The Chinese Public Administration Review is published in the context of the following field of Chinese public administration. The Chinese Public Administration Review includes a number of sections, such as Chinese Administrative Reform, Chinese Public Policy, Chinese Administrative Law, Public Productivity Improvement and Performance Measurement, Chinese Civil Service, Chinese Social Security, Chinese Financial Administration, and E-Government. The Chinese Public Administration Review is being published in the context of the following interconnected issues:

1. The development of public administration as professional field since 1978 in P.R. China.
2. The emergence of public administration as an independent academic field in China.
3. The necessity of Chinese scholars to learn from international scholars in the field of public administration and vice versa.
4. The themes of the journal.

Chinese Public Administration Society (CPAS)
http://andromeda.rutgers.edu/~yuan/CPAS%20FIN012910 CPAS.htm

It has been 13 years since the Chinese Public Administration Society (CPAS) was founded in October of 1988. The path of development of CPAS has been closely related to the new era of China's opening and reform policy. It has furthered the practice of public administration and its development as an academic discipline. A review of the history and present situation of CPAS will not only help readers understand better, but also understand better the development of administrative science in contemporary China.

Some key aspects of CPAS, as stated in the charter, are as follows:

- The nature of CPAS: “CPAS is an academic organization formed to study the theories and practices of public administration and for the improvement of government administration.”
- The tasks of CPAS: (1) study practical problems of administration, summarize the experiences of administration, make recommendations for administrative reform, provide advice and consultation; (2) study the theories of public administration, explore the development of the administrative system with Chinese characteristics and propel forward the development of public administration as an academic discipline; (3) acquaint the knowledge of public administration and related law to the public, improve the quality of public employees and strengthen the concept of administration by law; (4) gather and train talented people through diverse academic activities; facilitate the communication of teaching and research groups in public administration; conduct the development of public administration education and the enhancement of research quality; (5) organize the academic activities, conduct research, publish research journals and edit works and materials on public administration; facilitate academic communication, exchange, and development; (6) on behalf of the Chinese public administration community, establish academic exchange and friendship relations with relevant international organizations.
- The Organizational Structure of CPAS: the National Member’s Congress is the supreme authority and elected Council members have a term of five years.

Digital Governance in Municipalities Worldwide—An Assessment of Municipal Web Sites throughout the World
http://www.andromeda.rutgers.edu/~egovinst/WebSurvey/index.htm

This research evaluated the current practice of digital governance in municipalities worldwide. It focused on the evaluation of current practices from the perspective of the government and the emphasis of this research was on the evaluation of each Web site in terms of digital governance. Simply stated, digital governance includes both digital government (delivery of public service) and digital democracy (citizen participation in government). Specifically, we examined the security, usability, and content of websites, the type of online services currently being offered, and successful response and participation through websites established by city governments.

This research examined cities throughout the world based on their population size, the total number of individuals using the Internet, and the percentage of individuals using the Internet. The cities were chosen using the “Internet Indicators” (2002) statistics from the International Telecommunication Union (ITU), an organization affiliated with the United Nations (UN).

This research evaluated the official Web sites of each city in their native languages between June and October of 2003. Sixteen of the 100 cities, however, have not established official city Websites. As a result, their websites were evaluated only 84 of the 100 possible cities.

Based on the evaluation of 84 cities, Seoul, Hong Kong SAR, Singapore, New York, and Shanghai are the top five cities in the world as measured by UN membership. They are followed by Rome, Auckland, Jerusalem, Tokyo, and Toronto.

Graduate Department of Public Administration, Rutgers University—Newark
http://pubadmin.rutgers.edu/gspa/

The Graduate Department of Public Administration at Rutgers-Nearwalk offers an On-Campus MPA, an Executive MPA, an Ed.D. and Certificates in Non-Profit Management and in Public Performance Measurement. The Department continues to be rated very highly (U.S. News and World Reports), as 11th in the nation in public administration and 26th in the broad category of public affairs.

The Department is dedicated to four goals:

- Competence: The efficacy of our curriculum is regularly confirmed by our colleagues: our MPA program is accredited by NASPAA.
- Diversity: We are proud that the Rutgers-Nearwalk campus is, for the seventh year in a row, the most diverse in America.
- Knowledge: Our curriculum is continually revised to reflect the changing nature of the field of public administration. For example, we have recently initiated an international online certificate program on “Public Performance Measurement.”

Service: Our faculty, alumni and students are leaders in ASPA, locally, nationally and internationally. Our alumni are employed in the diverse programs are drawn from every continent.

Graduate School of Public Affairs (GSPA), University of Colorado, Denver
http://carbon.cudenver.edu/pl/ugspagrapk.htm

GSPA offers a variety of programs, including graduate degrees, certificates, and training, at our campuses in Denver and in Colorado Springs. Our graduate programs in Mountain MBA, our distance-learning alternative, serves students in the region and around the world. And through our research and training programs- The Institute for Policy Research and Implementation, The GSPA Centers, and the Timothy Wirth Chair in Environmental and Community Development Policy- we provide services to government, nonprofit agencies, and students in Colorado and throughout the nation.

Kennedy School of Government Executive Education
www.ksg.harvard.edu/exceed

For more than thirty years, Executive Education at the Kennedy School of Government has offered carefully tailored programs that address the needs of leaders from around the country and the world. Closely aligned with the overall mission of the Kennedy School, Executive Education seeks to serve the public interest by carefully and effectively preparing leaders already in position to make a profound contribution to determine the solution of important public problems.

Our programs offer creative solutions to real problems in classrooms guided by world-class faculty and the interactions of diverse, experienced peers. Executive Education enhances the knowledge, skills, and perspectives of individuals within the public, private, and non-profit sectors. Participants from thirty countries per year, focusing on such issues as: leadership, negotiation, conflict management, economics, emergency management, finance, and public policy. Many participants from the United States and around the world enroll in the Kennedy School’s executive education programs each year.

National Center for Public Productivity, Rutgers University — Newark
http://www.ncppc.org/

The National Center for Public Productivity (NCPP) is a public service organization devoted to improving productivity in the public sector. Founded in 1975, the National Center is the only productivity center in the United States which is devoted to public sector productivity improvement. Through a series of research and dissemination projects over a thirty-year period, the National Center has been successful in bridging the gap between the theory and practice of productivity improvement. The National Center's mission is to assist international, federal, state, local and not-for-profit agencies in improving their productivity and the quality of the services they furnish.

The National Center's work is of increasing importance because, in an era of fiscal stringency, productivity improvements have high priority in the public sector. The National Center's projects include the Citizen-Driven Government Performance project and the E-Government Institute which conducts a worldwide survey with Sungkyunkwan University in Seoul, Korea.

New International Journal
www.policypress.org.uk

Evidence & Policy: A Journal of Research, Debate and Practice
Managing Editor: Professor Ken Young, UK Centre for Evidence-based Policy and Practice, London.
An Introduction from ASPA's President...

Cheryle Broom

At the “Public Management in 21st Century: Opportunities and Challenges” Conference in Macau, China last year, I discovered that many of the planned events and activities were similar to those offered by ASPA and other professional associations during national conferences. Presentation and discussion of current papers was of primary interest to the multinational conference participants. Speeches were made by dignitaries offering motivational comments on the challenges and rewards of the public service. The multinational conference participants, many of whom were multilingual, exchanged viewpoints with ease—and often passion—on such universally pressing public administration topics as e-government, performance measurement and evaluation systems, and citizen engagement.

I suspect that the majority of our membership has a professional connection to the global public administration community. The connection may be manifested through active leadership roles on committees such as the ASPA International Consortium, or it may simply evolve from our common interests in advancing the public service and opportunities to share best practices and solutions in serving the public interest. This Annual International Supplement conveys the current focus for the global public administration perspective, and includes information on how ASPA’s new strategic plan establishes a firm foundation to strengthen our international public administration connections.

ASPA’s mission includes building bridges among all who pursue public purposes and achieving solutions to the challenges of governance, as well as promoting the public service profession in numerous ways. The Society’s five overarching goals embrace, at least implicitly, the internationality of public administration everywhere following is a brief overview of ASPA’s five strategic goals along with highlights of actions taken to enhance our international public administration partnerships.

Goal 1: Be a recognized voice for issues and values in public policy, management and practice. ASPA’s role as a recognized leader in the international public administration field is firmly established. For example, ASPA was selected by the United Nations out of 400 public administration associations to serve as the United States partner in developing and maintaining the Online Network in Public Administration and Finance. The online network, better known by the acronym UNPAN, was initiated in 2001 to share knowledge, experiences and best practices throughout the world to promote sound public policies, effective public administration and efficient civil services.

Identifying and addressing the important issues of the day is a primary strategy for implementing Goal 1 and furthering our leadership role in the international public administration community. During last fall’s business meeting, we identified the following topics with universal and far-reaching implications: performance and accountability, ethics, professionalism and social responsibility. ASPA is making strides in developing a common understanding of these four issues. Each of these challenging issues is addressed, with an international orientation, in this supplement.

A recent speech by Harlan Cleveland, a globally-recognized public administration spokesman, at a symposium in New Delhi struck yet another chord on the universal goal of public administration everywhere to gain knowledge from conferences and symposia that allow us to return ‘home’ refreshed, with new ideas and new voices that enhance our capacity to serve the public. Many of the critical public administration topics addressed at the conference, such as employment opportunities, food and health, hunger, and global security, are the very topics that have drawn attention at every level of American governance. We must find solutions on a universal scale. More than parochial, they need to be an effective voice in this millennium.

ASPA is fortunate to have an international membership. We have learned invaluable lessons from our international partners both within and beyond the Society and our geographic borders. Thus, another ASPA strategy for implementing Goal 1 is to recognize public administrators that have made significant contributions to the public administration field on a global level. The International Public Administration Award was established in 2004 to honor a distinguished foreign scholar each year for their contributions to public administration in other nations. I personally look forward to honoring the second recipient of this prestigious award at our 2005 National Conference in Milwaukee, April 2-5.

Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.

This goal is being pursued with an international emphasis by the relationships established through our Memorandums of Understanding. These memorandums, discussed in more detail elsewhere in the International Supplement, memorialize the global public administration community’s shared interest in strengthening the capacity and effectiveness of those committed to the public services. In some cases, the memorandums are augmented by pledges of mutual support in reciprocal arrangements such as co-sponsored conferences and publications. The memorandums not only provided an important mechanism to enhance the scope and quality of resources available to the Society, they have brought global attention on our inclusive values as a Society and prompt our membership to maintain an active role in strengthening the global public administration community in a common quest for knowledge and effective solutions.

Other endeavors that were also initiated or enhanced in pursuit of implementing this goal with an international perspective include establishing a new ASPA International Consortium of ASPA leaders to further our international partnerships and initiatives; an international track at our annual conferences (see Goals 3 and 4 below); the ASPA International and UNPAN Newsletters; and focused endeavors of sections and chapters. For example, the Section on International and Comparative Administration (SICA) sponsors the annual Ferrel Heady Roundtable at our National Conference to exchange knowledge and resources with our international partners, and the Evergreen Chapter implemented the first sub-national level MOU with the Hyogo Administrative Policies Studies Association in 2004 to share academic and resource materials.

