General Assembly
Economic and Social Council

General Assembly **Fifty-sixth session** Item 12 of the preliminary list	**Economic and Social Council** **Substantive session of 2001** Item 13 (k) of the provisional agenda
Report of the Economic and Social Council	**Economic and environmental questions:** **Public administration and development**

Five-year assessment of the progress made in the implementation of General Assembly resolution 50/225 on public administration and development

Report of the Secretary-General

Addendum 3: Activities of regional organizations

Contents

I. Introduction

1. Pursuant to General Assembly resolution 53/201 of 15 December 1998, the relevant regional organizations were invited to provide information on their activities related to the implementation of General Assembly resolution 50/225 of 19 April 1996 on public administration and development and the recommendations adopted by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting (E/2000/66). Contributions received from regional organizations regarding the five-year assessment of the progress made in the implementation of General Assembly resolution 50/225 on public administration and development are summarized below.

II. Latin American Centre for Development Administration (CLAD)

Summary of activities: 1996-2000

2. CLAD focuses on the modernization of public administration as a strategic factor in the economic and social development process. Its mission is to promote technical cooperation, training of civil servants, debate and exchange of experiences and research in relation to the reform of the State and the modernization of public administration. To this end, CLAD has made significant contributions to Governments in the processes of State reform and change in public management, with a view to attaining higher levels of participation and social equity.

3. The following are some of the Centre's most significant activities undertaken over the past five years (1996-2000), including international meetings; documentation, information and publications; horizontal technical cooperation; studies and research; as well as management of academic and institutional networks.

A. International meetings

CLAD International Congress

4. The annual CLAD International Congress has become the most important Ibero-American forum for presenting and discussing experiences and research on State and public administration reform. Its aim is to promote the exchange of experiences, research, studies and publications on the main aspects of the renewed process of State reform and modernization of the administration and management of public affairs in the Ibero-American and Caribbean countries. It also focuses on other countries whose experiences are of relevance to the region, with a view to contributing to the advancement of knowledge in these areas.

5. To date, and since 1996, CLAD has held five such meetings in Brazil, Venezuela, Spain, Mexico and the Dominican Republic. Currently, it is preparing to convene the sixth Congress in Buenos Aires, Argentina, from 5 to 9 November 2001. Each CLAD International Congress is composed of four main lectures, an average of 86 panel discussions with the presentation of approximately 400 papers, round tables and specialized meetings of the networks managed by CLAD.

6. CLAD convenes the Congresses and bears full responsibility for their technical, logistical and administrative coordination, including the selection of panellists, the organization of the panels by thematic area and the selection and engagement of lecturers. The Congress is co-sponsored by international organizations such as the World Bank, the Inter-American Development Bank (IDB), the Andean Development Corporation (ADC), the Pan American Health Organization (PAHO), the Economic Commission for Latin America and the Caribbean (ECLAC) and the United Nations

Department of Economic and Social Affairs. Documents of the Congresses are available on the CLAD web page: http://www.clad.org.ve/reunion.html.

Ibero-American Ministerial Conferences on the Reform of the State and the Modernization of Public Administration

7.   The CLAD Board of Directors decided to promote the institutionalization of the Ibero-American Conference of Ministers and Secretaries of State for Public Administration and State Reform, in the framework of the Ibero-American Summit of Heads of State and Government. The purpose of this initiative is to propose conclusions and generate action in areas relating to the transformation of the State and its institutional apparatus; these proposals are then submitted for consideration at the successive Ibero-American Summits of Heads of State and Government.

8.   To this end, CLAD, together with the Government of the Republic of Portugal, held the first Conference in Lisbon on 27 and 28 July 1998. The conclusions and recommendations of that Conference were submitted for consideration at the eighth Ibero-American Summit of Heads of State and Government.

9.   The second Conference was held in Havana, Cuba, on 24 and 25 June 1999, and the third Conference took place in Panama on 26 and 27 June 2000. The fourth Conference will be held this year in Lima, Peru, on a date to be determined. The objectives are the following:

(i)   To propose conclusions and recommendations and generate initiatives in areas relating to the transformation of the State and its institutional apparatus, for submission to the Ibero-American Summits of Heads of State and Government;

(ii)   To exchange experiences in relation to the progress, constraints and potentialities of processes of State reform and modernization of public administration in the Ibero-American countries; and

(iii)   To promote regional projects for improving public management.

10.   The participants in each Conference adopted, among their conclusions and recommendations, the "Lisbon Declaration", the "Havana Declaration" and the "Panama Declaration", which were submitted for consideration to the respective Ibero-American Summits of Heads of State and Government. CLAD bore full responsibility for the design, planning, implementation, coordination and evaluation of the Conferences.

Regional Symposium on Deconcentration-Decentralization of Education in Central America — Netherlands/CLAD cooperation programme

11.   The general aim of this symposium was to produce a diagnostic study of the current state of deconcentration/decentralization of education in Central America, which would be used to design democratic, equitable and relevant education policies at the local level. The symposium was held in Costa Rica in November 1998 over the course of three days. It was attended by 27 high-ranking officials from the Ministry of Education, officials of regional and municipal governments responsible for the management of deconcentration/decentralization of education programmes, as well as municipal development officials and officials of non-governmental organizations from Central America, Panama, Cuba and the Dominican Republic.

12.   CLAD was responsible, in cooperation with representatives of the Government of the Netherlands and the Ministry of Planning (MIDEPLAN) of Costa Rica, the counterpart and host country of the project, for the design, planning, implementation, coordination and evaluation of the symposium, including the selection of participants and the technical, logistical and administrative coordination of the event.

Ibero-American Forum on Combating Corruption: Exploring Initiatives and Comparing Experiences

13.   This event was held in Santa Cruz de la Sierra, Bolivia, on 15 and 16 June 1998, at the initiative of CLAD and with the support of the Spanish International Cooperation Agency (AECI). The forum's objective was to support Ibero-American Governments in their efforts to deal with corruption by proposing a set of practical, viable measures for helping them to combat it. The forum also intended to ascertain the most prominent forms of political, economic and bureaucratic corruption; to consider the cost and the social, political, economic and cultural consequences of corruption; to explore the most appropriate means and mechanisms of international cooperation and to facilitate the horizontal exchange of information in this area.

14.   High-ranking officials of central and regional governments and representatives of non-governmental organizations participated in this event, which was co-sponsored by the Spanish International Cooperation Agency (AECI). The participants included 45 national representatives, including high-ranking officials in charge of dealing with corruption in their respective countries, officials of multilateral organizations, executives of non-governmental organizations working to restore public ethics, as well as researchers and scholars.

