, costs, benefits and drivers; and (c) there was need to make right choices: e.g. about staff capacity, good contracting, outsourcing plan.

Paper II assessed Privatisation in South Africa in terms of: (a) the methodology of privatisation; (b) post privatisation impact assessment;

(c) feedback into policy process; (d) the problem of the politics-administration – business nexus.

Common lessons included: (a) making the right policy choices – there was a need for: capacities and mechanisms for thinking through options, learning lessons from PPP/outsourcing experiences and feedback into a more holistic strategic framework. In this context there was often the challenge of political- business – administrative nexus in deflecting the policy management process away from scientific approaches in favour of more clientelist ones.

C. Working Group III: Public Sector Reform

Session 1

A paper titled 'In Defense of a Balanced Universalism: How to teach global governance?' was presented by Michael Duggett. He talked about the issue of NPM which is often a target for criticism these days and said he understands why NPM's popularity is declining over time around the world. However, he warned not to abandon the NPM's major contribution, namely: (i) the stress on value for money; (ii) the importance of decentralization of decision-making; and (3) the need for change of mentality to spur further innovation.

He said that we are living in an age of global governance. In Kosovo or elsewhere, for example, peace-keeping UN forces are very much international, dispatched from many different countries. He took participants through the major elements of global governance (please refer to his paper for details) and expressed concern that schools and institutes of public administration do not properly teach or train public servants on such issues. He argued that teaching issues of governance and global governance is essential if public servants are to effectively respond to the challenges of globalization. If the core essence of governance or global governance, for example, is partnership or integration, then we have to spend more time teaching how we can cooperate or integrate better. These issues should be handled with due seriousness.

During the ensuing discussion many participants raised questions about the apparent paradigm shifts in public administration – from traditional public administration to the new public management (NPM), and from NPM to the public governance model – and wondered where we were going. Are these real paradigm shifts? If so, what kind of characteristics can we identify for each paradigm? Is NPM dead or not? If so, what is likely to be the next model?

Differences and similarities between the public and private sectors were also discussed. A major view that emerged was that we should emphasize 'public-ness' and public interests, ethics and values instead of focusing too much on economic factors – as the NPM paradigm does.. Public trust in government has been declining globally over time although the situation might differ in each country. It is imperative to place public values, interests and trust at the centre of government, to restore citizen's confidence in how they are governed.

However, 'government' not only means the executive branch; it also includes the legislative and judicial branches. In some countries the public trusts civil servants more than it trusts legislators. It is essential to restore public trust across all three branches of government for the whole of government to be trusted. Thus, public sector reform is necessary in many countries especially with respect to the political and judicial arms of government.

Session 2

The discussion in this section centred on effective methods for training public servants. In his paper titled 'Action Learning as a New Way of Training and Its Applications in Government: a case of South Korea', Pan Suk Kim argued that every country has some sort of training programmes but their effectiveness was not high. One solution to this, in his view, lay in application of "action learning" as an instructional methodology. He argued that action learning has recently emerged as a powerful tool used by many organizations worldwide, both private and public, for solving complex problems, building teams and enhancing leadership competencies, and it lies at the core of their management and executive development programmes.

Action learning is a means of development; intellectual, emotional or physical, through responsible involvement of its subjects in some real, complex and stressful problem. Participants of Action Learning can improve their competency against "real" problematic situations. Action Learning can be described as "learning by experience," "learning by doing," and "self-development" where participants try to find a solution to a "real problem" in an agency. The traditional classroom lecture format is no longer considered an effective means of knowledge transfer.

The Korean government officially adopted the action learning method in 2005. It is, therefore, a latecomer in adopting this method in its training programmes and its experience with it is quite limited. But initial reactions to it from participants in the Korean government are positive.

The experience of Saudi Arabia was also discussed. The Saudi Arabian government developed a successful Public Executive Leadership Development Programme for ministers, deputy ministers and other higher-levels of government executives. Generally, training or leadership development programmes for top-level executives are rare in many countries, and the Saudi Arabian experience would be interesting to other countries in enhancing management and leadership competencies of their top-level government executives.

Session 3

This session focused attention to issues relating to organizational change and development. It was argued that organizational change and development from the mechanistic to the organic model is an urgent issue in many developing countries. However, Western models often do not reflect the unique characteristics or realities of many developing countries and it is imperative for those countries to indigenize or develop their own models to suit their own public sector reform strategies.

Although we talk about a rational model of decision making or policy development, in reality we witness various forms of 'irrationality' in responding to citizens' demands and desires in developing countries, leading to substantial policy errors and failures. Policy-making is a continual process, so it should be reviewed and evaluated regularly to correct errors and minimize failures.

The interventions that are currently in vogue in enhancing public service performance were discussed to find room for improvement. It was noted, for example, that the term 'good governance' had appeared in almost all presentations and discussion, but most reference in its usage related to accountability, transparency, rule of law, efficiency and effectiveness, etc., particularly with respect to African contexts. Yet ensuring security and financial stability, which are crucial hallmarks of a well functioning government, did not appear anywhere in its attributes. The concept, therefore, was not fully embracing in its current usage.

It was also noted that capacity and competency development had often been emphasized in panel discussions, with most presenters recommending that each public official should develop his/her competency and capacity; it was essential to remind governments of their responsibility to invest in their public officials' competency and capacity development. Without organizational or agency-level support

or investment, capacity building or competency development would just be lip service.

In the process of public sector reform, changing public officials' attitudes is one of the most daunting tasks to tackle. Public officials tend to resist new reform initiatives at the onset of public service reform programmes, therefore it is essential to have change agents who can carry out the reforms and also effectively communicate with public officials to persuade them to accept the reform initiatives. In a democratic society it is difficult to force public officials to change their beliefs and attitudes. Therefore, their voluntary participation in and support for innovation are critically important.

Building meritocracy, building capacity and competency, carrying out innovations in training institutions (including innovations in methodologies) were some of the subjects that were discussed in the panel. It was noted that developing countries and countries in transition have difficulties in addressing these issues due to lack of resources and capacities. It was emphasized that capacity building should be urgently considered in public sector development around the world.