Goals 3 and 4: Foster inclusive communications among those who serve the public and find ways to enable those who serve the public to be current and effective. Each year ASPA’s National Conference Program Committee organizes an international track that attracts preeminent scholars, practitioners and leaders of public administration. ASPA’s 2004 conference theme, Transforming Governance in a World without Boundaries, attracted many of our international partners including representatives from Canada, Japan, China, and Venezuela. International panelists presented papers on such fascinating topics as the changing political and economic culture of the world, snapshots of various countries engaged in bridging the digital divide, and comparative governance evaluations within the United Kingdom, Spain, Germany and Switzerland. International panels and papers were selected for the 2005 national conference in Milwaukee promise to be equally stimulating.

ASPA’s Center for Accountability and Performance is also sponsoring an international symposium on April 2 in conjunction with the 2005 National Conference in Milwaukee. The multinational presenters will discuss the development of effective performance measurement systems in government.

Goal 5: Grow the society membership and ensure its financial viability. While seemingly an internally-oriented goal, ASPA’s success with broadening its international perspective demonstrates sustainable growth in activities, relationships and memberships with the global community. Last year the National Council further recognized the importance of international considerations in implementing this goal by establishing an International Coordinator position. Don Klingner, an ASPA National Councilmember, was immediately and unanimously named as the first International Coordinator. Don has already made strides working with ASPA leadership and staff to develop, communicate, monitor, and evaluate ASPA’s international programs. This Annual International Supplement to the Task Force to develop policies and procedures to clarify and integrate the Society’s international activities into ASPA’s strategic plan.

In conclusion, ASPA continues to expand its global perspective, now woven into the Society’s goals and strategies. ASPA Councilmember and International Coordinator Don Klingner recently asked the council to clarify whether ASPA is the American Society for Public Administration vs. the Society for American Public Administration. He had stated earlier that a true “American Society for Public Administration” would promote an evolving exchange of public administrative good practices among individuals and organizations in developing and developed countries.” As evidenced by the articles in this special supplement, ASPA is actively and effectively engaged in addressing issues that presenters of our Society’s programs have deemed critical.

Many thanks to all the contributors to this International Supplement and to all ASPA members who are helping advance our global vision.

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Globalization and Public Sector Ethics in Turbulent, Uncertain Times

Richard K. Ghere

“Globalization is so overwhelming to me… I can’t help but wonder how any of us can talk about the large issues affecting humankind when we seem unable to deal with the ones in our own country and neighborhood. How can I love humankind, but ignore my neighbor?”

This concern was expressed in correspondence between Donald Menzel and Willa Bruce in their attempt to stimulate dialogue about a convergence of two topics seldom conjoined: globalization and public-sector ethics. The former is typically considered in terms of international economics and trade policy, quite distant from the moral tenor of public service within the boundaries of the United States. Although they foresaw profound impacts of global forces on public administration, both professors were candid about their own difficulties in grappling the totality of globalization, much less its ramifications for public service ethics. Nonetheless, Menzel and Bruce went on to contemplate how the realities of globalization will ultimately affect our moral identities as citizens and public administrators.

Since professors Menzel and Bruce initiated this dialogue in April 2001, much has happened in the world that even further confounds our understanding of globalization and its implications for public service. Although some might claim that the era of globalization ended on September 11, 2001, others assess those tragic events as dramatically illustrating its turbulent nature—indeed, as testimony to the need to “make sense out of the ups and downs of globalization.”

Connecting Globalization and Ethics upon “Ground in Motion”

Determining whether and how public-service ethics relate to global forces requires an apt characterization of the canvas—and particularly, the texture of that canvas. Use of the term texture here refers to Emery and Trist’s classic essay “The Causal Texture of Organizational Environments” that differentiates among four types of environments presented in terms of increasing causal complexity and uncertainty. In this regard, the recent United Nations publication Rethinking Public Administration characterizes globalization as a complex arena of such forces as ideologies, national priorities, management science and others interact- ing at national levels that in turn interact again among nations affecting global concerns. Such complexity aligns with Emery and Trist’s fourth texture of causal connectedness:

- Not only the organizational components are dynamic and changing, but the field itself is turbulent—the “ground is in motion.”
- Interdependencies increase between economic concerns and other facets of society—most notably, its governance—... economic organizations are increasingly meshed in legislation and public administration.”
- The consequences of trends increase unpredictably at an exponential rate—and at any point may become “...magnified beyond all expectations.”

Rethinking public administration places a governance focus on public administration as an ecology of multiple systems and trends—frequently in tension with each other—that is driven by a politic focused on national interest. Commentators such as Thomas Friedman and Gwynn Dyer have suggested that globalization bears the seeds of its own vulnerability—that is, it offers the voices it alienates opportunity to subvert international economic agendas. In this regard, Thomas Barnett of the U.S. Naval War College told a National Public Radio (NPR) news analyst that this connectivity exerts a strong, alienating force: “If you look around the world and ask yourself who’s doing OK with globalization... that part of the world should not be considered a potential enemy... there is a big chunk of the world where there’s a lot of fear and dread with regard to growing connectivity and cultural content associated with it. That part of the world is where you find ideologies that not only fear globalization but want to reject it.”

With respect to the global ecology, the September 11th tragedies signify how fragmented, diverse interests can alter the policy directions of adversaries. NPR reporters also interviewed Jeffrey Brenner, dean of the Yale School of Management (and former undersecretary of commerce), who stressed how these terrorist events have changed the agenda of globalization: “In the 1990’s, the watchword was ‘opportu- nity’—new opportunities for producers and consumers around the world. Now the watchword is ‘vulnerability’—how do we protect ourselves against this global, open society where virtually anything can be transmitted very quickly?”

Opportunities for Ethics Research

From the standpoint of ethics research, the turbulent character of today’s global ecology raises a number of provocative questions that might stimulate normative and empirical inquiry, for example:

- First, the dynamic of change interacting with change invites commentary as to whether the character of public-service ethics can withstand and adapt to prolonged instability. In the aftermath of September 11th, 2001, national-level policy makers spoke often of “the new normalcy,” which, in appealing for continued vigilance, suggests prolonged instability. Such an environment impacts squarely on the public administrator as a crucial linkpin between civil society and the State. Normative research might consider whether a presumptive shift from stability to instability affects the substance and character of public-service ethics. Starting with the unique role of Tom Ridge—the first director of the Office of Homeland Security—yet including numerous other administrative situations, opportunities arise for case studies of public managers who confront critical problems related to destabilizing circum- stances. In particular, empirical case study research could focus on the ethical implications of how administrators structure critical, but necessarily messy and ill-defined, problems in the midst of a tense citizenry expecting results.

- Second, the formidable complexity of globalization challenges efforts to promote reasoned public dialogue in our utilitarian culture. In The Spirit of Public Administration, George Frederickson stresses how entrenched utilitarianism leads citizens toward moral ambiguity that defines public good as protecting the status quo of the present moment. The logic of a utilitarian public good takes on profound ethical significance amidst unstable global forces—especially with regard to external events that infuse emotion in public dialogue. Normative inquiry could trace the meaning of public good for whom?—amid the complexities of globalization. Empirical inquiry could again draw on case studies to determine whether heightened concerns for security skew notions of the public good from more traditional public-service values.

- Third, global trade agreements raise transparency issues that challenge the traditional ideals of national sovereignty and local community identity. Clearly, efforts to curb corruption and bribery are hallmarks of government ethics reform in the United States. Nonetheless, the transparency provisions of international trade treaties can hold public-sector accounts accountable for injurious actions through legal forums outside the United States in a manner that at least potentially compromises national sovereignty. Empirical analysis might explore how international transparency provisions affect government’s capabil- ity to sustain responsive and accountable public service.

- And finally, globally focused initiatives on behalf of humanitarian interests...
Public administration has been described by many as standing on the two powerful “E” pillars of efficiency and effectiveness. The manner in which the administrator is able to convert resources into services in an optimal way (efficiency) and the way in which an actual planned outcome can be accomplished (effectiveness) have been assumed to be the desirable end states. These two Es have found their way into the text books and workshops, and the attention of academic and practitioner alike has been focused on the ability to define proper metrics and an overall administrative framework that can perform well along these two dimensions.

However, there is yet a third, equally important “E” which merits discussion, scholarship and attention, and that is social equity. Social equity is a vital aspect of public administration and takes the important step of asking the important question “it may be efficient and effective, but for whom?” Believing strongly in the importance of this aspect of administration, the National Academy of Public Administration (NAPA/Academy), under the leadership of American Society for Public Administration (ASPA) Past President and NAPA Fellow Phil Rutledge, created a special standing panel on Social Equity more than five years ago to ensure that NAPA as an institution and its fellows and staff are constantly striving for a better, more equitable administrative environment. Early on, a definition of social equity was developed: “The fair, just and equitable management of all institutions serving the public directly or by contract, the fair, just and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy.”

Clearly the public administrator has a major responsibility to infuse social equity in all she or he does; if not for the enlightened individual administrator, equity may be shunted aside and those who are served by its principles will suffer. The investiga-tive and management strategies available to the administrator who is interested in assuring equity are many:

• Procedural Fairness—under which due process, equal protection, hiring, promotion, awarding of contracts are all guaranteed
• Distributional Equity—which assures equal access, targeted intervention, and commitment of resources to achieve fair results
• Process Equity—that guarantees consistency in the level of service delivery regardless of distributional criterion used
• Outcome Disparities—that probe for reasons why disparities may still exist as a result of policies and programs that may in fact meet all input criteria

Many administrators are reluctant to address equity issues, thinking that they are encroaching on policy rather than administrative responsibilities. It is therefore vital to understand that the existence of equity is indeed a proper administrative goal. An equity strategy would not necessarily be creating public policy, but implementing a transparent and democratic approach to governance. The role of elected leaders is crucial in this context, as they must include Social Equity as a necessary element of their governance framework and articulated policies.

In order to understand the issues better, the NAPA Social Equity Panel organized four national dialogs on equity themes, and created a viable set of desired outcomes. The first Social Equity Leadership Conference, in Indianapolis, was concerned with building an agenda for the new NAPA Standing Panel on Social Equity in Governance. The second, in Dallas, emphasized the need to forge a coalition of public affairs and administration groups around consensus goals in social equity and governance, since the issue was too big for the Academy alone. The third conference, in Cincinnati, focused on initiating a process of intellectual and social capital formation that would enable Panel members and allies to “talk-the-talk and walk-the-talk” of a theory of social equity in governance that might unite us in pursuit of achievable objectives.

The fourth Social Equity Leadership Conference, in Cleveland, is advancing the central priority of the Panel, adopted in Dallas, of developing social equity indica-

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**Question of “What Will We Become?” Remains to Be Answered**

From ETHICS, pg. 4

contend with professional ethics that are steeped in the principles of public law premises on national sovereignty. In Ethics for Bureaucrats, John Rohr argues convincingly that regime values entrenched in the law rise above other commendable moral rationales (such as “high road” decency or political philoso-

phy) as the appropriate means for bureaucrats to understand ethical obliga-

tion. Normative inquiry could assess how/whether public-service ethics that are grounded in regime values can effectively incorporate humanitarian obligations to particular groups (usually of non-citizens) most affected by agency actions. Empirical research could determine how problem structuring in response to global exigencies (such as counter-terrorism efforts) affects moral obligations to accommodate those groups most closely associated with such actions.

