The mission of the United Nations Online Network in Public Administration and Finance (UNPAN) is to promote the sharing of knowledge, experiences and best practices throughout the world in sound public policies, effective public administration and efficient civil services, through capacity-building and cooperation among the United Nations Member States, with emphasis on south-south cooperation and UNPAN's commitment to integrity and excellence.

**UNPAN NEWS HEADLINES**

**5th Interregional Consultative Meeting of UNPAN**
The 5th Interregional Consultative Meeting of UNPAN was held in Mexico City, Mexico on 7 November 2003. The report of its outcome is available on UNPAN. A new General Guidelines on UNPAN’s Outreach Activities was developed based on the discussion at the 5th Interregional Consultative Meeting as well as good suggestions form one of the UNPAN users. The implementation of the guidelines by all UNPAN members was put into effect starting 1 January 2004.

URL: [http://www.unpan.org/dpepa-inuactivities.asp](http://www.unpan.org/dpepa-inuactivities.asp)

**UNPAN Forms Content Development Working Group**
The newly established UNPAN Content Development Working Group has been working on the revision of the UNPAN home page in order to improve the navigation and access to the information by the users. The new side bar of the UNPAN web site, based on the final design, was installed last month.

URL: [http://www.unpan.org](http://www.unpan.org)

**UNPAN Makes Changes Based Upon Recommendations**
Following the recommendations which resulted from the 4th UNPAN Training Workshop held in Chalkidiki, Greece from 22-25 September 2003, a series of actions have been undertaken by UNPAN members, they include:

- Translations of the UNPAN site map by CIIIAIP in Portuguese, NISPAcee in Russian, and RCOCI in Chinese have been made available on UNPAN. The Spanish and Arabic versions will be added by UNPAN-NY in early 2004;
- CLAD produced a list of thematic keywords in English;
- UNPAN-NY, based on the inputs provided by the related UNPAN members from different regions, established highlights on the respective regional sites,
- Options were changed on the UNPAN survey to reflect a wider range of opinions;
- Corrections were made to the Contact Database following observations made at the training workshop;
- A geographic keywords list was updated to include areas suggested by UNPAN members;
A new field was added to the content server check-in form called “Areas of Focus” and e-government/local governments were changed from “Content Type” to “Areas of Focus”;
A sample month of UNPAN visits was analyzed to see how many originated from inside the UN. The result shows that only 7% of the users were from the United Nations.

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**UNPAN LINKS**
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**NEWS FROM ARADO**
Arab Administrative Development Organization (ARADO)
[http://www.arado.org.eg](http://www.arado.org.eg)

ARADO Provides Arabic Translation for UNPAN Web Site
ARADO has recently translated two important documents, which will appear on UNPAN's web site:

- "Benchmarking E-government: A Global Perspective - Assessing the Progress of the UN Member States"
- UNPAN Site Map

The services provided by ARADO will increase accessibility for web site visitors from the Arab States.

**Conference Information**
**ARADO's 2nd Conference on IT and Its Use in Administration Development**
Dates: 9-11 December 2003
Location: Dubai, United Arab Emirates
One of its recommendations to come from the conference was to build up an Arabic index for Governmental Services on the Internet.

**ARADO's 3rd Conference on IT and Its Use in Administration Development**
Theme: "Transparency and Network Security in E-Gov Projects"
Dates: October 2004
NEWS FROM ASPA
American Society for Public Administration (ASPA)
http://www.aspanet.org

ASPA Delegation Travels to Macau
An ASPA delegation traveled to Macau last month to participate in an international academic symposium on "Public Management in the 21st Century: Opportunities and Challenges." The event was sponsored by the Center of Public Administration of Zhongshan University and the Macau Foundation.

PA TIMES Highlights UN-IASIA Partnership
An article in the January 2004 issue of PA TIMES, ASPA's monthly newspaper, highlights a joint partnership between the United Nations and the International Association of Schools and Institutes of Administration (IASIA) aimed at enhancing the capacities of top-level government leadership throughout the world through a series of education and training initiatives. This joint endeavor already has led to the recent convening of a major conference for top-level government leaders from Central and Eastern Europe on improving the capacity to govern followed by a series of seminars for top-level government leadership from throughout the continent of Africa. The article is now available on the UNPAN web site.