As a point of final emphasis, much closer cooperation between the North and the South, as well as between the South and the South, was recommended. It was also recommended that the IIAS and IASIA should expand their relationships and partnerships with major international players such as the United Nations, EU, OECD, and strong financial institutions (e.g. the World Bank, the Inter American Bank, Asian Development Bank, African Development Bank, etc) in the near future to strengthen public sector reforms that are urgently needed around the world.

D. Working Group IV: Local Governance and Development

The Group focused on four thematic issues, namely: Local Government Democratization; Decentralization and Development; Local Economic Development and Ethics and Integrity, in addition to the general conference theme. Fourteen papers were presented and the sessions attracted 20 to 30 participants each.

Session 1

Nine papers were presented on the theme of Local Government Democratization, Decentralization and Development.

There were two papers on the Indian experience. The first paper called for balanced development and an integrated urban poverty

alleviation strategy and an enabling environment for administrative and planning development. The second paper concluded that the Graham Sabha has yet to emerge as a forum where the local citizenry can participate in the collective decision-making processes as most provinces have only given it advisory functions.

A paper reviewing The Netherlands experience highlighted the fact that mid-level government (including provinces, regions, districts and counties) is a hindrance to local development as it uses every opportunity to impose its authority and aggrandize itself. A major restructuring of the administrative system has been on Turkey's agenda since the 1960s, but the lack of political leadership impeded plans to introduce concrete legislative reforms and actions. The author believed that there should be some guidelines and pre – requisites for improved local governance.

A paper on Hungary, using Eger as a case study, sought to investigate the impact of decentralization on development and whether it has in fact promoted good governance. The decentralization process to date has been successful as a result of social partnerships; however institutional, structural considerations and competency constraints have to be addressed if the system is to succeed. Decentralization has been seen as a possible strategy to facilitate local governance in Morocco. It has also been used as a mechanism to address the needs of the divergent local communities opting for local autonomy. Decentralization and regional development performance in Indonesia has not produced optimum results to date. The strategy adopted required synergy between the public and private sectors and society in general.

Two papers on China were also presented on the same theme. The first paper which focused on rural reconstruction concluded that township governments should have their routine powers and finances reasonably confirmed, whilst the second paper emphasized the need to search for new paradigms for urban development.

Session 2

The second session on Local Economic Development attracted two papers highlighting local case studies and country experiences. The South African experience on Local Economic Development (LED) argued that LED should be seen as a mechanism for poverty alleviation and job creation at the local level. The lack of coordination, alignment, funds, capacity, experience and qualified staff has impacted negatively on the LED process and should be seriously addressed. The second paper presented the result of a research study

that had analyzed the development of 16 local and sub-national economic policy measures in the European context. Several variables – namely problem perceptions; basic ideas on solutions and resources available; stakeholder problem perceptions and the characteristics of resource producing networks – were identified as crucial in determining the choices available to policy makers.

Session 3

The last session focused on Ethics and Integrity and attracted three papers. A paper from the United Kingdom entitled “Sledgehammer Fails to Crack Invisible Nut: the Standards Board and ethical framework for English local government” argued that the new framework has proved to be unnecessarily complex, centralist and bureaucratic, and that the costs of setting it up are certainly not justified. Another paper on South Africa examined the establishment of Municipal Public Accounts Committees at the local level and questioned whether they will succeed given the capacity constraints at the local level. A second paper, also on South Africa, questioned whether local governments can, given the recent initiatives to capacitate them, satisfactorily deliver services and become globally competitive at the same time, especially considering the challenges they have to address.

The Working Group has submitted a final manuscript for a book to Palgrave-Macmillan entitled **Improving Local Government** which focuses on three continents, namely Latin America, Asia and Africa. Much of the credit for this initiative goes to Professor Michel De Vries, Radboud University - The Netherlands, who is the new Chairperson of the Group.

E. Working Group V: Accountability, Culture and Trust

A total of ten presentations were made during the three sessions of this Working Group and a total of 75 individuals participated in the three sessions.

Session 1

Two presentations were made during the first session. The first presentation was by Ms. Birgit Valmuur whose paper was titled “The Logic of Unsanctioned Accountable Action or Institutional Misconduct” and was presented by the author. The paper provided an analysis of the literature relating to questionnaires seeking to determine employee accountability for misconduct by peers. Focusing principally on the behavior of police personnel, the author determined that there was a lack of information on the question of informal behavior regarding

responses to misconduct by fellow police personnel. The question remains unclear as to whether individuals will confront fellow employees acting inappropriately and the form that action may take because such questions are not being asked in questionnaires seeking to determine the level of individual and organizational accountability for reporting misconduct by employees in police organizations.

The second presentation by Mrs. Irena Baclija examined the reliability of citizen opinion polls in determining the level of citizen trust of various governmental institutions in Slovenia. In her paper titled "The Process of Democratization in Slovenia and the Question of Trust in Politico-Administrative Institutions", she argued that opinion polls may play an important role for measuring citizen trust in governmental institutions because they give a good indication of how different segments of the general public react to government functioning, the extent to which the general public is satisfied with existing administrative and political institutions and processes. With respect to Slovenia, the findings can be used to determine how the country compares with other comparable states within the European Union with respect to citizen trust in government. A difficulty with such assessments, however, is that they do not identify high-ranking individuals within administrative agencies as a distinctive group, thus ignoring that they are agents of political power and that their accountability is to their political counterparts who determine the political agendas of their agencies.

Session 2

Sixteen individuals participated and contributed questions and comments in this session in which four presentations were made.

The first presentation was made by Professor Abakholwa Moses Sindane on "Why Not Give Public Administration a Human Face through Ubutu? An Attempt at Strengthening an Ethical and Value-Based Governing Culture" He argued that there is a missing link in the reforms and transformation in public administration which has rendered the discipline almost irrelevant to the practice of public administration, and that the impact of accountability and ethics has been minimal in strengthening an ethical and value-based governing culture. He described 'Ubutu' as a unifying concept in public administration which can provide the human face to public administration that is necessary for strengthening a value-based governing culture. In brief, Ubutu is people oriented, responds to the aspirations and hopes of people, and anticipates that public

administration will be practiced warmly and honestly, with fairness, respect, transparency, trust and justice.