To an extent, the comments herein shed light on two of the three identity questions that Bruce and Menzel raised in their initial discussions: “Who are we”-as a public? We are utilitarians, riveted on the here and now, who resist abstract thinking about things public. We are independent, perhaps by principle but most certainly by virtue (or accident) of geopolitical buffers from dependency and instability, and our expectations on government have reflected those presumptions of independence and continuity. “Who are we”-as public administrators? We are principled in service, yet practical and resourceful in approach. We can be morally courageous in pursuit of just causes, but clearly those inclinations are checked by sovereign law as reflected in our professional values and by the tenor of public voices-understand-

ably more shrill in the aftermath of September 11, 2001. It is the “what will we become” question that remains to be answered through our subsequent reflec-
tions and actions.

*This conversation originally appeared in the September 2001. *PA TIMES* entitled “Globalization and Ethics: A Dialogue to Start a Dialogue” and is currently available at http://academic.udayton.edu/richardghere/Pol%20300/globa-

lization%20Dialogue.htm

This article is excerpted from Ethics in Public Management, eds. H. George Frederickson and Richard K. Ghere. Forthcoming in April 2005 from M.E. Sharpe Publishers. ASPA member Richard K. Ghere is an associate professor of political science at The University of Dayton. E-mail: Richard.Ghere@notes.udayton.edu
Integrity and Accountability in Public Administrations Around the Globe

Recent Trends, Regional and International Developments and Emerging Issues

Guido Bertucci, Elia Yi Armstrong

Integrity and Accountability in Public Administration

The United Nations (UN) offers a unique vantage point from which to view developments in public administrations around the globe. The consensus of its member states on the state of and directions for public administration sets international norms. International cooperation among many of the UN’s Member States allow the Secretariat to keep a finger on the pulse of developments around the world.

The concepts of integrity and accountability have been identified by the UN countries, collectively and individually, as part of the founding principles of public administration. But what do these terms mean, in the abstract and concretely?

In the abstract, for the United Nations’ own administration, integrity has been defined as “including, but not limited to, probity, impartiality, fairness, honesty and truthfulness” while “staff members are accountable to the Secretary-General for the proper discharge of their functions.” A sampling of the member countries turns up many aspirations. For instance, in Yemen, to uphold integrity, “public servants must neither solicit nor accept anything from their fellow citizens to perform their duties, thus creating a climate of confidence in themselves and in the public service as a whole.” In the United Kingdom, accountability is a standard of public life, where “holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their offices.”

Concretely, these concepts are translated into an ethics infrastructure or a national integrity system of mutually reinforcing legislative standards, institutional structures and administrative procedures that ensure that public servants will put the interest of the public above their own. In this article, we identify some emerging issues around safeguarding integrity and accountability in public administrations around the world. In doing so, we will very briefly highlight some recent trends in the integrity and accountability “movement” and broadly describe some developments at the regional and international levels, focusing more on those initiatives in which the UN has been more directly involved.

Recent Resurgence of Integrity and Accountability

The values of integrity and accountability, among other related values such as transparency and equity, in public administrations have enjoyed a resurgence within the past three decades or so. This trend has been due to end of the Cold War, spreading democratization, a shifting paradigm on the role of the State and changing social mores. Globalization made possible a rapid diffusion of ideas and practices, enabling the public to demand higher standards of integrity, accountability, transparency and equity in the public sector.

There is the view that roughly three phases in this period can be discerned from a global perspective. First, from the late 1980s into the 90s, mass mobilizations took place against corruption, voicing opposition towards its harmful affects in countries such as the Philippines, Bangladesh, China, Brazil and Venezuela. Second, from the mid-1990s to 2003, regional and international standards were set in instruments such as the Organization of American States (OAS) Inter-American Convention Against Corruption (1996), Organization for Economic Cooperation and Development (OECD) Convention Against Bribery (1997), Council of Europe’s Criminal and Civil Conventions (1999), African Union Convention on Preventing and Combating Corruption (2003) and the UN Convention Against Corruption (2003). Third, the world has entered a decade characterized by the implementation and enforcement of these standards and other legal and administrative instruments. Thus all actors–the government, private sector and civil society–face this challenge at all levels–international, national and sub-national. These trends provide the context for the emerging issues.

Developments in European, Arab, Sub-Saharan, Latin American and Asia-Pacific Countries

At the risk of oversimplifying, some developments in introducing or improving practical measures to safeguard integrity and accountability within regions can also be noticed.

For OECD countries, wealthy and mainly located in western Europe and North America, the adoption of the Anti-Bribery Convention in 1997 criminalized the bribery of foreign officials. The OECD countries also adopted the Principles for Managing Ethics in the Public Service in 1998 and issued Guidelines for Managing Conflict-of-Interest in the Public Sector in 2003. The 12 Principles form the basis for recommendations to member governments for strengthening their national “ethics infrastructures,” through the periodic review of related policies, incorporating an ethical dimension into management frameworks and reviewing the impact of various reforms on the integrity of public sector employees. The OECD further refined its work by issuing the Guidelines to assist governments to keep under control the conflicts-of-interest that public sector employees face in their increased interactions with the private sector. Currently, the membership are developing an assessment framework for evaluating the effectiveness of ethics programs.

Following the fall of the Berlin Wall in 1989, many countries in Central and Eastern Europe are at different stages of transition from socialist to market-based economies. There are the ten countries that joined the fifth enlargement of the European Union (EU) in 2004, having fulfilled the Copenhagen Criteria that contribute to institutionalizing EU standards for governance and public administration. The next round of candidate countries is also preparing to adopt the acquis communautaire of the EU which will impact on institutional measures to protect integrity and accountability in their public administrations.

The Arab Region is currently home to a number of geopolitical developments that threaten the stability of the region such as the ongoing Israeli-Arab conflict and an externally imposed regime change in Iraq, among others. These “hot spots” require additional attention in preventing leakages and monitoring the usage of public resources. Currently, there is no regional standard setting instrument. However, a number of countries, supported by United Nations Development Programme (UNDP) and the OECD, have been raising the importance of integrity, accountability and transparency. They will launch an initiative on Good Governance for Development in Arab Countries in February this year that will promote technical cooperation to improve institutional measures for promoting these goals. The UN Department of Economic and Social Affairs (DESA), in partnership with the Government of Italy, is also supporting the improvement of governance systems. Launched in 2003, the Programme for Innovation in Public Administration in the Euro-Mediterranean Region (InnoMed) has identified the need for greater innovations in the areas of transparency and accountability.

Sub-Saharan Africa is home to many of the world’s poorest countries and is associated with endemic diseases and protracted conflicts. Two thirds of the challenges in meeting the Millennium Development Goals, of halving global poverty by 2015, exist in Sub-Saharan Africa alone. In 2003, the African Union (AU) has concluded its Convention on the

See ACC/PERFORMANCE, pg. 8
No-one would argue with the need for professionalism in public service—but they would argue forever about exactly what is meant by “professionalism.” These arguments reflect different political preferences, trajectories and cultures. In an age where “state building” is now back in fashion these arguments are important, indeed crucial, to the development of democratic, free, and successful states.

During the 1970s and 80s the issue of professionalism in public service was eclipsed by other priorities. The rise of the so-called ‘new public management’ in developed countries put more emphasis on managerial, rather than traditional professional, virtues in public service. In the developing countries, the drive towards “structural adjustment” meant that the emphasis was on dismantling public services rather than reforming them. The late 1990s saw all this change. Perhaps most symbolic was the publication in 1997 of the World Bank annual ‘World Development Report’ entitled The State in a Changing World. This remarkable document codified a change in attitude within the Bank and in many developed countries, what some have called moving beyond the “Washington Consensus.” The stark conclusion was that “institutions matter.” Without strong, uncorrupt and legitimate public institutions markets do not work.

Many of the ‘structural adjustments’ in the Third World and the even bigger privatizations in the former Soviet bloc countries had generated enormous problems where public institutions—including a professional public service—were unable to cope. Rampant corruption, massive tax avoidance and evasion, poor enforcement of commercial contracts and a burgeoning shadow economy have been seen in all too many countries, with some states eventually collapsing almost entirely. Poorly paid and inadequately trained public officials all too often succumbed to the lure of corrupt practices or behaved with stunning incompetence, or both. But pay and training are not the only factors which determine whether or not a public service behaves in ethical and effective ways.

In his recent book State Building Francis Fukuyama rightly points out that solutions to institutional problems do not travel well or easily. Great care needs to be taken in their design to ensure they fit with local traditions and customs—in other words, it is not just the technical design of institutions that matter, but culture too.

Design does matter, however, and on the specific issue of public service professionalism there are some clear international trends and differences of approach.

Professionals and Politicians

The first great area of debate is where the dividing line is drawn between politicians and public servants. U.S. President and public administrator Woodrow Wilson is usually credited with first setting out the great ‘policy-administrative’ divide—politicians make policy and bureaucrats implement it. There are several areas of difference internationally in how this Wilsonian concept can and should work in practice. The first is—where does the divide between the (elected?) politicians and the career professional public servants get drawn? In many countries—including the United States—the divide is not clear and has evolved substantially over time. In the United States, for example, thousands of public service appointments are the gift of an incoming president, albeit moderated by congressional oversight. In many other countries virtually no public service posts are appointed by the executive. In the United Kingdom, for example, only about 70 specialist advisers are appointed by ministers. These advisers have a very limited role and cannot supervise ‘permanent’ civil servants. (And even these 70 have been seen as highly controversial—a debate which mystifies many American colleagues just as much as the wide-scale political appointments in the U.S. government bemuses Brits).

In presidential or majoritarian systems, like the United States and United Kingdom, dealing with this issue is relatively straight-forward—we either do or don’t make a few or a lot of political appointments. But in some countries with parliamentary systems and a tradition of coalition governments, the issue is more
Cross-border Cooperation on Accountability/Performance Issues Essential

From ACC/PERFORMANCE, pg. 6

Preventing and Combating Corruption, though the ratification has been slow. In addition, integrity and accountability in public administration are inherent among the principles laid out in the New Partnership for Africa’s Development (NEPAD), formed in 2001. To measure conformity with these principles, the African Peer Review Mechanism was introduced in 2003, but less than half of the 53 AU member states have acceded to the process. In addition to these instruments, the Charter for the Public Service in Africa was adopted in 2001 at the 3rd Pan-African Conference of Public Service Ministers. The Charter in reference, including fundamental principles for public administration, for signatory countries to voluntarily conform their civil service laws, regulations, institutions and practices with its provisions. UN DESA carried out a study in 1999/2000 that showed that, at the national level, legislative and administrative standards for public servants were in place but were often outdated, not well communicated and not well institutionalized. The need for dissemination of information, institutional capacity-building and training were identified.