15.   The debate among the participants led to a set of conclusions aimed at supporting member Governments in their efforts to deal with corruption and at designing some practical measures for intensifying and giving continuity to the inter-institutional cooperation effort initiated with this forum. In relation to this last point, the participants agreed to establish a "Network of Institutions to Combat Corruption and Restore Public Ethics" that would include entities that combat corruption in all its manifestations. Such entities may be public, private, non-governmental organizations or organizations of civil society. CLAD coordinates this Network. CLAD was responsible for the design, planning, implementation, coordination and evaluation of this forum, including the selection of participants and technical, logistical and administrative coordination of the event.

Ibero-American Forum on Methodologies and Instruments for Interactive Distance Learning and Training of Civil Servants, Santa Cruz de la Sierra, Bolivia, 24-26 November 1999

16.   At the 28th Meeting of the Board of Directors of CLAD, a working group coordinated by Mexico was formed to analyse the application of new technologies to advanced methods of interactive distance learning. The objective of this initiative was to improve the capacities of educational institutions and government institutions responsible for training civil servants. Subsequently, the participants in the Second Ibero-American Conference of Ministers and Secretaries of State of Public Administration and State Reform expressed, in the Havana Declaration, their support for the establishment of an Ibero-American Programme of Interactive Distance Learning and Training of Civil Servants.

17.   In this context, the Ibero-American Forum was held to assess experiences, projects and available technologies for the interactive distance training of civil servants, with a view to increasing the application of existing technological innovations in this field and complementing, as well as strengthening the training and professional development programmes available to civil servants in the Ibero-American countries. National heads of training and education programmes for civil servants in the

Ibero-American countries participated in this meeting, which took place in Santa Cruz de la Sierra, Bolivia, between 24 and 26 November 1999.

Forum on Governmental Responsibility and Action on the "Year 2000 Effect"

18.   The objectives of this event were: a) to exchange information on policies, programmes and plans for the implementation of contingency plans; b) to strengthen Ibero-American Governments' activities aimed at minimizing the consequences of the so-called "Year 2000 effect"; c) to assess progress in the implementation of Ibero-American countries' plans in preparation for the year 2000, based on the conclusions and recommendations adopted at forums on this issue; and d) where appropriate, to adopt common initiatives.

19.   The forum was attended by the national coordinators for the Year 2000 Problem and information technology authorities of CLAD member countries. It was held in Argentina on 27 and 28 April 1999 at the National Centre for Public Administration and was jointly organized by CLAD, the Argentine Civil Service Office and the Conference of Ibero-American Authorities on Informatics (CAIBI). It was sponsored by the Spanish International Cooperation Agency (AECI) and the Ibero-American Institute of Public Administration Foundation (FIIAP).

20.   Participants gave presentations on the organization of the Year 2000 Project and strategies and methodologies for the handling and oversight of public sector preparation plans; the activities of regulatory bodies in connection with the Year 2000 preparations of companies providing basic services; actions to solve the Year 2000 problem in small and medium-sized enterprises; activities to prepare cross-border systems or interfaces for the Year 2000; and contingency planning. CLAD was responsible for the design, planning, implementation, coordination and evaluation of the forum, including the selection of participants and the technical, logistical and administrative coordination of the event.

B.   Documentation, information and publications

Integrated Analytical Information System on State Reform, Management and Public Policy (SIARE)

21.   SIARE, developed by the CLAD Centre for Documentation and Information Analysis (CEDAI), is vitally important for the mission of CLAD. Its purpose is to provide consolidated factual information to facilitate the discussion of alternatives in policy-making, the initiation of new research projects and the expansion of existing ones and the establishment of links among the various actors concerned. In light of the above, the objectives to be met through this project in 2001 are the following:

> (i)   To ensure the systematic updating of the databases and web pages that make up SIARE in order to provide users with updated, duly analysed information;

> (ii)   To give CLAD members and member organizations access to SIARE, through telematic means, as and when they become Internet users; and

> (iii)   To carry out a publicity strategy to increase the use of SIARE and promote its ongoing technological development.

22.   SIARE has the following databases: 1) Experiences and modernization in the organization and management of the State; 2) Bibliographic information on the State, administration and society; 3) Public affairs institutions; 4) Statistics on the size of the State; 5) The State and public administration:

institutional profiles; 6) Legal bases for public institutions; and 7) Other public administration-related sites.

23.   Internet access to SIARE provides access to, *inter alia*, 1,500 documents in full text, 30,000 bibliographic references with abstracts, 5,000 sources of factual information on State reform, 500 institutional profiles, 1,500 legal references, and statistics on State employees. For details, see http://www.clad.org.ve/siareweb/menusia/html. CEDAI coordinates and carries out all the documentary research and bibliographic processing needed to ensure continuous updating of SIARE databases and web pages.

United Nations Online Network in Public Administration and Finance (UNPAN)

24.   Since 2000, CLAD has been participating as a regional centre for Latin America in the United Nations Online Network in Public Administration and Finance (UNPAN). UNPAN is a virtual electronic network which promotes the sharing of experiences, knowledge and lessons learned in the area of public administration and finance. Its mission is to support, through an electronic platform, the development of effective public administration civil services, especially in developing countries and countries with economies in transition. Thus far, CLAD has made significant contributions to UNPAN, which can be consulted through the web page http://www.unpan.org. This project will enable CLAD to become part of a network of regional institutions in the area of public administration and finance, using the telematic technology to disseminate information. CLAD updates the information on State reform in Latin America and the Caribbean available on UNPAN.

Publications

CLAD journal "Reforma y Democracia"

25.   This publication comes out every four months and seeks to stimulate intellectual progress in understanding the relationship between the State and society. It also disseminates proposals and alternatives to guide the necessary transformations in public administration. It was launched in 1994 and 18 issues have so far been published.

Series

26.   To disseminate documents whose content is highly innovative, as well as the outcomes of its international meetings, CLAD has for a number of years been publishing various series. Some series have been discontinued, but the issues published can still be obtained. Other series designed in recent years to fulfil specific objectives are available in full text on the web site http://www.clad.org.ve/docclas.html.

Congress documents

27.   To facilitate direct access to the documents presented at the various lectures, panel discussions and symposia held in the context of the annual CLAD International Congress on State and Public Administration Reform, their full-text version is available on the web site http://www.clad.org.ve/reunion.html.