The second presentation, on “Governance Perspectives in Emerging and Developing Nations of the World: a reflection on the G8 and recent development initiatives in Africa” was made by Professor J.O. Kuye. The paper argued that the governance gaps in the developing world have exacerbated the tentacles of global governance in the socio-economic and politico-administrative spheres. Further, that there is a dire need to make the concept of good governance less overwhelming to poor countries. The concept of good governance prevalent in the first world should be a common denominator that includes the values of second world nations. The paper proposed a renewed partnership between G8 nations and developing nations that focuses on overcoming the initial stagnation and inertia that exists in developing countries.

The third presentation on “Achieving Harmonious Development: choice of the target of Chinese Public Administration” was made by Ms. Jin Jianhao. The paper argued that Chinese public administration is transiting from a focus on economic development to a new stage of establishing a harmonious society through the development of a modern government that adapts to globalization through continuous adjustments and the perfection of public administration practices.

The fourth presentation on “Une administration électronique au service de la confiance des citoyens a besoin que le droit soit au service de l'éthique” was presented by Professor Georges Chatillon. The paper addressed the challenges encountered in implementing transparency through E-Governance in an administrative culture that resists efforts towards transparent government. The paper argued that with the adoption of computer technology information will most likely be transmitted with accuracy and perfection, and thus E-Governance will most likely provide an opportunity for effective transparency in the future.

Session 3

Two presentations were made in this session which was attended by thirty-eight participants. The first presentation, on “Combating Corruption in Chinese Communities: ethical issues, institutional integrity and accountability,” was made by Professor King Tsao. He provided a comparative analysis of corruption in Hong Kong, China and Taiwan. Utilizing data from Transparency International and the World Bank, he argued that the relatively high scores for anti-corruption efforts by Hong Kong were due to the independence of

Hong Kong's Independent Commission against Corruption. Other factors included the relatively high numbers of investigators, the range of their investigative powers, the relatively high salaries of public officials, and the public's commitment and support for the work of the Commission. While the three societies share the same culture, history and language, the different institutional factors have produced different levels of corruption and different levels of perception of corruption—suggesting that culture is not a significant factor, or the only factor, in explaining the level of corruption in a society.

The second presentation on a paper titled: "Does Accountability Reduce Corruption in a Corrupt Political Environment?" was made by Carmen Apaza. The argument was advanced that controlling corruption in the public sector is highly dependent on both the level of accountability expected of bureaucrats and the quality of the bureaucracy itself. The presenter argued that cultural aspects of a society are also critical factors. In some societies campaign contributions to political candidates are considered illegal, while they are considered to be consistent with acceptable limitations in other societies. Transparency International and World Bank assessments of corruption also reveal corruption in highly developed societies, particularly with regard to political corruption.

F. Working Group VI: New Tools for Electronic Governance and Public Financial Management

The papers in this session dealt with issues relating to public finance, budgeting, financial management and e-government.

Session I

Three papers were presented in the first session addressing different aspects of e-government in France, Taiwan and China. The paper by Helen de Chanterac detailed how the administration in France uses e-governance to provide better and more personalized and practical services to citizens, and in the process enables the State to make important savings. The paper by Jiang Yuanfu analyzed the changes being made in the Chinese government digital application environment, while the paper by Thomas Peng advanced the argument that "one country, one e-government portal" will become a global phenomenon in the decades to come.

Session 2

Only one paper was presented in this session. The paper by Heungsuk Choi, Cheoljoo Lee, Seungjoo Han and Jihye Ryu analyzed how information technology (IT) has been adopted for various

purposes by the Korean government to increase operational efficiency, enhance citizen convenience, and promote transparency.

Session 3

This session analyzed fiscal decentralization in the Kingdom of Saudi Arabia, budget reform in Morocco and legal control of the public budget in China.

The paper by Fahad Albadi on Saudi Arabia analyzed the importance of fiscal decentralization and its relationship with good governance. Comparisons were made with the particular experiences of Turkey, Lebanon, Jordan, and Vietnam, notably with respect to the budgetary approach across different administrative levels.

The paper on China by Chunhong Cai argued that *the Budget Law* requires innovations of legal value and spirit. Its implementation, therefore, could benefit from consideration and adoption of some international good practices.

The paper by Aziza Zemrani analyzed the budgeting and financial management reform process in Morocco, which is likely to improve public choices by focusing on results rather than on processes.

The following conclusions were made from the above discussions with respect to fiscal decentralization and public financial management:

- a) fiscal decentralization requires proper planning and execution;
- b) decentralization requires a clear, gradual and pragmatic approach;
- c) effective decentralization requires relevant institutional structures to be in place before it starts, but it may take time to build such institutions; and
- d) reforming public expenditure administration is a long and complex process.

VI. Strategic Importance of the 27th Congress of Administrative Sciences.

The strategic importance of the 27th Congress of Administrative Sciences stemmed from its location, its theme, and the future direction it charted for participants.

A. Location. The fact that this Congress was held in the United Arab Emirates is significant for five brief reasons: first, the serious care that is being taken by the Government of the United Arab Emirates to institutionalize democratic practices in the political, administrative, and private sector domains of the country; second, its establishment of strategic planning as a way of life; third, its careful implementation of a major strategic and forward-looking plan for the country in accordance with the rules of accountability, transparency, honesty, and ethics; fourth, its meticulous vigilance and continuous evaluation of the impact and the effect of globalization on government and citizens, an issue at the heart of this Congress; and fifth, the great warmth and hospitality of the Government and people of the Emirates. The Congress could not have found a better venue.