For Latin America, there is a range of countries that are now in institution building phase (e.g. Argentinean Anti-Corruption Unit in the Ministry of Justice, Public Ethics Commission in Brazil, etc.) while others have administrations introducing reforms in the civil service (e.g. Mexico, Peru, etc.). The region has also recently witnessed some grand political corruption cases such as in Peru, under the previous administration. For the region, the OAS Inter-American Anti-Corruption Convention went into force in 1997, the first of its kind of international legal instruments. The Convention requires its parties to not only criminalize corrupt activities by public officials but also requires governments to take on preventive measures that safeguard integrity and accountability. Adopted in 2003 at the Fifth Ibero-American Conference of Ministers for Public Administration and State Reform, the Ibero-American Charter for the Public Service complements the Convention by serving as reference for countries to modernize and professionalize their public administrations.

The Asia and Pacific region is also characterized by countries with a range of institutional development in safeguarding integrity and accountability in their administrations. Some countries have highly developed and effective anti-corruption institutions that serve as a model for other countries (e.g. Hong Kong, Singapore, etc.). Other central and northeast Asian countries have recently introduced legislation and are setting up institutions (e.g. Mongolia, etc.). Now, with the current tsunami disaster relief aid being given with calls for greater accountability, affected South Asian nations will have to demonstrate integrity and accountability in their reconstruction activities. For Asia and the Pacific, rather than adopt a regional legal instrument, 36 countries committed to the Anti-Corruption Action Plan for Asia and the Pacific, launched in 2000 and supported by the Asian Development Bank (ADB) and OECD. The Action Plan centers around assisting countries to build up and sustain effective anti-corruption mechanisms.

On top of these regional developments, at the international level, there are greater calls for more integrity and better accountability of multi-lateral organizations. For example, the United Nations itself is currently under investigation regarding its now defunct Iraq Oil-for-Food Programme. But independent of this, the United Nations had already launched an Organizational Integrity Initiative in 2003. The World Bank and other international financial institutions have also received calls to improve their accountability systems. Public perception of accountability at the World Bank and other international financial institutes has also been severe. On a positive note, the successful negotiation of the UN Convention Against Corruption in 2003 portends a new era of international cooperation in this area. Criminalizing many corrupt acts and advocating many prevention institutions and activities, the Convention calls for harmonizing cross-border anti-corruption measures. Covering public and private sectors and civil society, it addresses all social actors and calls for wide-ranging legislative, administrative and institutional reforms. It also identifies many emerging issues and contributes to the international agenda for promoting integrity and accountability in public administrations.

Emerging Issues

Given the trends and developments described above, the issues that are emerging—this is, apart from the perennial ones—to be categorized by developed countries, developing countries and all countries:

For developed countries, demonstrating the effectiveness of public administration integrity programmes and accountability measures, through measurement is becoming a priority. This preoccupation is spawning a comparison of methodologies, more rigorous definitions of desired outcomes and cost-effectiveness of programme components. Next, given that countering terrorism seems high on the public agenda and many security functions are now being provided by private agents, integrity and accountability of the security sector must also come under scrutiny. Moreover, the recent calls for better accountability measures in overseas aid have become more vocal in the current international relief efforts of tsunami disasters in South Asia.

For developing countries, introducing targeted professionalisation and integrity programmes within public administrations are still relatively new and seen to be an important complement to enforcement activities. In terms of building institutional capacity for those agencies overseeing integrity and accountability (e.g. anti-corruption, external audit, investigative, etc.), a better definition of and strengthening their “independence” is necessary. Also, increasing citizen access to information about government programmes, activities and performance and informing citizens of their rights and responsibilities (e.g. civic education), creates or reinforces their “watchdog” function, a function which may be foreign or has been weakened in many countries. An important component of this function is involving more and better training the press to report on integrity and accountability of public sector entities.

Finally, for all countries, more cross-border cooperation for the prosecutions of corrupt or criminal acts and recovery of assets will hopefully result from implementing the UN Convention. By recovering state assets, preventing leakages and making services more accountable, the international community stands a better chance for meeting the Millennium Development Goals. After all, the clock is ticking as we race to reduce the misery of our neighbours around the globe, bringing hope for a better future for all.

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The views expressed in this article are those of the authors and do not represent the official position of the United Nations.
2005 International Conferences

OTHER CONFERENCE LISTINGS

More information on the listing below may be found using the contact information provided.

March 2005
14-16 Women as Global Leaders: Educating the Next Generation
City: Dubai United Arab Emirates
Website: http://www.zugloballeaders.org
Contact name: Carmen Garcia
DeCaceres
E-mail: info_AT_zugloballeaders.org

April 2005
1-2 Global Partnerships: Issues in Development
City: New York New York
Website: http://www.international-social-work.org
Contact name: Frank Cohn
E-mail: fmc2107_AT_columbia.edu

May 2005
04 EURAM 2005: Responsible Management in an Uncertain World
City: Munich, Germany
Website: http://www.euram2005.de
E-mail: info_AT_euram2005.de

June 2005
6-8 11th Annual International Sustainable Development Research conference held in
City: Helsinki, Finland
Website: http://www.uta.fi/conference/sdr2005/
Contact name: Marjana Lampinen
E-mail: marjana.lampinen@uta.fi

9-10 Foresight Management in Corporations and Public Organizations -New Visions for Sustainability
City: Helsinki, Finland
Website: http://www.takkk.fi/tutu/conference2005
Contact name: Paula Hakola
E-mail: conference2005_AT_takkk.fi

15-17 Integrating for Excellence Conference
City: Sheffield, South Yorkshire, United Kingdom
Website: http://www.shu.ac.uk/integralexcellence/conference
Contact name: Paul Beresford
E-mail: pbersesford_AT_shu.ac.uk

15-17 Who’s the Boss? Leadership and Democratic Culture in America
City: Middelburg, The Netherlands
Website: http://www.roosevelt.nl/rscuk19.htm
E-mail: j.l.krabbandem_AT_zeeland.nl

23-26 International Leadership Conference
City: Lisbon, Portugal
Website: http://www.tomorrowpeople.org
Contact name: Vladimir Mladjenovic
E-mail: ilc_june2005_AT_yahoo.com

July 2005
4-6 4th International Critical Management Studies Conference ‘Critique and Inclusivity: Opening the Agenda’
City: Cambridge, UK
Website: http://www.cms4.org
E-mail: sd326_AT_cam.ac.uk

August 2005
6-8 Challenging Practices:Third International Conference on Child and Family Welfare Research Perspectives
City: Mackay, Queensland, Australia
Website: http://www.croecs.org.au/events.htm
Contact name: Kerrod O'Neill
E-mail: croecs_AT_bigpond.net.au

14-17 International Conference on Engaging Communities Brisbane Australia
City: Brisbane, Queensland, Australia
Website: http://www.engagingcommunities.org
E-mail: info_AT_zugloballeaders.org

September 2005
25 International City/County Management Association 91st Annual Conference
City: Minneapolis, Minnesota
Website: http://www.icma.org/
E-mail: ICMAconference_AT_icma.org

October 2005
13-14 International Sustainability Conference
City: Basel, Switzerland
Website: http://www.isc2005.ch
Contact name: Yvonne Scherrer
E-mail: isc2005_AT_umbas.ch

Everyone Wants Professional Public Servants...Right?

From PROFESSIONALISM, pg. 7

complex. Some European states, for example, do have limited political appointments but these are shared among the parties that form the ruling coalition. As some parties often participate in different coalitions some of “their” appointees may end up in post for many years serving consecutive governments. Whatever the system being operated the real (as opposed to formal) division of power between politicians and public servants is far more complex and contradictory. Some senior career public servants can end up running relatively autonomous agencies which have a considerable input into making policy. Even “street-level” bureaucrats have been demonstrated to have a significant effect on how policies are interpreted and implemented on the ‘front-line.’

On the other hand, politicians respect supposed restraints on their right to interfere in operational or administrative decisions more in the breach than the observance. A large survey I conducted in the United Kingdom 10 years ago showed that such interference was going up at a time when public managers were supposedly being given much more freedom to manage. These genuine problems and ‘grey-areas’ mean that codifying and policing such institutions, once established, is difficult and takes a long time to become really effective. Which brings us the other big issue–is professionalism defined by rules of roles?

Professionalism

The anthropologist Mary Douglas developed the ‘grid-group’ theory of how human behavior in groups is regulated. The British scholar Christopher Hood has developed these ideas in some considerable depth in studying public administration (see for example his book The Art of the State). Hood suggests that we can have two broad approaches: ‘grid’ which is roughly regulation through rules and ‘group’ which is regulation through social and personal norms. In practice most systems combine both to some degree.

In the vast literature on professionalism in general, the idea has tended to dominate that professions are ruled by ‘group’–that is, they are mainly self-regulating based on generally accepted, but uncodified, standards of behavior. In this approach a strong element of ethics is usually combined with specialist, often tacit, knowledge.

Professionalism in public service undoubtedly embraces elements of both ‘grid’ and ‘group’ in most cases. The recent resurgence of interest in ethics as a subject in U.S. public administration–and to some extent in Europe too–suggests a move toward a more self-regulating ‘group’ approach. Meanwhile the British Civil Service has recently launched a program which seeks to make themselves more professional, although the emphasis is more on skills and knowledge than ethics.

On the other hand, there has also been a recent rise, in many countries, of more external audit and inspection of public servants–what one author memorably calls “the audit society.” Trends towards decentralization have given moves to more external monitoring and ‘grid’ rule-bound approaches a boost.

So, professionalism in public services is a complex mix of people, rules, knowledge and norms–the precise mix in any particular country may vary enormously. There are few universal principles which go completely unchallenged–for example “appointment on merit” is generally accepted as okay as a principle for career professionals but for political appointees this is mitigated to a greater or lesser extent by political affiliation.

As was stated at the start of this article–everyone wants professional public servants. The real issue is what is professionalism in public services in a particular time and place? What is now more widely recognized is that professional, competent and ethical public servants are crucial to making the state and its institutions effective and legitimate. Without them even that bastion of the non-public, the capitalist market economy, does not work properly. The failures in some developing and transitional countries have made this abundantly clear. We should be grateful, at least, that this is now more firmly recognized.

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"Academics and policy makers now have a place to share data, ideas and arguments about the promises and pitfalls of basing policy on hard evidence—or even the possibility of doing so. Evidence & Policy will be a great addition to the international conversation." Carol Weiss, Harvard University.

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Public Performance and Management Review

Public Performance & Management Review, an international journal, is a scholarly forum that addresses a broad range of factors influencing the performance of public and nonprofit organizations and agencies. Its objectives are to facilitate the development of innovative techniques and encourage a wider application of those already established; stimulate research and critical thinking about the relationship between public and private management theories; present integrated analyses of theories, concepts, strategies and techniques; encourage the development of a useful, measurable and related questions of performance improvement; and provide a forum for practitio-nern-academic exchange.

Published since 1975, PPMR is a highly respected journal. In 1994, in a survey of journal editors published in the Public Administration Review (PAR), PPMR was second only to PAR as one of the most highly rated journals in the field.

Seoul Development Institute, South Korea
http://www.sdi.re.kr/
The Seoul Development Institute (SDI) is a non-profit and independent research organiza-tion established and supported by Seoul Metropolitan Government. The main tasks of SDI is to contribute to the development of urban policies and urban administration for Seoul, through systematic surveys and studies on various problems arising from the enlarged urban field in the Seoul Metropolitan City.