C.   Horizontal technical cooperation

Technical assistance agreement between Paraguay's Dirección General del Personal Público (DGPP) and CLAD

28.   Under this agreement, a symposium on "The civil service and changes in the State management model" was held in Asunción to analyse the most important experiences of countries of the region in organizing the civil service, as well as to discuss alternatives, constraints and opportunities in developing a professional civil service and organizational systems to help make Governments perform more effectively and efficiently. The symposium took place on 17 and 18 June 1998.

Support for the workshop on "Changing public management in the context of State reform"

29.   This workshop was organized at the request of the National Civil Service Office of the Office of the President of Uruguay to train 40 senior municipal officials in modern management techniques. It was intended to provide municipal governments with new tools for a more effective and efficient delivery of services to the community.

Postgraduate course in public administration

30.   Provision of advisory services for the postgraduate course in public administration of the National Institute of Public Administration of Nicaragua, in order to help train the public administration personnel needed to develop a pool of managers and experts, the aim being to promote efficiency, effectiveness and dedication to public service.

General legislation on wages and salaries

31.   Provision of technical assistance by CLAD to the Ministry of Planning and Economic Policies of Panama with respect to technical recommendations, personnel training and the review and analysis of the technical component of proposals submitted for public tender, with a view to the drafting of legislation on wages and salaries.

Management and financing of health services for the alleviation of poverty in the Caribbean

32.   CLAD, the Pan American Health Organization (PAHO), the United Nations Development Programme (UNDP), the Caribbean Centre for Development Administration (CARICAD) and the University of the West Indies participated in this inter-agency project. The project's aim was to duplicate successful experiences in health services management observed internationally and in the Caribbean.

33.   The technical assistance provided under the project, which was implemented in 1998, benefited senior health service officials of the four English-speaking member countries of CLAD: Barbados, Grenada, Guyana and Jamaica.

Support for the modernization of public administration

34.   At the request of the National Personnel Administration Department of Bolivia, an international seminar on "Development of the civil servant as a prerequisite for State reform" was organized under the cooperation agreement between CLAD, the Spanish International Cooperation Agency (AECI) and the Ibero-American Institute of Public Administration Foundation (FIIAP).

35.   The purpose of the seminar was to promote an exchange of experiences on the establishment of education and training systems for civil servants responsible for improving both the operation of public agencies and the provision of public services and to consider, inter alia, the content of training programmes, training methodologies and the desired profile of the public servant. The seminar, which was held from 25 to 27 August 1999, was attended by 200 senior and middle-level managers of the Bolivian civil service.

36.   CLAD and FIIAP co-sponsored a technical assistance mission on "Training in processes of change: institutional restructuring" requested by the Presidential Commission for State Reform and Modernization of Honduras.

37.   The aim of the mission, which consisted of a seminar for senior civil servants and a number of lectures for political decision makers and individuals involved in modernization processes, was to make politicians and senior civil servants aware of the need to promote change in the Honduran civil service. Thirty civil servants, including officials of the modernization unit, secretaries-general, deputy directors and heads of programme, participated in the seminar, which was held from 4 to 8 October 1999.

Support for the modernization of public management

38.   As a result of the cooperation agreement signed by CLAD, FIIAP and AECI, an assistance mission was carried out to provide support for the establishment of the National Human Resources Management System in the Dominican Republic. The National Administration and Personnel Office (ONAP) of the Technical Secretariat of the Office of the President of the Republic hosted the mission.

39.   The mission's aims were to strengthen ONAP in the area of performance evaluation and the preparation of a National Register of Public Servants, together with a system for entering information and updating it, and to identify possible operational shortcomings within ONAP. The mission took place from 2 to 6 August 1999.

External evaluation of the National Institute of Public Administration of Argentina (INAP)

40.   Under an agreement between CLAD and INAP, CLAD coordinated an external evaluation of INAP to help secure a strategic role for that institution in the process of State modernization in which the Government of Argentina is now involved.

41.   The evaluation covered the education and training programmes, research and development programmes, library and documentation services and international relations of the Institute and it was carried out in January and February 2001.

D.   Studies and research

European-Latin American Training Programme in Public Administration

42.   This programme was part of a cooperation agreement between the European Union and the Rio Group designed to contribute to State modernization and reform of administrative structures in the member countries of the Rio Group. It was implemented by the School of Public Policy of the University of Birmingham and coordinated by CLAD and INAP, Argentina. It was carried out between 1993 and 1997 and involved the holding of five two-week seminars in Argentina, Bolivia, Chile, Mexico and Venezuela. The programme's main topic was decentralization processes and the development of new management skills for the efficient coordination of inter-institutional relations between the central Government and local governments. The programme helped train senior and middle-level civil servants in their respective countries, with 30 participants attending each seminar.

43.   The role of CLAD in the coordination of the seminars in Bolivia, Mexico and Venezuela was to help design the academic programme, establish criteria for the selection of participants, implement the programme in conjunction with lecturers from the University of Birmingham (responsible for the academic side of the programme) and execute the budget.

Ibero-American Programme of Interactive Distance Learning and Training for Civil Servants

44.   The purpose of this programme is to use the institutional and technological capacities available in the countries of the Ibero-American community, help build them and promote cooperation and exchanges of training programmes, including specific education and training programmes for civil servants.

45.   The programme has two components. The first involves the launching of the Ibero-American Network for Interactive Distance Training of Civil Servants (RIFID) under a cooperation agreement between the National Institute of Public Administration of Mexico, the Latin American Institute for Educational Communication (ILCE) and CLAD. The second component involves the project developed by the National Institute of Public Administration of Spain, for creating a distance Master's degree programme in public administration. The National University of Distance Learning of Spain will provide support for the project's execution.

46.   The Master's degree programme in public administration has been launched in Bolivia and Venezuela, with a total of 83 students registered in Bolivia and 25 in Venezuela. The participants are public administration managers in their respective countries, and the Venezuela programme also includes currently serving members of parliament. RIFID is in the planning stage and should begin activities next year. For the launching of the Master's degree programme, in the first half of 2001, CLAD helped organize and develop a programme module, as well as prepare seminars and video conferences.

Seminar on strategic information systems for social decision makers, CLAD, German Foundation for International Development (DSE), AECI

47.   A group of social sector decision makers from the Andean subregion met together to examine a strategic information system for social decision-making and to analyse the feasibility of adapting the proposed model to the situation in each of their countries. Funding from the German Foundation for International Development was used to recruit two consultants, who played a key role in the seminar.