B. The theme and sub-themes that were chosen by the Congress and the variety of important topics addressed, gave the Congress another strategic push. Six panels added value to the spread of Congress topics. They addressed the following issues: Administration of the Arab State in a Globalizing World (Here, the case study about service improvement in Qatar was excellent); The Millennium Development Goals and Public Governance: What are the capacity building issues?; Standards of Excellence; a Francophonie panel on Legal Diversity and Administrative Practices; Improving Public Service Quality; The Importance of Virtue and Values in Public Administration, especially for public servants who are supposed to serve society; and Re-inventing the State.

C. Where to go from here?

The Congress raised and debated many strategically important issues as indicated above. The Rapporteur General and his fellow Rapporteurs submitted three general recommendations, and three specific ones for consideration by the participants and in particular by IIAS, IASIA, and the Institute of Administrative Development in the Emirates.

1. *General Recommendations:*

- a. That those issues and debates, flowing from the above-mentioned topics, be carried back home for further examination, fine-tuning, and hopefully, implementation, for the improvement of public administration as discipline and profession. The Institute of Administrative Development of the Emirates should have the responsibility to promote discussion, debate, and implementation of the above-mentioned topics and issues in the Emirates as well as in the Arab world where there is a crying need for improvement of education and training for public servants.

- b. That participants (and by extension all students and practitioners of public administration), IIAS, IASIA, and the Institute of Administrative Development contribute effectively to the rise of a new public administration, as a discipline and profession reclaiming values, ethics, and even spirituality in the broadest sense. The time has come not only to debate these issues and speak to the converts; as well, the debate should include even more government officials, politicians and private sector representatives, where appropriate. The Institute of Administrative Development in the Emirates should champion this matter in the Emirates and in the Arab World as well.
- c. That all participants begin looking at globalization seriously and decide on what role they can play in shaping, and perhaps reforming its future growth and development. According to Joseph E. Stiglitz, public administrators, students and practitioners, faced with the challenges of globalization, can respond in three ways:

First, we can ignore reforming globalization, accept the inequalities it has so far created, and continue to have faith in the magic hand of the free-market economy to correct all ills of society. In this regard, it seems highly probable, however, that unrestrained globalization and technology will continue to widen the gap between the rich and the poor in both developed and developing countries, showing the inability and often the unwillingness of governments and the public service to contribute constructively to a better world.

Second, we may choose to resist actively reforming globalization so as to make sure that the interests of the industrialized world are protected to the detriment of developing societies. Within this context, the developed countries of Europe, North America, and Asia will consciously and decisively use all institutions, national and international, all sorts of political, economic and military pressures, to keep all the benefits of globalization for their citizens, regardless of what might happen to less fortunate countries.

The third option that is available to the leaders of the world and to us is to tame globalization and reshape it into an opportunity for the citizens of the global village, all of them, to raise their standards of living, better their lives, and reap the benefits of globalization as other more fortunate people do. This is a golden opportunity for the discipline of public administration, its scholars and practitioners, for all of us indeed, to claim the 21st century as ours, build up capacity, and contribute to the betterment of humanity through research, education,

and training and above all through the formulation and execution of policies that promote the well being of all people, and not only the select few. This is a bold step that we can all take as we leave this congress and not rest until it has been completed.

The participants were urged not to forget the words of Kenichi Ohmae, "The global stage demands a new script. This new script requires that the major players change how they act and think. This applies to individuals as well as institutions, whether they are corporations, unions, campaigning groups, investors, regional governments, or national governments." It certainly should, even must, apply to both the discipline and the practice of public administration.

2. *Specific Recommendations;*

- a. The Rapporteur General and his fellow Rapporteurs mentioned that they heard from many people, and it was their own observation, that the quality of the papers presented and the caliber of the discussions continued to represent a great improvement over the past. Congratulations were offered to all participants. In order to maintain the quality improvement, they recommended that IIAS and IASIA continue to be tough on the quality of paper proposals and on the end product. Given the fact that the meetings usually included scholars and practitioners of public administration, perhaps IIAS and IASIA should provide the membership with guidelines for papers presented by scholars and guidelines for papers presented by practitioners. Such guidelines, if implemented, will guarantee that all papers presented at the meetings are of very high quality, very well researched to entice participants to attend, provocative to engage the audience, meaningful for the discipline and profession of public administration, and well advanced for publication. This will provide for good communication, full awareness and understanding of the papers' subject matter, and full commitment to produce something that is in good form and unique. The participants were told that they owed high standards to themselves and to their discipline and profession.
- b. The other issue of concern was the number of papers included on panels or working groups. This was a good sign of the eagerness to participate and contribute, and this was great. However, justice will not be done to the important topics at hand, if four, five, or six papers were to be presented in one and a half hours. What adds to the value of the papers is the discussion that takes place after their presentation. It was reported that in a number of cases, the presenters did not have

enough time to listen to the questions and comments of the audience. It was recommended that not more than three papers be included for presentation at a given one hour and a half session.

- c. Finally, the number of cancellations or no shows was unacceptable. A few people just cancelled, or just did not show up. Personal emergencies can and should be understood, but not everything participants encounter should become a personal emergency. If a commitment to give a paper, to be a moderator, to be a discussant, was made, nothing should stand in the way to see that commitment through, except an "act of God". It was recommended that this message be communicated to all colleagues every time the two organizations are gearing up for an annual, tri-annual, or special meeting.

At the closing ceremony of the Congress, the Rapporteur General and his fellow Rapporteurs expressed their heart-felt thanks and gratitude to: His Highness, Sheikh Khalifah Bin Zayed Al Nahyan, President of the United Arab Emirates, under whose leadership the Congress was held; His Highness Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, and Vice Chair of the Commander in Chief of the Armed Forces, for his generous support for this Congress that was organized under his patronage; His Excellency, Engineer Sultan Bin Saeed Al Mansoori, Minister of Development for the Government Sector, for his invaluable encouragement, support, and wisdom, and for his commitment to the Institute of Administrative Development and its advancement; Professor Franz Strehl, President of IIAS, and Professor Turgay Ergun President of IASIA, for their presence at and active participation in this Congress; Mr. Rolet Loretan and his staff for their hard work to make this Congress a great success; and last but not least, Dr. Yousuf Essa Hassan Al Sabri, Director General of the Institute of Administrative Development, IASIA Vice-President for the Middle East, and Chairperson of the Organizing Committee, and his staff, the organizers, for working very hard to make our gathering a stunning success, and, of course, all of the participants for their invaluable contributions. A warm welcome was extended to the new President of IASIA, Dr. Allan Rosenbaum, an eminent scholar, and a capable administrator.