SDI's major functions are as follows:
• to prepare mid-and long-term urban adminis-tration plans for Seoul
• to survey and study on immediate adminis-trative issues for Seoul
• to conduct research projects entrusted by the central government, other local government, domestic and foreign research institutions and private organizations
• to publish research reports and periodicals
• to perform joint research projects and academic and information exchanges with domestic and foreign research institutions

The E-Governance Institute
http://www.andromeda.rutgers.edu/~egovinstitute/Website/

Concepts and Principles of E-Governance
Throughout the public sector, the use of the internet to deliver information and services has advanced from strategic plan to established practice in a remarkably short period of time. Visionary decision-makers, creative policy framers and pragmatic public servants are harnessing the power of the internet, seizing it as new and indispensable vehicle for dissemi-nating information, delivering services, transacting business and ultimately interacting with citizens.

Substantial resources, research and time are being devoted to launching and perfecting the delivery of services online that are intended not only to facilitate government operations but to involve citizens more deeply in the governing process. E-governance involves new channels for accessing government, new styles of leadership, new methods of transact-ing business, and new systems for organizing and delivering information and services. It is potential for enhancing the governing process is immeasurable.

The principles of e-governance are relatively straightforward:
• Build services around citizens’ choices
• Make government more accessible
• Facilitate social inclusion
• Protect information responsibly
• Use government resources effectively and efficiently saving taxpayers money

Why The Need For An E-Governance Institute
The delivery of government services and information online has become a major strate-gic tool in national, regional and local public sector reform programs. Yet the research has been limited and the most relevant issues are just beginning to crystallise. Though a number of academic institutions, think tanks and private sector firms have placed e-governance prominently on their agendas, currently there are no qualified institutes exclusively devoted to gathering research, analyzing primary data and appreciating the implications of e-governance on a full time, continuing basis.

The timing for the establishment of such an institute is right, and the benefits considerable.

"There are aspects of equity that must be upheld by a public administrator no matter what the tradition or the social norms of the country in question? It is not an easy question to answer, and each of us has to look inward for the strong and morally based answer which must be an affirmative one. Our definition of social equity leaves no room for conditional answers. Fairness, justice and equity are not latched onto other issues that must be negotiated first. They are absolute truths that a good administrator must strive to encompass in her or his daily work.

Of course the interest of the public must always be managed within a cultural context of the community and the governance structures. Social equity strategies will be influenced by the environmental pressures and social mores. But it is the absolute responsibility and highest moral requirement of a public administrator to ensure that equity is preserved throughout the administrative and regulatory mechanisms in place. If inequities are produced by a system, those inequities must be rooted out by a new system developed that leads to an equitable and fair distribution of govern-ment attention and resources to all those who are entitled. All public administrators must be as an expression of collective concerns and collective action, and the collective good must be ensured in a fair and even handed way.

In order to know the “true North” of equity in a global context is it possible to look to a series of Guiding Principles that can help chart the right course? I believe it is not only possible, but imperative to do so. And I would make a suggestion: let your heart lead the way! We spend so much time catering to our brain and understanding the implementation of rules and laws. But it is equally important to listen to our soul's instrument. When it skirts and misses a beat, respond. Do not hide and shirk away from your responsibilities as a protector and defender of social equity. And do subscribe to a set of Guiding Principles that can act as True North for you and those around you. Here’s an early start that you may want to adopt and adapt to your special circumstances:

- Public administration should be seen as the discipline that ensures fairness; however, it is not enough to say it. One has to verify its adequacy and confirm that it works well.

- Indicators for social equity can help focus the attention of policy makers, staff and those governed to the quality of social equity in each community. Equity indicators should be part of the accounting framework of government, equally important as the financial and performance indicators so much in vogue today.

University of Dayton Master of Public Administration Program
http://gradadmission.udayton.edu/programs/pu boaadmin.asp

Since 1967, the University of Dayton has offered a Master of Public Administration (MPA) degree in order to serve the early and mid-career professional, although pre-service and executive-level students are welcome. Program emphasis is on a core of recognized public management skills.

The University of Dayton, established in 1850, is a private, coeducational school founded by the Society of Mary (the Marians), a Roman Catholic teaching order. It is among the nations largest Catholic Institutions of higher learning. The University is strongly committed to its service mission, particularly to its immediate community and region. In this regard, The MPA Program is the academic affiliate of the University’s Raymond L. Fitz S.M. Center for Leadership in Community. This service commitment has a global focus as well. In 1998, the University became the first to offer an undergraduate major concentration and a minor in human rights studies.

Want to subscribe to PA TIMES?
Contact:
Darryl Townsend
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CURRENT ASPA MOU Listings

- United Nations Division of Public Economics and Public Administration–Marc Holzer, Rutgers University-Newark*
- Mexico: Colegio Nacional de Ciencias Politicas y Administracion Publica, A.C.–Don Klingner, University of Colorado, Colorado Springs*
- Institute of Public Administration of Canada (IPAC)
- Commonwealth Association for Public Administration and Management (CAPAM)
- European Group of Public Administration (EGP A)–Bart Weschler and Guy Adams, University of Missouri, Columbia*
- Chinese Public Administration Society (CPAS)–Marc Holzer, Rutgers University-Newark*
- Hong Kong Public Administration Association
- Hyogo Administrative Policy Studies Association (HAPSA)–Larry Geri, The Evergreen State University*
- South Korean Association for Public Administration (KAPA)
- United Nations Association of the USA (UNA)
- Slovenia Society of Public Administration
- South African Association for Public Administration and Management (SAAPAM)–Cynthia Lynch, Southern University*
- Latin American Center for Development Administration (CLAD)–Don Klingner, University of Colorado, Colorado Springs*

*MOUs have generally developed based on informal contacts between ASPA members and representatives of a counterpart international entity. The responsibility for the U.S. component of each MOU has been assigned to individual universities.

From the Executive Director

Acting Locally, Thinking Globally

Antoinette Samuel

In this month’s edition of the PA TIMES, we are truly excited to once again feature the annual International Supplement. The International Supplement focuses upon the rich international developments, relationships, and diverse thought in the field of public administration. The PA TIMES seeks to communicate with our readers about the art, science, and practice of public administration. This supplement takes that discourse to a global stage.

ASPA is the largest and most prominent broad-based, professional organization representing public administration in the United States. ASPA has emerged as the focal point for intellectual and professional interaction. We constantly work at linking thought and practice within the field of public administration. I must say that this effort is both our greatest strength and our constant challenge! However, a profession is at its best when it challenges itself. Our constant drive to define, articulate and promote public administration as a field of thought, study and practice has propelled ASPA as a credible voice both in the United States and internationally.

One of our compelling strengths is our deliberate and strategic development of international partnerships. The study and practice of public administration is global. It is “owned” by no one, except those who have devoted their careers to its research, development and professional.

From ASPA’s current Strategic Plan includes an objective to “identify five key areas with broad and lasting relevance for the world to think of related to ASPA.” As we work to develop, enhance, recognize and intellectually inform the field. Fortunately we have always recognized that to be truly engaged in an informed, intelligent and thorough discourse, our platform had to be global. The dialogue on research, practice and collective knowledge had to be “inclusive” – inclusive of all voices and experiences that contribute to the growth of this field of public administration.

ASPA is pleased to continue our demonstration of this value through the publication of our International Supplement. ASPA is a better Society because of the knowledge, experiences and insights our international relationships bring to our association.

ASPA’s current Strategic Plan includes an objective to "identify five key areas with broad and lasting relevance for the world to think of related to ASPA." The five key areas are:

- Performance;
- Accountability;
- Ethics;
- Professionalism; and
- Social Equity

In the International Supplement, we have invited colleagues to share their views on these key issues—"as key for public administration worldwide." We want to expand our deliberations on these issues to a global conversation.

To acknowledge, share and honor the developments and innovations of our colleagues beyond our physical borders will enrich us personally, and improve our profession wherever we reside. Thank you for participating in this dialogue.

ASPA member Antoinette Samuel is the association’s executive director.
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ASPA International Task Force Proposes International Coordination Policies

Don Klingner

The Mission and Vision Statement in ASPA’s Strategic Plan commits ASPA to advance excellence in public service; foster, encourage and support advances in knowledge and research for public service; bridge the diverse perspectives, positions and specialties in public service; and be a networking organization that facilitates contacts and supportive interactions.

ASPA has long involved with international activities as an integral part of these commitments. SICA (the Section on International and Comparative Administration), ASPA’s oldest section, focuses on them. Other activities— including Memoranda of Understanding (MOU) with counterpart institutions internationally and conferences sponsored by ASPA’s Conference of Minority Public Administrators (COMP A)—reflect ASPA’s increasing commitment to voicing concerns and viewpoints from outside the United States and advancing public administration internationally from a U.S. perspective.

As these international activities have developed over the past 15 years, ASPA has used a range of institutional arrangements to manage them. Within ASPA, an International Secretariat has been responsible for MOU coordination. With respect to other U.S. public administration organizations, CIPA (the Consortium for International Public Administration) is a partnership established by NASPAA (the National Association of Schools of Public Affairs and Administration) and ASPA in cooperation with NAPA (the National Academy of Public Administration).

In September 2004, President Cheryle Broom, Executive Director Toni Samuel and the National Council created the position of international coordinator to formally align ASPA’s international activities with its mission, vision and structure. The international coordinator’s first task was to create a Task Force of ASPA staff and volunteers with experience and expertise in ASPA’s international activities. Its members are Erik Bergstad, Marc Holzer, Tom Lynch, Bill Miller, Sy Murray and Kaifeng Yang. Together, we committed ourselves to:

- Identify ASPA’s international activities
- Suggest ways to incorporate international mission into the Strategic Plan
- Develop concrete proposals for ASPA’s international activities

We encourage you to review and discuss our policy proposals, and send us any suggested changes by email, or to our URL: http://aspaonline.org/international

See TASK FORCE, pg. 12
International Coordinator and Task Force Ask for Member Input

From TASK FORCE, pg. 11

ASPA is more than an organization—it is the cooperative efforts and accomplishments of its staff and volunteer members. As ASPA's international coordinator and Chair of this International Task Force, I’d like to thank each member for working hard and well on these draft policies, on top of their other personal and professional commitments.

The proposal plan:

Section 1—Identify ASPA's International Activities

In addition to the activities sponsored by COMP A and SICA, ASPA's primary international activities result from formal agreements between ASPA and counterpart organizations (e.g., professional associations, regional associations or national government agencies). These MOUs generally express a common interest in supporting public administration, in some cases augmented by pledges of mutual support in shared or reciprocal activities like publicity, conferences or publications.

MOUs have generally developed based on informal contacts between ASPA members and representatives of a counterpart international entity. To reduce the workload on ASPA staff, responsibility for the U.S. component of each MOU has been assigned to individual universities that presumably provide resources and operational continuity. In general, the institutional model has worked well.