48.   The seminar was attended by 27 high-ranking social sector government officials from the Andean subregion (Bolivia, Chile, Colombia, Ecuador, Peru and Venezuela), as well as government officials of the host country and officials of the organizations sponsoring the seminar, which was held at the AECI International Development Training Centre in Santa Cruz de la Sierra, Bolivia, from 28 to 30 March 1995. As a result of the seminar, CLAD and the German Foundation for International Development jointly published a book entitled *Política Social, Sistema de Información para la Toma de Decisiones*. The seminar was organized jointly with the Spanish International Cooperation Agency (AECI) and CLAD was responsible for its overall coordination. CLAD was responsible for the design, planning, implementation, coordination and evaluation of this seminar, including the selection of participants and the technical, logistical and administrative coordination of the event.

Seminar on the working conditions of civil servants

49.   The seminar, offered under the United Nations Regional Programme for State Reform in cooperation with CLAD, was jointly organized by the Presidential Commission for State Reform and Modernization of the Dominican Republic. It was held in Santo Domingo, Dominican Republic, on 24

and 25 April 1997. Senior officials of the civil services of 18 Latin American countries participated in the seminar with a view to enhancing available know-how, based on experience in the management of civil service policies in the context of the State and public administration reforms carried out by participating countries.

Seminar on the coordination of economic and social policies

50.   Under the auspices of CLAD, the Latin American Economic System (SELA), ECLAC, the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNDP and the Millennium Foundation of Bolivia, the experiences of a number of countries of the region in the design and implementation of integrated or coordinated social development policies were analysed. The seminar was aimed at high-level government officials with political or technical responsibilities in the design, implementation or assessment of social development policies and programmes, who, in a fruitful and constructive dialogue, contributed valuable suggestions and technical guidelines for improving, both conceptually and methodologically, the integration of economic and social policies. The seminar was held in La Paz, Bolivia, from 9 to 11 October 1996.

Seminar on parliamentary management in Latin America

51.   Under the joint auspices of CLAD, the Latin American Parliament and the United Nations Regional Programme for State Reform, a seminar was organized on parliamentary management in Latin America. It focused on problems relating to the management and functioning of legislative organs, with a view to a subsequent comparative analysis with similar institutions in the United States of America and Europe. This event took place in São Paulo, Brazil, from 22 to 24 August 1996.

52.   The seminar was attended by representatives of Latin American parliaments and parliamentarians belonging to legislative commissions, as well as parliamentary administrators from the United States of America, the United Kingdom, Germany, France, Spain and Portugal.

UNESCO/CLAD virtual professorship

53.   The virtual professorship in innovative know-how on management and public policy, established under an agreement with UNESCO, has adopted an Internet seminar format aimed at supporting postgraduate teaching and research activities and the governmental and academic centres participating in CLAD networks, thereby helping to build their capacities.

54.   The first seminar, entitled "The new public management: analysis of State reform", was offered to lecturers and researchers from member institutions of the Postgraduate Network in Public Administration Policy (REDAPP) and was conducted by Dr. Michael Barzelay, lecturer at the London School of Economics. The course had 28 participants and was given from September 1999 to March 2000.

55.   The second seminar was offered to the Network of Schools and Government Institutes in Public Affairs (REIGAP), on the topic "Inter-organizational networks and their management in public administration", and was conducted by José Suldbrant and Américo Ibarra, lecturers at the University of Santiago, Chile. The seminar had 22 participants and was given from July to November 2000.

Essay and monograph contest

56.   An essay and monograph contest is organized periodically by CLAD to promote study of the problems of public sector organization and management. Its direct purpose is to award prizes for and

disseminate unpublished essays on the topic and encourage the production and presentation of papers at the CLAD International Congresses.

57.   The full-text version of the prize-winning essays and those which received an honourable mention are available on the web page http://www.clad.org.ve/estudio.html.

E.   CLAD academic and institutional networks

58.   CLAD has emphasized the development of institutional networks on public administration, management and policy as an effective medium for exchanging information and carrying out training and research activities. Based on this experience, continuous progress is being made in harnessing the benefits of telematics. CLAD-supported networks therefore mainly use electronic means to communicate and exchange studies, legislation and documents and information on institutions' activities. The networks also offer an opportunity to connect with people independently of their institutional affiliation, making it possible to search for information, disseminate initiatives and discuss topics of interest.

Postgraduate Network in Public Administration and Policy (REDAPP)

59.   The Postgraduate Network in Public Administration and Policy (REDAPP) brings together institutions which offer normal Master's degree or doctoral courses in public administration, public policy or similar disciplines. Various specialized research centres and postgraduate programmes are also associate members.

60.   Its objectives include the promotion of cooperation and exchanges among member institutions regarding activities of common interest, generally related to publications, conferences and technical consultancy. The basic objectives of REDAPP are to promote cooperation and exchanges among member institutions on academic questions of interest to lecturers and students, such as publications and bibliographies, teachers' and researchers' meetings, joint teaching and research projects and the promotion of symposia and conferences. In particular, the Network forms part of the academic structure for the CLAD Congresses.

Network of Schools and Government Institutes in Public Affairs (REIGAP)

61.   The Network of Schools and Government Institutes in Public Affairs (REIGAP) is an information system which brings together national and local government institutions devoted to public affairs education and research. Other Network members include various university centres involved in cooperation projects with governments both for civil service training programmes and for studies and consultancy services.

Network of Institutions to Combat Corruption and Restore Public Ethics (RICOREP)

62.   The Network of Institutions to Combat Corruption and Restore Public Ethics (RICOREP) brings together governmental and non-governmental institutions responsible for combating corruption in all its manifestations and restoring ethical principles to the exercise of public service. This Network also comprises persons who carry out studies and research on the topic.

63.   The Network, established by an agreement among the institutions participatory in the Ibero-American Forum on Combating Corruption organized by CLAD in 1998, adopted its objectives by consensus, including the exchange of information on the structure and organization of each of its member institutions and their current rules and regulations on dealing with corruption. It also promotes events

related to the issue of exchanges of professionals, training, research and technical consultancy activities and the dissemination of specialized publications.

The Latin American Network of Documentation and Information on Public Administration (REDIAP)

64.	The Latin American Network of Documentation and Information on Public Administration (REDIAP) is an information system created by CLAD to facilitate the exchange, among the countries of Latin America, the Caribbean and the Iberian Peninsula, of documents and data on their public administration.

65.	Through the Network, CLAD also contributes to the development and/or strengthening of national information infrastructures. The aim is to enable national centres belonging to the Network to exercise control over their bibliographic production, utilizing standards and procedures common to the rest of the region so that they can disseminate their experiences and studies easily and, at the same time, obtain those which they need from other countries. Within CLAD, The Centre for Documentation and Information Analysis (CEDAI) provides the national centres belonging to the Network with the necessary training and technical assistance. It also provides them with a number of manuals, guides and computer programs to facilitate their work.