The Rapporteur General and his colleagues dreamed of a congress, not in the too distant future, when the theme would be the opposite of the current Congress theme. It would read something like

this: *The Rise and Triumph of a New Public Administration: serious implications for globalization.*

The morning of July 14, 2007 the proceedings of the Congress were brought to closure and everyone was wished a safe journey back home.

VII. Appendix

Special Workshops

Administration of the Arab State in a Globalized World; The Millennium Development Goals and Public Governance: What are the capacity building issues?; Standards of Excellence; Legal Diversity and Administrative Practices; Improving Public Service Quality; and Virtue and Values in Public Administration.

Workshop A: Public Administration in a Globalized World: local, national, regional and universal issues

- A. 1 ABABIO Ernest P. (SOUTH AFRICA), *Strengthening Local Government Capacity in Fighting Poverty in South Africa.*
- A. 2 ABDULLAH Sheikh A. & VAN DYK-ROBERTSON Hanlie (SOUTH AFRICA), *African MDIs as Mirrors of Change in Public Administration.*
- A. 3 ASHRAFOLOGHALAEI Ahmadreza (IRAN), *Progress of E-government and Administrative Reform in Iran.*
- A. 4 BACLIJA Irena, BREZOVSEK Marjan & HACEK Miro (SLOVENIA), *Organisational Culture and Public Administration. The Quality of Customer Operations at Administrative Units in Slovenia.*
- A. 5 BOUZAS LORENZO Ramón & GARCIA ARIAS Celestino (SPAIN), *Detection of Regional Administration Employee Training Needs in Spain : developing an innovative methodology.*
- A. 6 HE Hai-bing (CHINA), *Experiments of Reforming Urban Community Governance in China.*
- A. 7 JAYAKUMAR Karuppuswamy (INDIA), *Public Administration Leveraging on Partnerships in the Higher Education and Health Sector.*

- A. 8 KANEKO Yuko & METOKI Masahiko (JAPAN), *Postal Savings for National Development. The Experience of Japan and Future Perspective in a Globalized World.*
- A. 9 KUDO Hiroko (JAPAN), *When Global Theory meets Local Practice : how NPM has changed and unchanged Japanese public administration.*
- A. 10 LUNA PARRA Maria Angelica (MEXICO), *Can the Public Administration be a Local Development Agent facing Globalization?*
- A. 11 MATEI Ani & MATEI Lucica (ROMANIA), *Globalization and Europeanization. A Projection on a European Model of Public Administration.*
- A. 12 MISHRA Ram Kumar & MISHRA Seeta (INDIA), *Global Competitiveness and Public Sector in India : implications for education and training.*
- A. 13 PUNYARATABANDHU Suchitra (THAILAND), *Citizen Attitudes Toward the Concept of Good Governance: a survey of the North and Northeast regions of Thailand.*
- A. 14 RATTAN Jyoti & RATTAN Vijay (INDIA), *Metamorphosis of Public Administration and Law in India : a critical assessment of the impact of information technology and global competitiveness.*
- A. 15 SHAAT Hala (FRANCE), *Gouvernance, démocratie et développement local : réflexion sur la Palestine.*
- A. 16 STARE Janez & KLUN Maja (SLOVENIA), *In a Globalized World Improving Public Sector Performance demands Investment in Human Resources : a Slovenian case study.*
- A. 17 TERMINI Valeria (ITALIE), *Politiques et objectifs de la réforme du système de formation des fonctionnaires en Italie.*
- A. 18 VYAS-DOORGAPERSAD Shikha (SOUTH AFRICA), *Changing and Challenging Role of Public Administration : a universal issue.*
- A. 19 WANG Zhiping (CHINA), *Balance the Benefits between the State-owned-enterprises and the Public : problems and practices in China's government sectors.*

- A. 20 YU Yi-Wen & WANG Guang-Xu (CHINA), *New Governance or New Clientism? The Case of Local Governance Transition in Taiwan.*
- A. 21 YUAN Wei Hai & ZHOU Weiliang (CHINA), *On China City Management and Related Risks.*
- A. 22 DAI Guangqian (CHINA), *China's Public Administration Reform under the Background of Globalization.*
- A. 23 LI Weiping (CHINA) *Management Practice of Attracting Talents Abroad under the Background of Globalization.*

Workshop B: Making Globalization Ethical: the 21st century public administration

- B. 1 AL-ARAJI Asim (JORDAN), *Manpower Development in the Context of Linear Dynamics vis-à-vis Non-Linear Dynamics Paradigms in the Age of Globalization.*
- B. 2 APAZA Carmen R. (UNITED STATES), *Public Administration and Ethics : ensuring accountability and controlling corruption.*
- B. 3 BENAZZI Lakhdar (ALGERIE), *Les peines de détention et le régime des établissements pénitentiaires.*
- B. 4 CHANG Shih-Hsien (CHINA), *Cultural Diversity of Public Administration in a Globalized World*
- B. 5 DJOUMESSI Jean-Baptiste (CAMEROUN), *Les limites du libéralisme et de la globalisation.*
- B. 6 FORJE John Wilson (CAMEROON), *Whither Africa: rethinking public administration in a globalised world. New Social Sciences Perspective for Development in Africa.*
- B. 7 FRASER-MOLEKETI Geraldine & VAN DYK-ROBERTSON Hanlie (SOUTH AFRICA), *Asserting Public Values against Private Interests : the South African case of public sector transformation at the turn of the century.*
- B. 8 GRUNOW Dieter (GERMANY), *Risks of Economizing the Public Sector : practical issues and theoretical implications.*