Recent Publications

- ASPA Monthly Update - January 2004
- ASPAnet This Week
- Ethics Today (Autumn 2003)
- Performance Management CAPtions (January 2004)
- Public Administration Review (January/February 2004)

Conference Information
ASPA’s 2004 National Conference
Theme: “Transforming Governance in a World without Boundaries”
Dates: 27-30 March 2004
Location: Portland, Oregon, USA

Featured panels will address the following topics:

- "Innovations in Public Participation"
- "Leadership and Management in a Globalized World: Does the Modern Face of Development Require New Concepts and Tools?"
- "Public Education and Charter Schools: the Debate Goes On…"
- "Is State-Sponsored Gambling Maximizing Revenues or Maximizing Sin?"
- "Alternative Models for Management Performance: Learning From Other Governments and Cultures"
• “The Demographic Tidal Wave Coming for Government Budgets and Programs”
• “How Will E-Government Affect Governance?”
• “Dealing With the Downturn: Perspective of the Budget Director”
• “Transforming Homeland Security and Disaster Management”

URL: http://www.aspanet.org/2004conf

2nd Sino-US International Conference on Public Administration [co-sponsored by the School of Public Administration of the Renmin University of China (RUC), the Chinese Public Administration Society and ASPA]
Theme: “The Challenges and the Opportunities for Public Administration in a Rapidly Changing World”
Dates: 24 - 25 May 2004
Location: Renmin University, Beijing, China
Contact: Dr. Marc Holzer at mholzer@pipeline.com

NEWS FROM CAFRAD
African Training and Research Centre in Administration for Development (CAFRAD)
http://www.cafrad.org

Seminar on Public Sector Leadership Development in Africa
From 27 to 30 January 2004, CAFRAD, in partnership with UNDESA/DPADM and under the banner of NEPAD, organised the Seminar on Public Sector Leadership Development in Africa in Kampala, Uganda. It attracted about 80 participants from all over the continent, including Ministers, High-Level Officials, representatives of Management Development Institute, regional and international.
For more information please visit:
www.unpan.org/leadership
www.cafrad.org
or contact: cafrad@cafrad.org

First Meeting of the Pan African Committee of Ministers
Alongside the Seminar on Public Sector Leadership Development in Africa in Kampala, Uganda, organized within the framework of the Pan African Programme on Public Administration and Governance (PA&G), the First Meeting of the Pan African Committee of Ministers, appointed during the Fourth Pan African Conference of Ministers of Public Service (Stellenbosh, Cape Town, South Africa, 4-7 May 2003) took place.
For more information please visit:
www.cafrad.org/whatsnew
www.unpan.org/africa.asp
www.publicadminafrica.org
or contact: cafrad@cafrad.org

e-Africa Initiative for Good Governance
During the First Meeting of the Pan African Committee of Ministers, Kampala, Uganda,
28 January 2004, CAFRAD, as partner implementing activities in the area of Leadership Development, e-governance and Policy Exchange Seminars, will present the activities undertook and the Plan of Action on the implementation of the e-Africa Initiative for good governance. This Plan of Action is the outcome of the e-Africa 2003 Expert Consultative Meeting on e-governance, held in Tangier, Morocco, on 20-22 October 2003.

For more information please visit:
www.unpan.org or www.cafrad.org
or contact:
cafrad@cafrad.org

"Governance for Progressing Africa"
On 9-10 December 2003, CAFRAD presented to the Sub-Regional Workshop on Good Governance, organised by UNECA, ADB and the African Union, the findings of the study on Evaluation of the Governance System in Morocco undertaken in collaboration with the Moroccan Observatory on Public Administration-OMAP. The results from the workshop will feed into the Fourth African Development Forum on Governance for a progressing Africa (ADF IV) to take place in Addis Ababa, Ethiopia, 7-11 March 2004.