To date, ASPA has signed MOUs with twelve organizations:
- United Nations Division of Public Economics and Public Administration—Marc Holzer, Rutgers University-Newark
- Mexico: Colegio Nacional de Ciencias Políticas y Administración Pública—Don Klingner, University of Colorado, Colorado Springs
- Institute of Public Administration of Canada (IPAC)
- Commonwealth Association for Public Administration and Management (CAPAM)
- European Group of Public Administration (EGPA)—Bart Weschler and Guy Adams, University of Missouri, Columbia
- Chinese Public Administration Society (CPAS)—Marc Holzer, Rutgers University-Newark
- Hong Kong Public Administration Association
- Hyogo Administrative Policy Studies Association (HAPSA)—Larry Geri, The Evergreen State University
- South Korean Association for Public Administration (KAPA)
- United Nations Association of the USA (UNA)
- Slovenia Society of Public Administration
- South African Association for Public Administration and Management (SAAPAM)—Cynthia Lynch, Southern University
- Latin American Center for Development Administration (CLAD)—Don Klingner, University of Colorado, Colorado Springs

ASPA has issued a call for institutional sponsorship proposals for some existing MOUs. Other new MOUs are in the process of discussion.

Section 2—Incorporate International Mission and Vision into ASPA's Strategic Plan

The goal here is to propose wording that would include ASPA's international policies and programs in its strategic plan.

ASPA's 1998 Strategic Plan contained several specific references to international activities and programs.

Goal 1 (Performance) specified ASPA's role in supporting effective global governance worldwide, with specific emphasis on international agreements.

Goal 2 (Pride) committed ASPA to fostering interest and pride in public service by being known internationally as a champion of public service and public servants.

ASPA's current (2004) Strategic Plan contains a vision statement specifying that ASPA is a major force in improving constitutional governance and service to the public to enhance the quality of life worldwide. However, for reasons that can best be described as inadvertent, there are no specific goals or action items associated with this vision statement. We therefore recommend that two of the previous plan's goals be added as strategies to the current plan, and that it incorporate specific objectives based on the concrete proposals presented in section three of this International Coordination plan.

Under Goal 1: “ASPA is committed to fostering interest and pride in public service by being known internationally as a champion of public service and public servants.”

Under Goal 2: “ASPA supports effective global governance worldwide, with specific emphasis on international agreements.”

Section 3—Develop Concrete Proposals for ASPA's International Activities

- Definition—Define which international programs or activities conducted by ASPA members are officially connected with ASPA, and which are not:
  - International programs or activities officially connected with ASPA are those carried out by ASPA staff or volunteers as part of ASPA's mission. These include all affiliation agreements and other international programs or activities approved by the National Council and the Executive Council, and appropriately documented in ASPA records.
  - Reporting—Develop policies and procedures for periodic reporting of ASPA international programs and activities:
    - Official ASPA programs and activities will report twice annually, in writing (at midyear meetings and annual conferences) to the international coordinator and the National Council, specifying the following information:
      - The name of the sponsoring U.S. organization, and the names of a primary and a backup representative who will function as the program’s or activity’s liaison with ASPA.
      - Complete and correct contact information for this organization and these individuals.

One excellent example that ASPA might follow is that adopted by ICMA (International City-County Management Association).

- ICMA’s Resource Cities (RCP) Program was created in collaboration with USAID in 1997 to bring practical assistance to urban areas large and small worldwide. ICMA consultants have worked in Albania on management information systems and efficient use of landfill equipment, in Bulgaria on training and certification of economic development officials; in India on creating one stop permit systems and improvements in property taxes and utilities bills collections; in Jordan on educating citizens on household waste recycling; and in developing a tourism program in Vietnam.

- ICMA’s City Links Program provides peer-based technical expertise to help local government managers address urban management issues. They work primarily in African countries.

- ICMA has a partnership with the Urban Institute and the Research Triangle Institute to provide operations management improvements in cities in South America and in Europe.

- ICMA is always looking for competent administrators to be part-time consultants on their international projects. It is not
SICA Sets Energetic Agenda for the Next Two Years

ASPA’s Section on International and Comparative Administration Moves Forward with New Leadership

L. R. Jones

Among the first tasks for the new leadership of SICA are development and organization of materials to be posted on a new section website on the ASPA website. The second task is selection of the SICA representative to serve on the ASPA Conference Program Committee for 2006. SICA’s agenda for the next two years is to move forward in the following ways:

• Sustain and enhance the financial solvency and stability of the Section.
• Create an environment of active member participation in section activities.
• Establish SICA Executive subcommittees tasked to implement the initiatives noted below and to delegate responsibility to members of the Executive Committee and Section to assist the Section in accomplishing its goals.
• Formulate an active recruitment initiative to increase SICA membership including adding new members from outside the United States.
• Establish a quarterly electronic newsletter.
• Continue support for the publication of SICA’s ASPA listserver and The International Public Service Journal.
• Establish a biennial SICA sponsored research conference.
• Publish SICA conference papers in special issues of appropriate journals and in edited books.
• Use the SICA-ASPA listserver to survey SICA members on section policy and administrative issues, for electronic conversations, dialogue on issues of interest to SICA members, announcement of conference events and new programs and publications.

SICA Supports New Entrants into International Public Service

SICA is proud to announce its sponsorship of a forthcoming book written by SICA members Derick and Jennifer Brinkerhoff targeted to those interested in pursuing careers in international public service.

Building on an original model of career evolution that integrates personal growth with professional advancement, Working for Change: Reflections on Making a Career in Public Service, University of Oklahoma; Daniel Nelson, founder and president of Integrity Protection of the environment, combatting terrorism.
MOU Updates

ASPA Continues to Build Bridges with Chinese Public Administration Community

Marc Holzer and Mengzhong Zhang

The Chinese public administration community, led by the Chinese Public Administration Society (CPAS), is rapidly building the knowledge and institutional bases for more efficient and effective government. That effort is supported and fostered by ASPA and its members, especially under ASPA’s Memorandum of Understanding (MOU) with the CPAS. The Graduate Department of Public Administration at Rutgers University’s Newark Campus serves as the Secretariat for that MOU, and has established a series of joint projects and publications.

Bi-Annual Sino-U.S. Conference on Public Administration
The School of Public Administration of Renmin University of China, ASPA and the Chinese Public Administration Society (CPAS) jointly organized the 2nd Sino-U.S. International Conference on Public Administration in Beijing, P.R. China, from May 24 to 25, 2004. The 1st Sino-U.S. International Conference on Public Administration convened in Beijing in 2002. In these and several other Sino-U.S. conferences on public administration, ASPA’s U.S./China PA Secretariat coordinated the participation of ASPA members and other international scholars.

The main theme of the 2nd Conference for Public Administration was “Changing World: the Challenges and the Opportunities.” Under this title, the conference focused on four imminent and significant areas: MPA education: experience around the world; E-Government: function and practice; Crisis management: theory and practice; and Public policy research: review and future. The conference provided a forum for dialogue between western and eastern scholars in public administration, examining the general issues of public policy research, issues of renewal of MPA education and crisis management; and emerging issues of E-Government.

The Chinese government paid great attention to this two-day conference. The ASPA delegation, including international and Hong Kong conference participants, was honored by a meeting with Mr. Hua Jianmin, State Councilor and Secretary-General of the State Council of the central government of China.

At the conclusion of the Conference, it was agreed that the 3rd Sino-US International Conference for Public Administration would be held in Beijing in 2006.

Translations of Books into Chinese
As a new initiative under the MOU, three titles from the Marcel Dekker Public Administration and Public Policy series are in the process of translation and are scheduled to be published by Zhongshan University Press in 2005. These are:


Six titles from the ASPA Classics will be published in 2005 by Renmin University of China Press. These are (with their original publication dates):

• Classics of Administrative Ethics, ed. Willa Bruce. 2001

Five volumes of Selected PAR Articles will be published in 2006 by Tsinghua University Press. These are:

• PAR Essential Series: Leading Articles. Selected from: Marshall E. Dimock Awards presented for the best leads article in the Public Administration Review.

At the arrangement and coordination of U.S./China PA Secretariat at Rutgers-Newark, several workbooks are being translated into Chinese and published by Zhongshan University. These include ASPA’s workbooks on Meeting the Challenges of Performance Oriented Government and Combating Corruption/Encouraging Ethics.

Journals
• In support of the MOU, the National Center for Public Productivity at Rutgers-Newark publishes the peer-reviewed journal, Chinese Public Administration Review, in English (free access to CPAR articles is at www.cpar.net), and the journal appears in a book series in both English and Chinese published by Zhongshan University Press.
• Chinese Public Administration, in Chinese (the journal of the CPAS), regularly includes articles by ASPA members.
• Chinese Public Administration Society and Some Other Collaborations

MOU Renewal
On October 31st, 2004, Don Menzel, ASPA president-elect, and Toni Samuel, ASPA executive director, signed a renewal of the MOU with GAO Xiaoping, the secretary-general of the Chinese Public Administration Society.
MOU Updates

Secretariat Furthers Its Mission by Hosting Conferences, Translating Publications and Creating Alliances

From CHINA MOU, pg. 14

Rutgers-Newark has initiated an exchange of scholars by hosting staff members of the CPAS for a semester of study and research (e.g., The U.S./China PA Secretariat hosted Ruopeng Li from Peking University at Rutgers conducting research projects from March to September of 2004, and Digan Zhang from CPAS has visited Rutgers a number of times over the past years and is currently conducting research with Rutgers).

In August ASPA will host a delegation from the CPAS. Also, the U.S./China PA Secretariat has successfully coordinated the arrangements for a number of ASPA scholars on their visits to China, including their delivery of lectures at several public administration institutions in (e.g., Arie Halachmi, Fred Lane, Jim Robinson, Jim Savas and Edward Jennings, to mention a few). So far, the Secretariat has invited more than 50 Chinese scholars and practitioners to come to the United States to attend ASPA’s conferences and to visit the National Center for Public Productivity at Rutgers-Newark.

ASPA member Marc Holzer is a former president of ASPA. Holzer is a fellow of the National Academy of Public Administration and is the director of ASPA’s U.S./China Public Administration Secretariat at Rutgers-Newark. He is also the editor-in-chief of the Chinese Public Administration Review. Holzer is an advisor or guest professor in a number of universities in China.
E-mail: mholzer@pipeline.com

Mengzhong Zhang is the Associate Director of ASPA’s U.S./China Public Administration Secretariat at Rutgers-Newark and is the associate director of National Center for Public Productivity at Rutgers-Newark. He is also the managing editor of the Chinese Public Administration Review. Zhang is assistant professor at Nanyang Technological University.
E-mail: mengzhong@yahoo.com

Former ASPA President and Colleague Propose ASPA Section on Chinese Public Administration

Profs. Holzer and Zhang Seek Support for New ASPA Section on Chinese Public Administration

As an extension of ASPA’s Memorandum of Understanding with the Chinese Public Administration Society, Prof. Marc Holzer and Mengzhong Zhang are seeking expressions of support and interest for a new ASPA Section on Chinese Public Administration. ASPA requires at least 200 endorsements from ASPA members in order to form such a section.

Public administration in China is a burgeoning field, especially with the opening of MPA programs in recent years. In 2001, the National MPA Steering Committee in China was formed and immediately began to recruit MPA students. The total number of MPA programs is now 47. Moreover, there is a strong potential for rapid growth of MPA programs in China. So far, more than one hundred schools of public administration, public management, public policy and public affairs have been established. These schools recruit bachelors degree, masters degree and doctorate degree students.