- B. 9 HIRAI Bunzo & WATANABE Yasuyuki (JAPAN), *The Roles of Japanese Public Promotion System and Retirement Allowance in Enhancing Competencies and Reducing Corruptions in the Government.*
- B. 10 JAIN Randhir B. (INDIA), *Globalization, NPM and Public Administration in India. Some Emerging Ethical Concerns.*
- B. 11 JARRAR Yasar (UNITED ARAB EMIRATES), *Ethical Governance and the Evolving Role of the Public Sector.*
- B. 12 MADUREIRA César & RODRIGUES Miguel (PORTUGAL), *Portuguese Public Managers and Administrative Reform in the global Context of Competitiveness.*
- B. 13 NGOUO Léon Bertrand (CAMEROUN), *Plaidoyer pour un changement effectif de paradigme de gestion dans les administrations publiques en Afrique : du modèle jacobin napoléonien au modèle managérial pour une administration publique, en Afrique, au service du citoyen.*
- B. 14 NZOUANKEU Jacques Mariel (BENIN), « *Le glas de la gestion publique* ». *A la recherche de nouveaux modèles de performance de l'administration publique.*
- B. 15 OLIVIER CD (SOUTH AFRICA), *Political Interference. The Effective Killer of Efficiency. A Global Perspective.*
- B. 16 POCHARD Marcel (FRANCE), *Comment assurer la probité et l'impartialité des agents publics dans l'administration publique du XXIème siècle.*
- B. 17 ROUX-TRESCASES Isabelle (FRANCE), *Le ministère de l'économie, des finances et de l'industrie : un exemple de modernisation réussie.*
- B. 18 SAXENA Pradeep K. (INDIA), *Regulatory Institutions in India: preserving ethics in public services. A story of success and failures in the power sector.*
- B. 19 SCHWARTZ Rémy (FRANCE), *Un contrôle des administrations pour une plaine efficience économique et sociale : l'exemple français.*

- B. 20 TAYLOR-COLE Wilfred O. (CANADA), *A Paradigm Shift 'From a culture of entitlement to a culture of accountability' A call for global ethics.*
- B. 21 VAN WYK Hentie A. (SOUTH AFRICA), *Is the Transformation of Public Sector Financial Reporting in Provincial Governments in South Africa on Track?*
- B.22 DAI Changzheng (CHINA), *The Theory and Practice of People-Oriented Public Administration of China.*
- B.23 XU Zhengzhong (CHINA), *Chinese Public Finance Transparency.*

Workshop C: Global Governance and the Globalizers: IMF, the World Bank, EU, WTO, etc.

- C. 1 AKDOGAN Akif Argun (TURKEY), *L'analyse comparative des programmes de gouvernance du PNUD.*
- C. 2 BRATAKUSUMAH Deddy & DAUD Ima Irmalina (INDONESIA), *The Globalizers Action : an Indonesian Experience.*
- C. 3 HONG Hsiu-Chu (CHINA), *World Tourism Organization (WTO) : ecotourism or eco-exploitation.*
- C. 4 IZZO Valentino under the supervision of PENNELLA Giuseppe (ITALIE), *The « European Consensus » on Governance: Europeanization or endogenous change ?*
- C. 5 JACOB Steve & DAIGNEAULT Pierre-Marc & DIALLO Nouhoum (CANADA), *L'évaluation partenariale des politiques de coopération au développement. Héritage colonial ou vecteur d'émancipation ? Analyse comparée des dispositifs du Canada, de l'Union européenne et de la Banque mondiale.*
- C. 6 KALU Kalu N. (UNITED STATES), *Liberal Economics and the Institutional Approach to Development Assistance: empirical comments on theoretical themes.*
- C. 7 KASONGO MUNGONGO Emmanuel (République Démocratique du CONGO), *La Banque Mondiale et les autres globalisateurs dans la redynamisation de l'administration publique congolaise en période post-conflit.*

- C. 8 SABET M. Gamal (EGYPT) & KLINGNER Donald E (UNITED STATES), *Knowledge Management, Organizational Learning, Innovation, and Technology Transfer : what this « Knowledge Spiral » means for global competitiveness and public administrative capacity.*
- C. 9 MATEI Lucica (ROMANIA), *Globalisation and Public Policies. Trans-national Actors' Involvement..*
- C. 10 NOVAK Mari (CZECH REPUBLIC), *Managing and Integrating Donor-Funded Technical Assistance.*
- C. 11 ONU Godwin (NIGERIA), *Privatization and Human Security in Nigeria.*
- C. 12 SAXENA Pradeep K. (INDIA), *Globalisation and its Players: effects upon the developing countries with special reference to the institutional reforms. A study of the Rajasthan State*
- C. 13 SHARMA Om Parkash (INDIA), *Quest for Globalisation : some preliminary views on Mena and Indian experiences.*
- C. 14 TSHIBWABWA KUDITSHINI Jacques (République Démocratique du CONGO), *Gouvernance globale et administrations publiques locales en République Démocratique du Congo : le rôle du FMI et de la Banque Mondiale.*

Working Group1: Education and Training Programme: aligning missions and quality

- A.1 Aijan M. Alshehri (PhD) (Saudi Arabia), *New Strategies for Implementing E-Learning Programs in Saudi Arabia.*
- A.2 CHENG Ping (CHINA), *Status and Problems about Training of Scientific Literacy of Chinese Governmental Officials.*
- A.3 Deepak Dogra & SK Kapoor (INDIA), *Effects of Globalization and the Role of B-Schools in India.*
- A.4 Bobuin John Gemandze, University of Buea, Department of Political Science and Public Administration (CAMEROON), *CIVIL SERVICE TRAINING AND THE CHALLENGES OF GLOBAL COMPETITIVENESS IN FRANCOPHONE AFRICA: CASE STUDY OF CAMEROON.*