More information about the ADF IV process is available at http://www.uneca.org/adf
The Report of Evaluation of the Governance System in Morocco will be available soon on CAFRAD’s web site.

For information, contact CAFRAD at cafrad@cafrad.org.

Recent Publications
· CAFRAD is finalising the Analysis of the Survey of National Public Administrations in Africa, which will be published soon. The Survey, accomplished by CAFRAD on the basis of a questionnaire designed in partnership with UNDESA/DPADM and IIAS, covers thirty three (33) African countries. For more information contact: cafrad@cafrad.org

Conference Information
42nd Meeting of the Governing Board of CAFRAD
Theme: The Governing Board of CAFRAD; composed by the African Ministers of Civil Service of the member States, meet every year at CAFRAD headquarters in Tangier, or in coincidence of the Biannual Pan African Conference of Ministers of Civil Service. The 42nd Meeting will analyse the CAFRAD Strategic Plan for the period 2004-2010: CAFRAD 2010 and will design the roadmap for Africa’s development.
Date: February 2004
Location: Tangier, Morocco
Contact: Prof. Tijjani Muhammad Bande, Director-General, CAFRAD
E-mail: cafrad@cafrad.org
URL: www.cafrad.org

NEWS FROM CARICAD
Caribbean Centre for Development Administration (CARICAD)
http://caricad.net
Conference Information

5th Ministerial Consultation and High-Level Workshop on E-Government in the Caribbean
Theme: "Regional Cooperation for E-government Capacity Building"
Dates: 15 - 16 April 2004 (tentative dates)
This Consultation will be hosted by the Government of Saint Lucia.
Contact: Ms. Angela Skeete, E-Government Programme Leader at caricad@caribsurf.com

NEWS FROM CIIIAP
International Centre of Innovation and Exchange in Public Administration (CIIIAP)
http://www.flem.org.br/ciiiap

Northeast Brazil Dialogues on Rural Poverty Alleviation
During 2003 the International Centre of Innovation and Exchange in Public Administration (CIIIAP) and Luis Eduardo Magalhaes Foundation (FLEM) hosted monthly videoconferences on Northeast Dialogues on Rural Poverty Alleviation, promoted by the Global Development Learning Network (GDLN) of the World Bank. The Dialogues provided a platform for the exchange of information and experience relevant to rural poverty reduction across the Brazilian Northeast, one of the poorest regions in the country. Topics included: Integrated pro-poor growth, Social Capital, Territorial Development and the National Land Credit Programme in Brazil. As part of a broader initiative on building capacity for the Brazilian Northeast, the Dialogues sought to collaborate closely with the Poverty Reduction Network recently launched for that region.

Luis Eduardo Magalhaes Foundation Award
The Luis Eduardo Magalhaes Foundation (FLEM), with the support of CIIIAP, will grant in February the 3rd Annual FLEM Award for Innovations in Public Administration in the Brazilian State of Bahia. This initiative aims to stimulate the improvement of public services and public management in Bahia through the recognition of innovative ideas. 96 projects have submitted applications this year, a record compared to previous years.
URL: http://www.flem.org.br/premio/index.asp

Forum on the MDGs
A forum on the UN Millennium Declaration Goals will take place at the conference room of the Luis Eduardo Magalhaes Foundation/International Centre of Innovation and Exchange in Public Administration – CIIIAP, Salvador-Bahia in April 2004. The objective of the meeting is to disseminate the agreement reached in the UN Millennium Declaration (MD) and to discuss the Goals and Targets derived from it; especially those related to poverty reduction and human development. In addition, the workshop intends to discuss the development principles contained in the MD and analyze the required institutional capacities of States, civil society and the private sector to respond to these goals. For more information on the exact date and program, please contact Monique Badaró at ciiiap@flem.org.br.

