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Recent developments in advisory organizations

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Asian Development Bank

The ADB approves around US$6 billion a year of loans for development projects and programs to Asia-Pacific borrowers, and over US$170 million a year in technical assistance grants. Good governance is integral to ADB's strategy to reduce poverty in Asia, as it concerns the efficient management of a country's public resources.

A major step forward in mainstreaming governance issues in ADB operations has been the initiation of a series of governance studies. Programs Department (West) studies have sought to identify critical institutional problems and opportunities for ADB programming in Cambodia, Lao PDR, Thailand, and Viet Nam. Programs Department (East) has conducted studies of selected governance topics in countries such as Indonesia; and the Office of Pacific Operations has launched a major study of governance issues among small island states.

Several new staff with expertise in areas such as civil service reform, public expenditure management, and corporate governance have been recruited to support ADB's expanded practice on governance issues. A manual on public expenditure management for both ADB staff and DMC officials was published in 1999. A manual on public administration and civil service was published in 2001. ADB also works with partners to mount governance workshops and conferences in the region. For example, the Asia-Pacific Initiative on Combating Corruption will meet in Tokyo, November 2001.

For further information, see
http://www.adb.org/Governance/
As a membership organization, CAPAM is dedicated to the exchange of experience among senior public sector practitioners—both elected and appointed—throughout the Commonwealth and beyond. CAPAM has a number of in-depth programs to enrich this exchange. These include the Biennial International Innovations Awards Program, the Leadership Development Program, and the major pan-Commonwealth gathering: the CAPAM Biennial Conference (described in the “Upcoming Conferences” section of this newsletter).

**CAPAM International Innovation Awards Program**

CAPAM recently announced the third of its biennial International Innovation Awards Programs for public administration and management. “Innovations in Governance” is the theme of the 2001-2002 Awards Program. The theme focuses on innovative practices in governance that respond to the significant challenges in the current environment.

Through the International Innovations Awards Program, CAPAM promotes new initiatives in government reform, exposes countries to varying perspectives on frameworks for change and reform, promotes excellence in governance, and provides a unique opportunity for stronger communications and exchange among Commonwealth and other countries.

Applications to the International Innovations Awards Program will be received by CAPAM in Toronto, Canada, until February 28, 2002. A representative jury of 10 internationally recognized practitioners, advisors and academics knowledgeable in the fields of public administration and management will review the submissions and select 10 finalists. The jury will interview each of the finalists in the United Kingdom in September 2002 in order to select the Award winners. The finalists will present their innovations to the delegates at the 2002 Biennial Conference in Glasgow, Scotland. During the final evening of the CAPAM Biennial Conference, the Gold, Silver, and Bronze Award winners will be announced and the Awards presented. Award winners will be highlighted and every submission will be profiled both on the CAPAM website (www.capam.comnet.mt) and through the CAPAM newsletter Commonwealth Innovations.

**Leadership Development Program**

The issue of leadership is one of the most significant on the agendas of private and public sector organizations in both the developed and developing worlds, driven in large measure by the challenges being faced by organizations in all sectors, in environments that are constantly changing. With support from the Commonwealth Secretariat, and following on the recommendations of a High Level Caucus held in South Africa in October 2000, CAPAM has developed, and has now pilot-tested the Leadership Development Program. The two-part, five-day course is built on an exploration of existing good practice in leadership development in both the public and private sectors.

The first part, a three-day program that supports the learning needs of leaders in Commonwealth countries (primarily Permanent Secretaries), does the following:

- presents Permanent Secretaries with a leadership
development framework with a view to them then formulating their own ongoing development and that of their managers;

- shares with Permanent Secretaries good practices in leadership development, and how these could adapted to the their own Public Services; and

- discusses leadership competencies that are emerging in Commonwealth public services, and how these could apply to the subject country.

The second part, a two-day train-the-trainer program:

- shares with participants the Commonwealth Leadership Development framework and process;
- explores an approach to a Leadership Development Program for the subject country; and
- helps build facilitator skills.

The two in-country pilot tests have been reviewed and the refined program will be rolled out to three more countries in early 2002.

Information on all of the CAPAM programs is available either through CAPAM (capam@capam.ca) or on the web site (www.capam.comnet.mt).

International Institute of Administrative Sciences

At the invitation of the IIAS Greek National Section, the Twenty-fifth International Congress of Administrative Sciences was held in Athens from 9 to 13 July on the theme: "Governance and Public Administration in the 21st Century: new trends and new techniques." The Official Opening of the Congress was held at the historical site of the "Pnyx," opposite the Acropolis, in the presence of Mr. Constantinos Stefanopoulos, President of Greece. The scientific program was led by Mr. Demetrios Argyriades (United Nations), General Rapporteur, who was assisted by four Fellow Rapporteurs, Namely: Karl-Peter Sommermann (Germany), Maria del Carmen Pardo (Mexico), Barbara Kudrycka (Poland) and Akira Nakamura (Japan), who were in charge, Respectively, of the following four workshops: the rule of law and public administration in a global setting; new information and management technologies for the 21st century public administration; the changing position and status of civil servants; and governance and civil society.