- A.5 Abdelkrim Khireddine, University A/Mira, Faculty of sciences (ALGERIA), *INTELLIGENT TUTORS APPLIED TO TECHNICAL SCIENCES BY USING MACHINE LEARNING.*
- A.6 HENDRI KROUKAMP, Department of Public Management, University of the Free State (SOUTH AFRICA), *PUBLIC SECTOR EDUCATION AND TRAINING IN A DEVELOPING SOUTH AFRICA: THE IMPACT AND RESPONSES TO GLOBAL COMPETITIVENESS.*
- A.7 César Madureira & Miguel Rodrigues, Institut National d'Administration (INA), Département de Recherche et de Développement, (PORTUGAL), *Les compétences comportementales dans l'Administration Publique – L'essence d'une formation pour un savoir faire et un savoir agir adaptatif(s) et généraliste(s) dans le contexte de la globalisation.*
- A.8 Günter Schmidt, Federal University of Applied Administrative Sciences (GERMANY), *Competitiveness as an Objective for Educating Civil Servants in an Internal University How can we succeed?*
- A.9 Prof C Thornhill, University of Pretoria, School of Public Management and Administration (REPUBLIC OF SOUTH AFRICA), *THE DOMAIN OF PUBLIC ADMINISTRATION.*
- A.10 Hestelle van Heyningen, University of the Free State, Department Public Management (SOUTH AFRICA), *The end does not justify the means.*
- A.11 Blue WOOLDRIDGE, The L. Douglas Wilder, School of Government and Public Affairs (VIRGINIA COMMONWEALTH UNIVERSITY, USA), *GAINING THE COMPETITIVE ADVANTAGE: USING PARTICIPANT-ORIENTED BEHAVIORAL LEARNING OBJECTIVES IN INSTRUCTIONAL DESIGN AND DELIVERY.*

Working Group 2: State-Market Partnerships and Enterprise Management

- A.1 Mzikayise Shakespeare Binza, Raymond Mhlaba Research Unit of Public Administration and Leadership, Nelson Mandela Metropolitan University (REPUBLIC OF SOUTH AFRICA), *The changing balance between state and market: a case of privatisation of state-owned enterprise in South Africa.*

- A.2 Shih- Hsien Chang, Department of Administrative Management, Chinese Culture University (CHINA), *The Responsibilities in Public- Private Partnerships: Policy Implementation of Sustainable Development in Taipei County 2005.*
- A.3 David Fourie, School of Public Management and Administration, University of Pretoria (SOUTH AFRICA), *THE CONTRIBUTION OF PUBLIC PRIVATE PARTNERSHIPS, TO ECONOMIC GROWTH AND HUMAN CAPITAL, DEVELOPMENT: A SOUTH AFRICAN EXPERIENCE.*
- A.4 R.K.MISHRA, Institute of Public Enterprises, Osmania University (INDIA), *Performance of Public Enterprises in the Era of Economic Liberalisation.*
- A.5 Seeta MISHRA, Post graduate AV College (INDIA), *Issues in Turnaround on Sikkim Nationalized Transport: A Case Study.*
- A.6 Dr. Xu Zhengzhong; China Association Of Government Economics Research & Ye Yishan, Kunming Municipal Fiscal Bureau & Dr. Jia Yingzi, China People's Bank & Dr. Yang Quanshe, Capital University of Economy and Business (CHINA), *Analysis for Chinese Government Improving Fiscal Transparency.*
- A.7 Yongjin Chang, School of Public Affairs, American University, *The Importance of Whistle-blowing Actions in Government Contract Area.*
- A.8 Zhang Junyong, School of Economics, Renmin University (CHINA), *Perspectives on Japan Post Privatization.*

Working Group 3: Public Sector Reform: people in the public service

- A.1 Bianor Scelza Cavalcanti & Roberto Salles Xavier, Getulio Vargas Foundation, Brazilian School of Public Administration (BRAZIL), *Public Sector Reform: people in the public service.*
- A.2 Eugenijus Chlivickas, The Training Centre of the Ministry of Finance, Lithuanian Public Administration Training Association, Vilnius Gediminas Technical University (LITHUANIA), *POTENTIAL OF PUBLIC SECTOR HUMAN RESOURCES IN THE CONTEXT OF TRANSFORMATION AND INNOVATION.*
- A.3 Michael DUGGETT, National School of Government (UNITED KINGDOM), *In Defence of a Balanced Universalism: "Global*

Governance” in Learning and Development in Institutes and Schools of Administration.

- A.4 Musaed AL-FURAYYAN, Planning and Development Department, Institute of Public Administration (SAUDI ARABIA), *Leadership Development Programs as Means of Enhancing Public Sector Capacity for Global Competitiveness: The Case of Saudi Arabia.*
- A.5 Faisal H.H. Issa, President’s Office Public Service Management (TANZANIA), *Human Resource Development - Effective Service Delivery linkage in the context of the Public Sector Reform Program in Tanzania.*
- A.6 Jin Zhuqing, Educational department, Chinese National School of Administration (CHINA), *Who is evaluating the government? An analysis of the evaluation subjects of Chinese government performance.*
- A.7 Pan Suk KIM, Graduate School of Government and Business, Yonsei University (SOUTH KOREA), & Jongsoo JIN, College of Social Sciences, Incheon University (SOUTH KOREA), *Action Learning and Its Applications in Government: A Case of South Korea.*
- A.8 Vassilios KONDYLLIS, Avocat au Barreau d’Athènes Conseiller juridique de l’EETT (GRECE), *Le développement des ressources humaines dans le cas de la Commission Nationale (Hellénique) des Télécommunications et des Services postaux (EETT).*
- A.9 Professor Jerry O. Kuye & Umar Kakumba, School of Public Management and Administration, University of Pretoria (SOUTH AFRICA), *Rationalism and Public Policy Making: The Case of Selected Public Policy Targeting in Africa.*
- A.10 Dr. Li Xuefeng, National School of Administration (CHINA) & Mr. Wu Yanjun Hainan Provincial Meteorological Bureau (CHINA), *TRANSFORMING PUBLIC ORGANIZATION IN CHINA: Lessons from case of meteorological system transformation in Hainan.*
- A.11 Brigitte Lucie ABESSOLO, Ambassade du Cameroun (ALLEMAGNE), *APPROPRIATION DES VALEURS DE GESTION MODERNE PAR LES PERSONNELS DE L’ETAT : Enjeu de l’Administration Publique Camerounaise.*