REFORME discussion list

66.	REFORME is a list created on the Internet to provide an opportunity for exchanges of views among all those interested in the issue of State reform, in particular, the modernization of public administration in Latin America, the Caribbean and the Iberian Peninsula. The list fosters a process of exchanges affording participants and CLAD itself an opportunity to interact for the dissemination of information on such institutional activities as, *inter alia*, courses, programmes, seminars, conferences, research projects and job offers. It also promotes the organization of discussion forums, thereby creating an opportunity for all possible schools of thought and actors to express their views.

CLAD Association

67.	The CLAD Association, an initiative evolved out of a broad interest in establishing a system of individual membership in the Centre, serves as a medium of information and exchanges between CLAD and the community of teachers, researchers, consultants and civil servants interested in its objectives and activities. Its original aims of publicizing the CLAD Congresses, promoting active participation in them and supporting the dissemination of their outcomes have expanded to include other activities and services.

**III.	Organisation for Economic Cooperation and Development (OECD): Public Management Service (PUMA)**

Summary of activities: 2000-2001

68.	Over the last year, the OECD Public Management Service (PUMA) has carried forward its work on issues central to the efficient functioning of government and the promotion of good governance. The principle of good governance, respect for the rule of law, transparency and accountability to democratic institutions, fairness and equity in dealing with citizens, clear, transparent and applicable laws and regulations, consistency and coherence in policy formation and high standards of ethical behaviour transform not only the relationship between governments, citizens and parliaments, but also how government itself functions.

69.   In conjunction with its Committee, PUMA has also developed a new Mandate and work programme to cover the next two years (2001-2002). PUMA's current and future work reflects the priorities of the Member States, which include improving government coherence; strengthening relations between government and civil society; enhancing public sector capacity; adapting capacities for decision and action; strengthening government of semi-autonomous public agencies; increasing government accountability and transparency; and optimizing public performance in efficient and global markets.

70.   In focusing on these key areas, PUMA is seeking to increase the impact of its work on the governance arrangements of Member countries. The new work programme is based on a strong foundation of existing work.

A.   Improving government coherence and strengthening relations between government and civil society

71.   Budgetary coherence. The Working Party of Senior Budget Officials (SBO) discussed a budget reallocation exercise aligning political priorities and budgetary funding. Reallocation is becoming the heart of the budget process, ensuring that financial resources flow to where they are valued most. Emphasis in 2001 will be given to budgeting for the future, peer reviews of individual member's budget processes, and accrual accounting and budgeting.

72.   Centres of government (CoG). In October 2000, the annual meeting of high-level officials from centres of government was hosted in Budapest by the Government of Hungary. The meeting addressed countries' efforts to improve policy coherence and the role of centres of government in this area. In addition, a debate led by the President of the Italian Chamber of Deputies touched on the relations between the government, parliament and civil society. Risk management was selected as the theme of the 2001 CoG meeting.

73.   Government-citizen relations. The year 2000 saw two meetings of the working group on government-citizen relations and the completion of four new studies. Analysis of a second questionnaire on the use of new Information and Communication Technologies (ICTs) also permitted a better understanding of how Member countries can use new and promising tools to better inform and consult their citizens as well as to deliver services more effectively. In early 2001, a flagship report on government-citizen relations marked the culmination of two years of work on this high profile issue. The next stage of work will focus on citizen consultation and civil society engagement in public policy-making.

74.   Parliaments. In March 2000, the Secretary-General participated in a meeting in Cogne, Italy, of a working group on the quality of legislation, at the invitation of the European Union Conference of Presidents of Parliament. A first report presented to the Plenary meeting of the European Union Conference of Parliament, held in Rome, September 2000, addressed relations between parliaments, administrations and civil society, as well as the quality of certain parliamentary procedures. A substantive report on parliamentary procedures and relations was scheduled for completion in early 2001. Related questions on parliamentary consultation and communication, as well as the evolution of their oversight role, will be further developed in subsequent work.

B.   Enhancing public sector capacity

75.   Strengthening Civil Service Capacity. Recognizing that good governance depends on the people who deliver it, PUMA has revitalized human resources management (HRM) activities in the past year with a view to assisting Members in enhancing their civil service capacity. To do this, the HRM Working Party has identified four strategic focus areas: leadership, the competitiveness of public employers,

knowledge management and public service ethics. A work programme covering these four areas is now under way.

76.   Government of the Future. In 2000, PUMA published a book on public sector reform in OECD countries based on an OECD Symposium held in 1999. The publication synthesizes the experiences of high-level civil service reformers and academics, as well as nine country case studies to draw lessons on how to plan, implement and follow-up on reform. In 2001, PUMA will continue to share the lessons from the report, including engaging non-member countries in the discussion of reform priorities.

C.   Adapting capacities for decision and action and strengthening government of semi-autonomous public agencies

77.   Better accountability for Public Resources. Input controls in budgeting and financial management are being removed throughout the OECD in exchange for greater accountability and transparency of outputs and outcomes. At the meeting of Senior Budget Officials in May 2000, the draft OECD manual on defining public sector outputs was agreed upon, and it was decided to take the work further by investigating approaches to outcome-focused management and budgeting. Closely related to this move from inputs to outputs, and the need for the budget to take more account of the future, is accrual accounting and budgeting. An International Accrual Accounting and Budgeting Symposium was held in November 2000 in cooperation with the Government of France. Over 100 officials representing 22 member countries, eight non-member countries, the IMF, the World Bank, the EU and IFAC participated and exchanged experiences on the application of accruals, valuation issues, accounting standards, implementation of accruals and the impact of accruals on transparency and acceptability.

78.   One area particularly in need of better accountability is large public information technology projects. Governments use substantial public resources on large IT projects, but they have an alarmingly high rate of failure. Experts from member countries met in November 2000 to exchange experiences and discuss best practices and agreed to publish guidelines in early 2001, on enhancing risk management and accountability for these public resources.

D.   Increasing government accountability and transparency

79.   OECD flagship report on Public Trust. Building trust in public institutions is a keystone of good governance. In a survey on the implementation of the 1998 OECD Recommendation on improving Ethical Conduct in the Public Service, OECD/PUMA reviewed recent challenges and measures in ethics management in all OECD countries. OECD's flagship report on "Trust in Government: Ethics Measures in OECD Countries" provides a groundbreaking comparative overview on general trends, promising practices and innovative solutions as well as policy directions for decision makers and a tool for self-evaluation. PUMA's work in 2001 will focus on assessing vulnerability in risk areas, such as the public-private sector and the political-administrative interfaces, especially at the organizational level.