Research

Cecile Poupart (32/2-536.08.87 - poupart@iiasiisa.be)
Fabienne Maron(32/2-536.08.84 - maron@iiasiisa.be)

The following activities took place:

Speyer (Germany) 19 May 2001, at Forschungsinstitut fur öffentliche Verwaltung: second meeting on the theme "Maladministration and Control" of the History of Administration Working Group. General Rapporteur: Seppo Tihonen (Finland), Senior Public Sector Specialist at the World Bank. Chairperson of the Working Group: Fabio Rugge, Professor, University of Pavia (Italy). The meeting centered on the presentation of national case
studies with a view to a future publication (planned in early 2002).

**Upcoming events include:**

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


**Publications**


**Forthcoming:**

"E-government-Information and Communication Technologies in Public Administration," by Gudrun Trauner. Joint University of Linz-IIAS Publication, 2001. Distribution IIAS. This study will be published in three language editions (German-English-French). Distribution: IIAS

"Managing Diversity in the Civil Service," Joint IISA-UNDESA Publication. Distribution: IOS Press (E-mail: order@iospress.nl, Web: www.iiospress.nl)


**OECD Program on Public Management and Governance**

**Focus of HRM Activities: Taking a broader view**

The 2001 Working Party Meeting on Human Resources Management (HRM) was held on 25-26 June 2001, with the participation of more than 50 delegates from most OECD Member
countries. In the meeting, delegates discussed challenges and problems they are facing in the HRM field, including public sector leadership, competitive public employer (see below), knowledge management, and issues around conflict of interests. Delegates expressed their willingness to look at HRM issues in a wider context. To this end, they decided to tackle three broad issues in the future: the Learning Government, Governing for Performance, and Building Public Trust.

**OECD/Germany High-level Symposium**

The OECD and German Government will co-host a high-level symposium on “Governing for Performance in the Public Sector” on 13-14 March 2002 in Berlin. The Symposium will address the issues of 1) how to strengthen individual performance, and 2) how to link organizational and individual performance. Under these headings, the four workshops will discuss practical experiences and share lessons learned around the following topics:

- How to manage individual performance?
- What have we learned about formal incentive systems in improving performance?
- How to link employees performance with organizational performance?
- How to link “leadership” with performance?

For more information, contact Mr. Deok-Seob Shim (e-mail: deok-seob.shim@oecd.org).

**Just Published: Public Sector Leadership for the 21st Century**

In this new century, countries need new types of public sector leadership to be reform agents and to promote enhanced performance. As the first product of the OECD’s leadership project, a book entitled "Public Sector Leadership for the 21st Century" came off the press in October. It examines key leadership issues across OECD countries. Comprising a synthesis report and six country cases, it covers 1) leadership development strategies and practices governments are adopting, and 2) the lessons learned from country experiences so far. The book is available from the OECD On-line Bookshop at [http://electrade.gfi.fr/cgi-bin/OECDBookShop.storefront/](http://electrade.gfi.fr/cgi-bin/OECDBookShop.storefront/)

**New report forthcoming on Competitive Public Employer**

The OECD Member countries are facing difficulties in recruiting and retaining high-quality personnel in the government. PUMA’s project on Competitive Public Employer aims at finding successful strategies and policies to enhance the competitiveness of public employers and to promote practices of improving professionalism in the public sector. An expert meeting held in April concluded that there is a range of issues apart from remuneration that are critical for recruiting and retaining qualified and competent personnel. These include efforts to improve the public employer’s image and enhancing human resources management systems. A report of the project and the country cases presented at the meeting will be published later this year on PUMA’s website. For further information of the project, please contact Ms. Kirsi Aijala (e-mail: kirsi.aijala@oecd.org)
Knowledge management in the public sector

The OECD will be conducting the first comparative survey of Government knowledge management practices. This will be carried out at the level of central ministries. To date, 19 countries have confirmed their participation in the survey. Results will be available during the Spring of 2002.

A symposium on “The Learning Government” will be organized during the fall of 2002 to discuss the results of the survey, draw lessons on the way forward for OECD Governments, and look at the challenges Governments are facing in a knowledge-intensive economy.

Lastly, the OECD is starting a project on the institutional arrangements and processes for the use of scientific advice in Government decision making process.

For further information on any of these projects, please contact Ms. Elsa Pilichowski (e-mail: elsapilichowski@oecd.org). Further information about OECD work on civil service can be found at http://www.oecd.org/puma/hrm.