- A.12 Bamidele OLOWU (NIGERIA), *REFORM OF PUBLIC SECTOR PAY CONDITIONS IN AFRICAN COUNTRIES AS A STRATEGY FOR COUNTERING BRAIN DRAIN: ISSUES AND CHALLENGES.*
- A.13 Francisco Ramos, Instituto Nacional de Administración Pública (INAP) (ESPAGNE), *L'administration publique dans un contexte global: problèmes locaux, nationaux, régionaux et universels.*
- A.14 Johnny Shaw, Ph. D., Department of Public Administration and Management, Chinese Culture University (CHINA), *Leadership and Governance Effectiveness in Mainland China: Assessment of the Anticorruption Mechanisms.*

Working Group 4: Local Governance and Development

- A.1 Carmen APAZA, School of Public Affairs, American University (U.S.A.), *Public Management Challenge: Ensuring Accountability and Controlling Corruption.*
- A.2 Nasser BAMDAD & Davood RAHIMI, Institute for Management and Planning Studies (IRAN),
Are Trust and Confidence Declining in Iran?
- A3. Georges CHATILLON, Master Droit de l'internet public Université Paris 1 Panthéon Sorbonne (FRANCE), *Une administration électronique au service de la confiance des citoyens a besoin que le droit soit au service de l'éthique.*
- A4. Marjan BREZOVSEK & Irena BACLIJA & Miro HACEK, Faculty of Social Sciences, University of Ljubljana ((LOVENIA), *THE PROCESSES OF DEMOCRATISATION IN SLOVENIA AND THE QUESTION OF TRUST IN POLITICADMINISTRATIVE INSTITUTIONS.*
- A5. HU Bing, Shenzhen Public Administration Institute (CHINA), *Establishing a Modern Public Administration Responsibility System—the Exploration of Shenzhen China.*
- A6. JIN Jianghao, Chinese Pubic Administration Society (CPAS) (CHINA), *Achieving harmonious development: Choice of the target of Chinese Public Administration.*
- A7. Jerry O. KUYE & Umar KABUMBA, School of Public Management and Administration, University of Pretoria (SOUTH

AFRICA), *Governance Perspectives in Emerging and Developing Nations of the World: A Reflection on the G8 and Recent Development Initiatives in Africa.*

- A8. Nik Rosnah Wan Abdullah, Lee Kuan Yew School of Public Policy National University of Singapore & Department of Administrative Studies, University of Malaya (MALAYSIA), *COMBATING CORRUPTION IN MALAYSIA AND SINGAPORE: A COMPARATIVE ANALYSIS.*
- A9. Godwin ONU, Department of Political Science, Nnamdi Azikiwe University (NIGERIA), *Restoring Trust in governance through The New Public Management (NPM) reform: the Nigerian experience.*

Working Group 5: Accountability, Culture and Trust

- A1. Fahad ALBADI, Institute of Public Administration (SAUDI ARABIA), *Fiscal Decentralization in Developing Countries: A Proposed Framework for the Kingdom of Saudi Arabia.*
- A2. ChunHong Cai, Economics Teaching & Research Department, Chinese National School of Administration (CHINA), *Legal Control on the Public Budget --the Amendment of the Budget Law of PRC.*
- A3. Hélène DE CHANTERAC, Conseiller régional Gouvernance et Coopération administrative - Pays du Golfe (France), *Rendre l'Etat plus performant grâce à l'administration électronique : où en est-on? Enseignements tirés de l'expérience française.*
- A4. Thomas Ching-peng Peng, Institute of European and American Studies, Academia Sinica (U.S.A.), *One Country, One E-Government Portal.*
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- A1. Hsing-ti Cheng, School of Management and Administration, Macau University of Science and Technology (CHINA), *The*

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- A2. Michiel S. de Vries, Department of Public Administration, Radboud University Nijmegen (NETHERLANDS), *Falling between two stools: The indeterminate character of regional government.*
- A3. Neelima Deshmukh, Dept. of Public Administration & Local Govt. & Centre for Women’s studies & Development, RTM Nagpur University (INDIA), *Effective Local Governance in India: Problems and Prospects With special reference to Urban Government.*
- A4. Derek Jan Fikkers, University of Twente, Institute for Governance Studies, CSTM (NETHERLANDS), *Local economic policy measures: the deficiencies of conventional agenda setting models.*
- A5. Chris Game, Institute of Local Government Studies (INLOGOV), University of Birmingham, (UNITED KINGDOM), *Sledgehammer Fails to Crack Invisible Nut: The Standards Board and Ethical Framework for English Local Government.*
- A6. Korel Göymen, Sabanci University (TURKEY), & Begüm Özkaynak, Bogazici University, (TURKEY), *Recent Developments in Local Governance in Turkey: Experiences and Lessons from Pendik.*
- A7. Hendri KROUKAMP, Department of Public Management, University of the Free State, *SOUTH AFRICAN LOCAL GOVERNMENT PERFORMANCE: SATISFACTORY TO BE GLOBALLY COMPETITIVE?*
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- A9. MA Baocheng, China National School of Administration (CHINA), *Township Government Reform and New Rural Construction in China.*
- A10. Ágnes HORVATH & Fanny MANDAK, Eszterházy Károly College (HUNGARY), *The Reforms of Hungarian Local Governance at the Beginning of the 21th Century.*

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- A11. Prof. E Vayunandan & Dr. Dolly Mathew, Indira Gandhi National Open University (INDIA), *Gram Sabha: An Institution of Participatory Governance for Development A Critical Study.*
- A12. SUNARNO SOMOWIJOTO & SUDIMAN, & ADI SURYANTO, NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION (INDONESIA), *DECENTRALIZATION AND REGIONAL DEVELOPMENT PERFORMANCE IN INDONESIA.*
- A13. Mr TLATY Tarik, (MAROC), *Maroc : le développement local D'une région administrative à une région politique ?*
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- A15. FAN Jida & ZHANG Zhanbin, China National School of Administration (CHINA), *Transforms of Local Government Finance Level in China: Issues and Challenge.*

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