80.   Budget Process and Good Governance. The budget is the single most important policy document of governments, where policy objectives are reconciled and implemented in concrete terms. The OECD is finalizing a set of Best Practices for Budget Transparency, which should become a basic reference in Member and non-member countries alike as they seek to increase the degree of transparency in the budget process.

E.   Optimizing public performance in efficient and global markets

81.   Businesses' Views on Red Tape. In today's increasingly global economy, competition is fierce and firms are under mounting pressure to innovate. The regulatory and administrative aspects of the

environment in which firms operate can influence a country's comparative advantage, innovation, flexibility and capacity to create jobs. A new PUMA report provides a survey of administrative and regulatory environments of small and medium-sized enterprises (SMEs). It analyses the views of nearly 8,000 SMEs in 11 OECD countries. The survey measures SMEs' perceptions of the quality of regulation, and of the regulatory administration, as well as the administrative costs of complying with regulation, including tax, employment and environmental protection regulations. In 2001, PUMA will complement the survey with a new project identifying new initiatives and best practices recently launched by OECD countries to respond to regulatory burdens of SMEs.

82.　　Promoting regulatory reform in federal and regional countries. An international conference was organized in Puebla, Mexico in September 2000 to examine the main difficulties of sustaining and extending regulatory reform to the state level, as well as analysing the mechanisms to promote regulatory reform and the emerging competition and market openness issues specific to the federal countries. More than 190 participants assisted the conference, including representatives from 15 OECD countries. An analytical summary was published together with main papers presented.

F.　　Contribution to OECD horizontal programmes

Outreach

83.　　APEC-OECD Cooperative Initiative on Regulatory Reform. In November 2000 in Brunei, APEC ministers endorsed the APEC-OECD Cooperative Initiative on Regulatory Reform. The initiative promotes the individual and collective implementation of APEC and the OECD principles of high-quality regulation by building domestic capacities to manage and reform regulatory frameworks. A first international conference was convened in February 2001 in Singapore, where a work programme to include various workshops in Asia was agreed upon.

84.　　E-Government. Implementing e-government is high on the agenda of many countries. The 2000 CoG meeting and the Fall PUMA Committee meeting were both important opportunities for participants to exchange e-government experiences and questions. PUMA co-organized with UNDESA the Third Global Forum on Fostering Democracy and Development through E-government, held in Naples in March 2001 and sponsored by the Government of Italy. Consideration is being given to how PUMA can most usefully contribute to the follow-up of the Forum.

85.　　Sustainable Development. PUMA contributed, in cooperation with two other OECD directorates, to the draft chapters on Institutions and Decision-making of the forthcoming Analytical Report on sustainable development. This work focused on key public management issues, i.e., the need to design effective management frameworks and processes to improve government coherence, through integrated decision-making, participation of civil society and developing capacities for the longer term. This chapter will be part of a larger publication which is being prepared for the 2001 meeting of the Council at Ministerial level. PUMA also prepared Case studies on Governance for sustainable development in five OECD countries.

IV.　　Arab Administrative Development Organization (ARADO)

Summary of Activities: Workshops, Symposia, Meetings, Conferences, and Training Courses

86.　　During the five-year period from 1996 to 2000, ARADO organized and executed 62 workshops, symposia, professional meetings, conferences, and training courses. These events covered various topics, including management development in public and private sectors, public administration reform, civil service reform, human resources development, financial management, capital budgeting, environmental

management, improving the effectiveness and efficiency of public institution, accountability, transparency and integrity. ARADO also conducted annual meetings for the Directors of National Training Institutes and Directors of Administrative Reform Institutions in the Arab countries. Some of these programmes were carried out entirely by ARADO, while others were offered with the cooperation of other regional and international organizations, such as the World Bank (WB), the European Foundation for Management Development (EFMD), Transparency International (TI), the National Institute of Public Administration in Malaysia (INTAN), and the Organization for Economic Cooperation and Development (OECD).

A.   Publications

87.   ARADO published a series of studies and periodicals in the area of Management Development. These publications covered many areas of interest to the Arab region such as "Performance and Programs Budget", "The Introduction of Private Sector and Market Forces Mechanisms into Government Agencies Management", and "Strategic Transformation of Administration Colleges".

B.   Information and documentation

88.   The information and documentation centre continued to provide its services to twenty Arab countries to promote and facilitate access to information in the area of management development. These services included reference services, information services, and documents delivery.

89.   ARADO developed its databases and created new ones in specialized fields, such as the Library Bibliographic Database, Addresses Database, Arabic Experts Database, Arabic Legislation and Laws of Civil Services Database. Currently, ARADO is in the process of constructing a digital library to provide direct on-line services to various Arab member countries.

C.   Arab and international cooperation

90.   ARADO signed cooperation agreements with a number of regional and international organizations, such as the United Nations Department of Economic and Social Affairs, the Union of Arab Banks, and the Operational Unit for Development Assistance (OUDA). These cooperation agreements help enhance shared experiences and views for promoting better understanding and applications of various roles and functions of government and public administration, and strengthen regional and international cooperation.

D.   Consultancy projects

91.   ARADO carried out consulting projects for the Governments of several Arab countries, as well as public and private institutions, covering different areas such as organizational structure, strategic planning and restructuring, and institutional performance measurement in the public sector.

V.   African Training and Research Centre in Administration for Development (CAFRAD)

Mission

92.   CAFRAD is a trilingual, Pan-African intergovernmental Centre established by African Governments, with the support of UNESCO, in 1964. Its mission is "to contribute to the study (and the solution) of administrative problems inherent in the economic and social development in Africa". In its almost four decades of operation, the Centre has sought to fulfil this crucial mandate through training programmes in management for senior public officials; research on issues related to development

administration and governance; as well as consultancies. In all these years, it has benefited from the technical and financial support of not only its Member States (currently 37 African Governments), but also of international organizations (particularly the United Nations system) and donor agencies.

93.   To complement its efforts in research and training, the Centre publishes a major journal *African Administrative Studies/Cahiers Africains d'Administration Publique*, which serves as a forum for debate and exchange of information and ideas among scholars and practitioners of public administration. Occasional papers are published under the *Studies and Documents Series*. Major activities of the Centre and some of the activities of its partners are announced in a bilingual and biannual Newsletter, *CAFRAD News.*

94.   Because of its position in African administrative affairs, CAFRAD has also played the role of coordinator among African training institutions. In this regard, it publishes and updates a Roster of National Institutes of Public Administration in Africa, and a companion volume on African Experts in administration and development. In the last quarter century, it has also coordinated the meeting of Directors of ENA/DMS/IPA in Africa, now in its 20th edition. This activity has been funded in cooperation with the Government of France.