The academic discipline of public administration in China now has a 20-year history. In recent years, there has been a growing trend toward the field, largely due to the fact that the country needs many educated public employees who possess administrative capacities and are equipped with modern knowledge of public administration. Although a latecomer, the young PA field in China is eager to learn from more advanced Western scholarship and practice.

China is a huge and rapidly growing country, and Western students and scholars are increasingly interested in public administration in China or public sector reforms that are related to China. The 2nd Sino-US Conference on Public Management (May, 2004 in Beijing) hosted more than twenty ASPA members. A Third Sino-US Conference is scheduled for June of 2006 at Renmin University, and members of the prospective Section will be invited to attend.

With the continuing high rate of growth of China’s economy, many Western public officials and practitioners who are dealing with Chinese issues in Western countries (especially the USA) are interested in seeking related contemporary knowledge of China’s public sector. Specifically, we propose the following activities and programs:

1) The official journal of the section will be the Chinese Public Administration Review (CPAR), now beginning its third volume and published at Rutgers-Newark. The estimated Section dues, including a discounted subscription to CPAR, will be $35.  
2) The section will work to hold international conferences in China regularly, discussing urgent issues such as crisis management, the battle against corruption, E-governance, or public management ideas that might be transferred to China.
3) The section will identify American and Western public administration books to be translated into Chinese.
4) The section will invite more Chinese public administration scholars to attend the ASPA annual conference.
5) The Section will encourage presentations at ASPA conferences, as well as research and publications in ASPA-related journals and other venues.

We welcome all the scholars and practitioners who are interested in Chinese public administration to join our efforts in launching this new ASPA section.

Your support is essential. For the purpose of establishing this new Section, please send an expression of interest and support to Marc Holzer, email: mholzer@pipeline.com and Mengzhong Zhang, email: mengzhong@yahoo.com

ASPA member Marc Holzer is a former president of ASPA. Holzer is a fellow of the National Academy of Public Administration and is the director of ASPA’s U.S./China Public Administration Secretariat at Rutgers-Newark. He is also the editor-in-chief of the Chinese Public Administration Review.

ASPA member Mengzhong Zhang is the Associate Director of ASPA’s U.S./China Public Administration Secretariat at Rutgers-Newark and is the associate director of National Center for Public Productivity at Rutgers-Newark. He is also the managing editor of the Chinese Public Administration Review.

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International Exchange Began with Grassroots Interaction

Mary E. Van Verst

The State of Washington and the Hyogo Prefecture in Japan established a sister state relationship in 1963. Since then, mutual exchanges have been developed across a variety of fields including education, culture and the economy. Twelve sister-city relationships have been formed, including Seattle and Kobe. To further broaden this international bond, a commitment was made between our respective states to form a relationship between ASPA and a policy studies association in Hyogo.

Commemoration of the 40th anniversary of the Hyogo/Washington sister-state relationship provided a spotlight for the development of this bond. In late July 2003, Governor Toshizo Ido came to Washington with a delegation of 260 employees and community members. The summer gala revolved around a variety of activities co-hosted by the State of Washington and the Hyogo Prefecture. Evergreen chapter members Dave Broom and Mary Van Verst worked with a committee of legislators and community leaders to assist Governor Gary Locke’s office and the staff of the Hyogo Business and Cultural Center in Seattle with planning and arrangements.

After a welcome reception for Governor Ido, hosted by the Olympia-Yashiro Sister City Association on the Capitol Campus, the days that followed included a business seminar led by Hyogo’s leading companies, and magnificent performances by Hyogo’s own PICCOLO Theater Company of the adventure-fantasy, Can You Still Fly, Peter Pan? - A delight for audiences of all ages. A boat trip across the beautiful Puget Sound brought the Hyogo delegation and friends to Port Townsend (the newest sister-city). This Friendship International Goodwill Festival included sightseeing throughout the historic port town, and a northwest style barbeque of fresh salmon. At the end of the festival, the delegation returned to Seattle for Kobe Day at Seattle Mariners baseball game, where Governor Ido threw the first pitch, and fans saw their beloved Ichiro lead the Mariners to victory.

In addition to these memorable events was a formal ceremony at the University of Washington, at which officials from each country renewed their commitment of mutual support by issuing a joint communiqué. Signed by the governors of our respective states and other dignitaries of the Hyogo Prefecture, the fundamental objectives contained in the joint agreement.

The ASPA National Council, at its subsequent semi-annual meeting, officially selected the Evergreen chapter to proceed with the establishment of a structure and relationship with the Hyogo Administrative Policy Studies Association (HAPSA). This would be the first Memorandum of Understanding (MOU) between a chapter of ASPA and an international affiliate.

On October 8, 2003, president of the Evergreen Chapter, Mary Van Verst and Takanori Kitaoka, on behalf of HAPSA, signed an agreement during a ceremony at the Evergreen State College in Olympia. Recognizing the value of academic partnerships for this kind of exchange, the chapter invited the master’s program in public administration of the Evergreen State College to assist in the implementation of the agreement. The MPA program has been involved with Hyogo through an exchange of graduate students and professors for several years. Les Purce, president of the Evergreen State College, and Larry Geri, MPA program coordinator were among the signing ceremony attendees who voiced their support for the agreement.

The 2004 national ASPA conference offered an opportunity for planning some of the first in-person interaction between members of our organizations. Upon learning that Masatomi Funaba would attend the conference, representing HAPSA, board members of the Evergreen chapter planned meetings that included a luncheon with chapter leadership and exchanges of research and best practices with representatives from the fields of long-term care, and earthquake preparedness and management. Assisting with these meetings was the staff of the Hyogo Business and Cultural Center. These productive interactions provided a smooth transition to the conference, in which Funaba participated in a number of events, among them the International Consortium meeting.

Our exchanges with HAPSA, including our papers and our announcements of respective events or publications, have been highlights of the MOU over the last several months. Also of note is an extraordinary effort by HAPSA members and volunteers to work with us on translation of correspondence and articles. We look forward to all we can learn from this new relationship.

On behalf of ASPA, the Evergreen Chapter has proudly accepted leadership of the new agreement with HAPSA. In the state of Washington, it honors a special history. As a new MOU for ASPA, this agreement deepens the commitment of two countries striving toward an understanding of just policy and world peace.

HAPSA's interaction with ASPA has included attending the ASPA National Conference, exchanging information on websites and exchanging publications. Additionally, in July 2004, ASPA has launched a subsidy program for members participating in conferences held by ASPA, such as the National Conference. I look forward to cooperating and enhancing interactions with ASPA members.

A Message from HAPSA

The Hyogo Administrative Policy Studies Association (HAPSA) operates in Hyogo Prefecture situated near the center of Japanese archipelago. Japan consists of 47 prefectures, and each prefecture consists of municipalities. Broader-based local government is established in each prefecture, and basic local government is set in each municipality. Each government takes roles of public administration in each region. Hyogo Prefecture is one of broader-based local governments. Currently, there are 77 municipalities (25 cities and 52 towns) in Hyogo Prefecture, and mergers of municipalities are proceeding.

About 1,500 people, including officials of Hyogo Prefecture and municipalities in Hyogo, enroll as HAPSA members. HAPSA aims at contributing to administrative promotion of Hyogo Prefecture and municipalities and development of local autonomy. HAPSA inquires about the administrative subjects which Hyogo Prefecture and municipalities should tackle, and promotes the policy planning activities. HAPSA’s main activities are holding a general meeting and regional seminars, supporting research activities by members and publishing journals, etc.

Besides these activities, HAPSA has started exchange programs with ASPA in the last year. HAPSA is a local organization and its organizational basis and activities substantially differ from those of ASPA as a national organization. However, through building up steady exchanges with ASPA, I hope that HAPSA members will gain a broader international vision and help with improvement of the association.

HAPSA's interaction with ASPA has included attending the ASPA National Conference, exchanging information on websites and exchanging publications. Additionally, in July 2004, ASPA has launched a subsidy program for members participating in conferences held by ASPA, such as the National Conference. I look forward to cooperating and enhancing interactions with ASPA members.

The Hyogo prefecture has been a sister state of Washington State since 1963 and developing exchange programs mainly between governments. I expect that interaction with ASPA would promote exchanges at the private sector level, and consequently, strengthen mutual understanding and the bond between Japan and the United States.

Toshiki Miki
Director of Secretariat
Hyogo Administrative Policy Studies Association

have you visited ASPA’s web site lately?

www.aspanet.org

MOU Updates

Cheryl Broom, Masatomi Funaba (from HAPSA), and Mary Van Verst at the 2004 ASPA Conference in Portland, Oregon.
Suggested Strategies for Strengthening the ASPA-United Nations Association MOU

Bill Miller

In its mission and vision statement, a few of the ASPA commitments are to advance excellence in public service; foster, encourage and support advances in knowledge and research for public service; bridge the diverse perspectives, positions and specialties in public service; and be a networking organization that facilitates contacts and supportive interactions.

One very successful approach to accomplishing this mission has been through establishing Memoranda of Understanding (MOUs) between ASPA and 12 countries and international organizations, such as the United Nations, the European Organization for Public Administration, the Chinese Public Administration Society and others.

One of ASPA’s major concerns has been to involve practitioners, which comprise about 80 percent of its membership, with the MOUs. One area of mutual involvement has been with the ASPA-UN MOU. This has been a major initiative to help implement the UN Public Administration Network (UNPAN), interact with public administrators from other countries, share information and studies, and highlight “international best practices.”

Through the UNPAN project, information has been shared about key issues such as governance, knowledge systems and e-government, public administration networking, and socio-economic governance and management.

The MOU between ASPA and the UN Division of Public Economics and Public Administration has been extremely successful, however, it has had its focus primarily upon specific public administration issues and programs, techniques, and potential solutions. This is only a small part of the diverse and comprehensive United Nations organization.

The United Nations has 60,000 employees in over 29 major agencies around the world. It is one of the few international organizations that are composed completely of international public administrators. The United Nations is involved in peacekeeping, (public safety), promoting economic and social development, enhancing human rights, combating health and environmental degradation, assisting in moving aircraft, ships, mail and weather information safely around the world, just as a few examples. Virtually every professional function in the United Nations would fall under the public administration (PA) rubric.

A more specific example of the UN-PA linkage would be with the Millennium Development Goals (MDGs), which came out of a summit held in 2000. The United Nations has embarked upon a very logical and practical course of focusing upon eight measurable goals that have specific timeframes and target levels of achievement. For example, by 2015 all 189 UN Member States have agreed to reduce by 50 percent the poverty level of people living on $1.00 per day, achieve universal primary and secondary education, and reduce by two thirds the mortality rate among children under five. All of these are goals that many public administrators are also attempting to achieve.

The two major challenges are to determine how to channel more of the public administration related information from the UN agencies to ASPA members to assist them to develop a broader and more diverse reservoir of information and contacts and to involve ASPA practitioners in various UN-related programs.

The Proposal

The ASPA-United Nations Association of the USA (UNA-USA) MOU is a convenient and effective vehicle to meet the challenge. To achieve its previously stated goals, ASPA should develop a more formal and stronger involvement with UNA, and vice-versa, which will be mutually beneficial for both organizations. This involvement would be at both the National Office and field levels of UNA.