CAFRAD's activities in response to General Assembly resolution 50/225

95.   From the very beginning the founders of the Centre realized the importance of sound public administration to national development, and thus the Centre's activities are in accordance with General Assembly resolution 50/225 on public administration and development. The Centre focuses mainly on five key areas: transparency, accountability and ethics; capacity-building in administration and development; governance and administrative reforms; enhancement of training capabilities; and coordination (with UNDESA and host governments) of a biennial Pan-African Conference of Ministers of Civil Service.

A.   Transparency, accountability and ethics

96.   Early in 2001, CAFRAD published two studies on transparency and ethics in government, using Nigeria, Libya, Cameroon, the Sudan, and Ghana as case studies. Moreover, in conjunction with UNDESA, CAFRAD organized a "Workshop on Professional Ethics" (Tangier, Morocco, 22 May-2 June 2000), for which the Division for Public Economics and Public Administration (DPEPA) is developing a CD ROM. As part of the decision of the 3rd Pan-African Conference of Ministers of Civil Service, and with the support of UNDESA, the African Ministers of Civil Service have adopted a Charter of Public Service. CAFRAD serves as the Secretariat of the Pan-African Conference of Ministers of Civil Service.

B.   Governance and administrative reforms

97.   This has been a major focus of CAFRAD's work, and a number of activities have been undertaken in this regard, including the following:

> (i)   "The Role of Women in African Administrations" (Research funded by CIDA), 1997;
>
> (ii)   "Workshop on the Role of Women in Decision-Making Processes", Abidjan, Côte d'Ivoire, 8-12 May 2000;
>
> (iii)   "Inter-Regional Workshop on Social Policy Reforms" (in collaboration with the Arab Planning Institute, Kuwait), Tangier, Morocco, 1-3 December 1998;

(iv)   "Regional Workshop on Promoting Trade Liberalization through Improvement in Border Post Formalities", Abuja, Nigeria, 8-12 June1998;

(v)   "Decentralization and Win-Win Policy Analysis", Banjul, The Gambia, 8-12 February 1998, and Windhoek, Namibia, 28 June-2 July 1999; and

(vi)   "Regional Workshop on Consolidation and Extending the Gains of Decentralization Reforms" (in collaboration with ECA), Tangier, Morocco, 23-27 February 1998.

C.   Capacity-building in administrative and development issues

98.   CAFRAD has engaged in several activities related to capacity-building in public administration for development, including:

(i)   "Win-Win Policy Analysis", Accra, Ghana, 27-31 October 1997;

(ii)   "Seminar on Policy Analysis" (funded by the Arab Bank for Economic Development in Africa (BADEA)), Tangier, Morocco, 24-28 February 1997;

(iii)   "Seminar on the Identification, Preparation and Evaluation of Agricultural Projects" (organized in partnership with the Research Institute of the Islamic Development Bank (IRTI)), Tangier, Morocco, 16-25 March 1998;

(iv)   "Workshop on the Monitoring and Evaluation of Agricultural Projects" (fully funded by BADEA), Tangier, Morocco, 3-21 April 2000;

(v)   "Conference of Directors of Civil Service in Africa", Abuja, Nigeria, 26-29 June 2000; and

(vi)   "Workshop on the Management of Human Resources", Tangier, Morocco, 23-27 October 2000.

D.   Enhancing training capabilities in Africa

99.   CAFRAD has been a key coordinator for the Conference of national and subregional training institutes and centres in public administration for close to quarter of a century. The Government of France has strongly supported this activity, which has provided these institutions with the opportunity to share knowledge and experience, as well as seek ways of deepening meaningful collaboration amongst themselves. The publication and updating by CAFRAD of the African Network of Administrative Information (ANAI) and the Directory of African Experts in administration and development has been particularly useful.

100.   In this connection, it should be mentioned that the recent establishment by UNDESA of UNPAN has given a most needed boost to our efforts. We are able to quickly obtain relevant administrative information and ideas from around the world. In turn, we are also able to share CAFRAD and African administrative information or ideas with a worldwide audience.

E.   Biennial Pan-African Conference of Ministers of Civil Service

101.   Since 1994, African Ministers of Civil Service have created an invaluable forum through which they can review their various public services and cooperate in making required improvements, in the

context of a recognized need for good governance and the important role played by public administration. Indeed, the Tangier Declaration (1994) of African Ministers of Civil Service inspired resolution 50/225; while their Declarations of Rabat (1998) and Windhoek (2001) are complementary to it.

102.   UNDESA has worked very closely with and in support of CAFRAD to facilitate the now institutionalized Pan-African Conference of Ministers of Civil Service. CAFRAD, alongside ECA and UNDESA, has been given an important role in assisting African Governments in various ways to implement the Charter of Public Service in Africa. This is a major undertaking.

Challenges ahead

103.   General Assembly resolution 50/225 is comprehensive and forward-looking. It has recognized the necessity to ensure that the public service is not only efficient and effective, but also respects human rights, operates within the rule of law and guarantees full involvement of all groups in society. Consequently, governments and training institutions should give due consideration to governance issues.

104.   In connection with the foregoing, and from the perspective of a regional training and research institution, if the connection between public administration and development is to be made on a sound and sustainable basis, the following need urgent consideration and support.

105.   Implementation of "The Charter for the Public Service in Africa". The Charter is a major document that seeks to improve public administration services and its relationship with the citizens. It is in full accord with the spirit of resolution 50/225. CAFRAD, along with other regional institutions, was directed to "develop strategies, plans, tools and monitoring mechanisms to assist African countries in the implementation of the Charter". To fulfil this role, CAFRAD submitted to the Chairman of the Conference, the Prime Minister of Namibia and to UNDESA a document outlining some of its proposed activities.

106.   Training and related assistance. Hand-in-hand with the activities designed to nurture the Charter in Africa are such urgent programmes as: a) use of ICT in public administration and management; b) capacity-building in aspects of modern methods of management, particularly geared towards cost-effectiveness, inclusiveness, and systematic performance appraisal; c) improvement in the policy-making process; d) governance issues such as "electoral administration" and "peace-building"; and e) facilitation of the work of training and research institutions in administration and development with the additional goal of enhancing capacities of trainers and facilities of training institutions. UNPAN has started the process; this needs to be strengthened and deepened. The support of the international community led by the United Nations is greatly needed for the implementation of all of these activities.

Implementation of the Charter for the Public Service in Africa: CAFRAD's role

Introduction

107.   The Third Pan-African Conference of Ministers of Civil Service, held in Windhoek, Namibia, 5-6 February 2001, adopted the Charter for the Public Service in Africa which, among other things, "defines a framework to guide the public service in Africa in taking such legislative, regulatory, technical and practical measures as may be required to create propitious conditions for the proper functioning of the public service and improve the quality of its services". In the Windhoek Declaration adopted by the Ministers, CAFRAD was requested, "in collaboration with African regional and subregional institutions and groupings, to develop strategies, plans, tools and monitoring mechanisms to assist African countries in the implementation of the Charter".

108.   Given the foregoing, in collaboration with national and international partner institutions, CAFRAD intends to carry out a series of activities designed to assist in the implementation of the Charter and its incorporation into ongoing programmes of administrative reform and good governance. Central to the Charter's implementation is fostering professionalism and ethics in African public services. To begin to discharge its responsibility, CAFRAD plans to undertake a number of activities, the most urgent of which are the following: making the Charter available to stake holders; training; consultancy; and monitoring. These are treated briefly below.

1.   Activities

109.   Making the Charter widely available to stakeholders: governments, civil servants, donor agencies, NGOs and the citizenry, through a number of channels.

110.   Publication of the Charter: The Charter will be published as a booklet and as a pull-out in major African and national magazines and newspapers. In addition to its availability in Arabic, English, French, and Portuguese, translation into major local national languages is needed.

111.   Dissemination of the Charter in CD-ROM: This should contain not only the Charter, but also sketches dramatizing important real life-like situations related to the Charter. In addition, good examples of codes of conduct and citizens' Charters may also be included.

112.   Visibility on the Web: CAFRAD will place on its web site not only the Charter, but also relevant documents connected to the substance of the Charter. Work in this regard has already begun in the context of UNPAN.

2.   Training

113.   African Ministers have underscored training as an important element in their reform strategy. Thus, in their Rabat Declaration (1998) CAFRAD has been given the role to, among other things, "support in the update and strengthening of the training programmes of schools and institutes of public administration in the context of African public administration needs regarding in particular ethics and professionalism, and to make proposals for appropriate reforms". Similarly, the Windhoek Declaration, among others, after reaffirming the crucial role national public administration schools play, and in recognition of the need to strengthen them, requested "UNDESA in cooperation with CAFRAD and other organizations to support the emergency training needs in public administration through the utilization of ICT and distance learning technologies." CAFRAD envisages planning a series of subregional and regional workshops on training. Their main aim is to deliberate on issues which are pertinent to the Charter; to share ideas/experiences about implementation and monitoring mechanisms of the Charter; to share knowledge and experience of incorporation of the Charter's goals in training curricula and programmes of ENAs; to tap from national bodies knowledge and ideas about the harmonization of aspects of the Charter into national regulatory texts; and to provide training in the use of the Internet in searching for and/or providing relevant material on governance (e-government), with the support of UNDESA.

3.   Consultancy/Advisory services

114.   To facilitate the implementation of the Charter's objectives, practical measures must be undertaken at several levels. Some countries might need advisory service in incorporating the Charter into national legislative or other regulatory texts. Officials from different subregions might need to meet and share experiences. Donor agencies and some NGOs might require adequate information to determine how

to support African public services. In addition, assistance will be needed in the use of new information technology in searching for, and sharing information.

4.   Monitoring

115.   The monitoring exercise will consist of collecting relevant and reliable information on the implementation of the Charter, continent-wide. This work of stock-taking will be accomplished through visits and coordination with a network of national, subregional and regional institutions.

5.   Capacity-building

116.   As indicated in the Windhoek Declaration, CAFRAD was requested, in partnership with relevant institutions, to "develop strategies, plans, tools and monitoring mechanisms to assist the African countries in the implementation of the Charter". In addition, in line with the Rabat Declaration, CAFRAD will, among other things (in relation to the then draft Charter and activities connected to improvement of professionalism and ethics in African Public Services), "prepare a comprehensive report for the next Conference to be presented at the 5th anniversary of resolution 50/225 of the United Nations General Assembly in 2001".

VI.   International Institute of Administrative Sciences (IIAS)

117.   IIAS, a global think-tank with a worldwide network of experts, is concerned with many of the issues dealt with by the United Nations. The subject of public administration and development is a crucial part of its work. In fact, the statute of the IIAS (Articles 4 and 5) places great emphasis on the advancement of academic studies in this field, as well as on the development of practical measures to improve governance methods. Some of the key areas the IIAS has been working on in the past years are:

Transparent and Accountable Governance (paragraph 2, line 3). A Specialized International Conference held in 1999, in Sunningdale, United Kingdom, focused on the issue of accountability. Strong agreement emerged on the concept that accountability of the governing to the governed is a keystone of modern society.

Public and Private, National and International (paragraph 2, line 4) *Dimensions of Governance* was the theme of the IIAS Bologna Conference held in Italy in 2000 on public administration and globalization and the relationship between the international and the supranational administrative systems in the governing and development process.

Public administration capacity-building (paragraph 2, line 7) as called for in General Assembly resolution 50/225 is mirrored in the theme of the XXV International Congress of the International Institute of Administrative Sciences, which took place in Athens, Greece, 9-13 July 2000. The Congress, an annual event, is the premier professional conference for scholars and practitioners in public administration. This past July, the Congress was held *in tandem* with the Meeting of the International Association of Schools and Institutes of Administration (IASIA). Both events took place in Athens. They shared a common theme: "Governance and Public Administration in the 21st Century: New Trends and New Techniques". However, the IASIA Conference focused on training and career implications. The Congress centred its activities around four related subthemes: 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; as well as governance and civil society. Although communications were unevenly distributed among the four subthemes, the number of participants in all the workshops and panels was massive. As always in such a Congress, the United Nations Department of Economic and Social Affairs organized a panel discussion. This time the theme was "Roadmap for the Millennium". It

was inspired in part by last year's Millennium Declaration, but also looked ahead to the debate on public administration and development scheduled for the fall of 2001 in the General Assembly. More than 500 people attended the panel discussion, the outcome of which will be reflected in the Final Report of the Congress.

People-centred sustainable development (paragraph 2, line 5) is very closely related to the theme of the conference that the IIAS will organize next year in New Delhi. It will focus on sustainability in public administration and the General Rapporteur will be Minister Geraldine Fraser-Moleketi (South Africa). The conference will look at how a simple, moral, transparent and accountable administration can be achieved.