The UNA-USA, which is not an organizational part of the United Nations, is the largest foreign policy, nonprofit 501 © 3 association in the United States with approximately 23,000 members and 176 chapters around the country.

UNA-USA’s major goals are to:

• Promote a discussion of the major international-local issues that affect Americans and determine the logical and legal role of the UN in combating many of these problems;
• Be an objective and constructive critic of the UN in order to assist it develop a more efficient and effective organization; and
• Provide information about the UN to its members, interested groups, and the public.

Suggested Strategy

To strengthen this working relationship between ASPA and UNA-USA and to open lines of communication for future interaction and dissemination of UN-related information, ASPA may wish to consider:

• By virtue of being a member of the UNA’s Council of Organizations (composed of 150 major national groups, such as the National Education Association, AARP, etc.), ASPA will be invited to participate in the UNA-USA Convention from March 2-7, 2005 in New York City. A reciprocal invitation could be extended to a UNA delegation to attend the Millennium Conference.
• A mechanism could be developed to disseminate UN-related articles, reports, studies, etc. to ASPA members. Also, the important websites www.un.org, www.unausa.org, and www.unfounda- tion.org could be distributed.
• Several UN-PA articles could be published in PA TIMES
• ASPA members could participate in and chapters could co-sponsor UN Day Programs around the United States, which are normally held in October.
• UNA-USA is a member of the World Federation of United Nations Associations, an organization that has over 100 UNAs around the world, e.g. Bolivia, Canada and Germany, as members. A dialogue could be undertaken to determine the feasibility of ASPA participating in WFUNA activities and networking with WFUNA representatives. Additionally, ASPA members who travel overseas may be able to link with WFUNA leaders to discuss issues of common interest, e.g. overseas studies programs.
• Several UNA members are already members of ASPA. It may be that there are ASPA members who might be interested in becoming UNA members, given that research and membership are two of UNA’s major undertakings.

The potential to develop a more productive working relationship between ASPA and UNA-USA is quite high. This relationship would be mutually beneficial and would provide some unique and helpful information. Undoubtedly, there are several other avenues of cooperation that could be explored, however, the aforementioned concepts may be used to begin the discussion.

ASPA member Bill Miller is past chair of the United Nations Association of USA’s Council of Chapters and Division Presidents. E-mail: milleryun@aol.com
MOU Updates

ASPA and Mexico
Donald Klingner

Former ASPA President Tom Lynch created ASPA’s MOU with Mexico in 1991, in cooperation with the Colegio Nacional de Ciencias Políticas y Administración Pública (the National College of Political Science and Public Administration). It was revitalized by Donald Klingner and CNCPyAP officials (principally Juan de Dios Pineda Gardarrana and Lenin Bustamante Terreros) in 1999.

Since then, ASPA and the Colegio have co-sponsored two conferences in Mexico, and many ASPA members are actively involved in research and consulting as part of ongoing transformations in Mexico’s current political and administrative culture. In 2003, less than three years after the historic election of President Vicente Fox in July/August, Mexico passed a civil service reform law (Ley de Servicio Profesional de Carrera) for national government ministries. This law, and the linked transformations of political and administrative culture that underlie it, have stimulated changes at all levels of Mexican government - national, state, and local.

David Arellano Gault (professor at Mexico’s CIDE, ASPA member and PA Times (Spanish edition) co-author) wrote a paper on Mexican civil service reform and its implications for these transformations in Mexican governance and political culture. This paper, co-authored by Donald Klingner, was one of 8 invited presentations at the IPMN conference in Rio de Janeiro November 17-19. This conference was co-sponsored by the International Public Management Network (www.ipuma.net) and the Getulio Vargas Foundation (http://www.fgv.org.br). Larry Jones (Chair of SICA and Wagner Professor of Public Policy at the Naval Postgraduate School in Monterey, CA) was a co-organizer of the conference. Bruce Perlman (University of New Mexico) and Christine Martell (University of Colorado) also gave invited presentations.

SICA Celebrates Successful History

From SICA, pg. 13

working with national and sub-national governments and groups, and then writing about their experiences and knowledge gained through participant observation. Renowned experts including Fred Rigs, Ferrel Heady and Donald Stone were mainstays of CAG. CAG received Ford Foundation grant support to conduct research and publish a series of occasional papers in the 1960s largely through the efforts of Rigs, Heady and Clarence (Clancy) Thuerber at Ford. SICA was created in December 1973 with Dick Gable serving as the first chair. Since this time a long list of distinguished scholars and practitioners have served as SICA Chair and on the Section’s Executive Committee.

In 1997-98, SICA celebrated its Silver Anniversary. To note the occasion, the Public Administration Review published a symposium of three articles in January/February 1998 (58:1) that looked retrospectively and prospectively at the place of international and comparative administration as a sub-field. A fourth article in the series on the future of development management appeared in PAR in July/August 1999 (59:4).

In 2003-04 to honor the 30-year legacy of SICA, Donald Klingner and Jennifer Brinkerhoff co-edited a special issue of the International Public Management Journal (IPMJ) on “Emerging Perspectives on Development Management.” Contributors of articles to this special issue in addition to Donald Klingner and Jennifer Brinkerhoff were Derick Brinkerhoff and Arthur A. Goldsmith, Susan H. Holcombe, Safia Ali Nawaz, Anderson Kamwendo and Khady Ba, Patrick Kiby, Jerry Mark Silverman, Shcherazade Jafari and Imeer Sadi.

ASPA and CLAD
Donald Klingner

The Center for Latin American Development Administration [CLAD] is an international public organization of member governments founded in 1972 under an initiative of the governments of Peru, Mexico and Venezuela, and supported by the UN General Assembly (Resolution 2802 - XXVI) for focusing activities related to modernization of public administration as a strategic factor in the process of regional social and economic development (http://www.clad.org). After several years of discussions among U.S. public administrators and Latin American counterparts, an MOU between ASPA and CLAD was signed by Executive Director Mary Hamilton and President Marc Holzer for ASPA, and Executive Director David Edelman and President Fernando Del Toro for CLAD in 2001.

The principal purpose of the MOU is to develop lines of communication that allow for a range of joint activities, professional programs, and professional interactions. In addition, ASPA and CLAD post information about each other’s annual conferences on our respective web sites. CLAD members continue to attend ASPA national conferences, and vice versa. At a symbolic level, it affirms and formalizes cooperative arrangements between the two organizations. These are in turn affirmed and formalized by cooperative arrangements in other areas such as UNPAN.

Most recently, several ASPA members (Patricia Jullines, Alex Franco, Bruce Perlman and Don Klingner) presented papers at the CLAD conference in Madrid November 2-5, 2004. Information about the conference, including all panels and presenters, is available on the CLAD website.

www.aspanet.org

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Ordering Information:
Copies are $25 each and may be ordered on-line through the ASPA store or by contacting Delores Toye at 202-585-4319, dtoye@aspanet.org, or Darryl Townsend at 202-585-4308, dtowndsn@aspanet.org. Minimal shipping and handling charges also apply.

SPECIAL OFFER!

First published in 1998, Performance Measurement Concepts and Techniques brings together the experience of some of the country’s top performance measurement consultants and trainers in a workbook especially designed for MPA classroom instructors, workshop trainers, and managers who manage for results. Copies are $15 each; orders of 12 or more are only $9 per copy.

Order both Meeting the Challenges of Performance-Oriented Government and Performance Measurement Concepts and Techniques for $37, a savings of $3 off the individual prices.
Evaluation will be conducted annually. All ASPA MOUs should follow the Annual Evaluation Guideline and submit a self-evaluation report to the international coordinator and the Evaluation Committee one month before the ASPA annual meeting. The report should include all activities of the past year and their contribution to ASPA’s mission. Supporting documents should be attached to the self-evaluation report. The international coordinator and the Evaluation Committee will review the reports before the annual ASPA conference.

During the ASPA annual meeting, the international coordinator and the Evaluation committee will meet with all ASPA MOUs and discuss their performance. After the annual meeting, the international coordinator and the Evaluation committee report to ASPA consensus on the evaluation results and the recommendations for future action.

Potential evaluation considerations include:

• To what extent do the MOUs contribute to the key topic areas specified in the ASPA Strategic Plan?
• To what extent do the MOUs increase international ASPA membership in the countries they work with?
• How many panel sessions are organized by the MOUs in domestic and international conferences? How many participants?
• How many workshops are organized by the MOUs for domestic and international audiences? How many participants?
• Do the MOUs report their activities, results, and findings in PA TIMES?
• Does the MOUs have a well-designed website? How many visits does it receive annually? What information does it provide?

Sustainability—Develop criteria and procedures for recommending termination of ASPA-sponsored international programs for dormancy or non-reporting. Activities or programs that do not submit required written self-reports at annual conferences and midyear meetings, or do not specify concrete accomplishments related to ASPA’s strategic mission and vision would be considered dormant. The ASPA international coordinator will recommend to the National Council and the Executive Committee that those activities or programs that have been dormant for a year will be dropped as official ASPA programs or activities.

Funding—Develop a cooperative strategy for external funding through NGOs, government agencies and private foundations. For the purpose of financing its international programs and activities, ASPA will develop a cooperative strategy for external funding through non-governmental organizations (NGOs), government agencies, individuals, and private foundations. This strategy will be based on a long-term plan with semi-annual work-plans, cooperation and collaboration among ASPA members, continuous research and identification of funding resources, accountability for results resting in a development committee with a designated person to be responsible for results, and constant communications within ASPA and also with external contacts who have access to funding.

The development plan will be based on a three-year horizon that will include goals and objectives that link to ASPA’s active international programs and activities. The implementation phase of the plan will recommend defining the different roles that will be played by grant writers, fundraisers and the personnel who are implementing ASPA’s international programs and activities.

Cooperation and collaboration among ASPA members and volunteers will be the hallmark of the fund raising strategy. It is recognized, however, that the joint efforts that are required for success must take place in a highly competitive environment wherein ASPA members—organizations, institutions and individuals—are often competing among themselves for limited funds, particularly in the field of international relations.

Success will depend upon continuous research and identification of funding resources by the development committee, associated volunteers, and individuals who are implementing the international programs and activities. The development committee will assist by making available all information, funding search tools, and web sites, to the extent allowed by licensing agreements and copyright laws.

Accountability for results to raise funds for the international programs and activities will rest with the development subcommittee, which will be appointed as the fundraising mechanism for the International Task Force. It is expected that the development subcommittee will recruit a group of individuals experienced in financial development—previously ASPA members—and that this subcommittee will be responsible for facilitating the writing and implementation of the long-term plan and the semi-annual fundraising work plans. Success will depend on the fundraising and grant-writing expertise and enthusiasm and commitment of the development subcommittee members.

It is expected that individuals will be appointed to the development subcommittees who have the backgrounds and interests that will indicate a high potential for success in this very competitive process. Success will depend upon continuous research and identification of funding resources by the development committee, which will be appointed as the fundraising mechanism for the International Task Force. It is expected that the development subcommittee will be responsible for facilitating the writing and implementation of the long-term plan and the semi-annual fundraising work plans. Success will depend on the fundraising and grant-writing expertise and enthusiasm and commitment of the development subcommittee members.

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