FLEM Offers Certification for Civil Servants
FLEM, a Certifying Organisation focused initially in the education area, is now extending the service to other Civil Service areas by request of the Government of the State of Bahia. A new certification for civil servants, a pioneer project in Brazil, will be introduced this year with the support of CIIIAP. The goal is to insert merit-based criteria in the public process of recruitment and promotion, stimulating professionalism and efficiency in all the departments and professional levels of the public administration in Bahia. For more information, please contact Rosa Hashimoto at rhashimoto@flem.org.br or visit http://www.flem.org.br/certificacao.
NEWS FROM CLAD
Latin American Centre for Development Administration (CLAD)
http://www.clad.org.ve

CLAD Creates Bilingual Interface for Accessing SIARE's Bibliographic Database (Spanish/English)
This new interface will facilitate the review in CLAD’s database of almost 8,000 references of English documents, duly indexed with an English version of a Thesaurus of Public Administration developed by CLAD. Associated with this activity and to assist UNPAN in updating its Thematic keyword list, CLAD has provided the translation of 1,046 thematic keywords into English from its Tesauro de Administración Pública.
URL: http://www.unpan.org/latin.asp

Innovations and Tendencies on E-Government in Latin America
The new section includes, for each Latin American country, policies, strategies, programs and legislation related to E-Government. There is also a comparative analysis of key experiences about portals dedicated to citizen-State relations; juridical information; “one step” procedure for enterprises; and acquisitions and procurement. In addition, the section provides a Directory of Institutions with Responsibilities on E-Government.
URL: http://www.unpan.org/latin.asp

CLAD Posts Additional Documents Online
616 documents from CLAD’s 2002 Lisbon Congress and 2003 Panama Congress are now available via the UNPAN web site. Papers were presented by Ministers and State secretaries responsible for public policies, as well as parliamentarians, researchers, academicians, students, consultants, public servants and trade unionists from Latin America and many other countries. Documents are related to the main dimensions of the renewed process of State and public administration reform, and management of public affairs.
URL: http://www.unpan.org/latin.asp

Summit of Heads of State and Government Expressed Commitment to CLAD’s Activities
The "Declaration of Santa Cruz de la Sierra" signed in Bolivia on 15 November 2003, at the closing of the XIII Ibero-American Summit of Heads of State and Government, includes a resolution in which the heads of government of the 21 countries gathered in this occasion reiterated their persistence in achieving more effective and transparent public administrations and in promoting the adequate mechanisms for greater participation of civil society in the decision making process, all fields in which CLAD is actively involved and, in fact, constitute the fundamental nucleus of its institutional task. In addition, the heads of government expressed their special commitment to advance the professionalization of the civil service of the countries of the region and endorsed the principles and directions of the Ibero-American Civil Service Charter, prepared with the support of UN-DESA, and approved by the V Ibero-American Conference of Ministers of State Reform and Public Administration, organized by CLAD in June 2003.

NEWS FROM DPADM
Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs (DPADM/UNDESA)
http://www.unpan.org/dpepa.asp

Recent Publications

- Publication on Tracking the Reforms in Aid Delivery, Management and Accountability
- Expanding Public Space for the Development of the Knowledge Society
- Report of the Ad Hoc Group of Experts Meeting "New ICT and E-government"
- Reconstructing Governance and Public Administration
- Searching for Innovations in Governance and Public Administration
- Manual CD-ROM in French on Public Service Professional Ethics for Africa
- UN-NGO-IRENE Updates
- The United Nations World Public Sector Report which contains the 2nd version of the Global E-government Survey
- Report of the 4th Global Forum on Reinventing Government
- Governance World Watch
- Leadership and Social Transformation in the Public Sector: Moving from Challenge
- United Nations Development Administration Newsletter
- Capacity Building Programme for Diplomats: Strengthening Capacity on E-government and ICT Policy (Phase I - Eastern European Countries)
- Capacity Building Programme for Diplomats: Strengthening Capacity on E-government and ICT Policy (Phase II - African Countries)
- Capacity Building Programme for Diplomats: Strengthening Capacity on E-government and ICT Policy (Phase III – The Caribbean Countries)

NEWS FROM ECLAC
United Nations Economic Commission for Latin America and the Caribbean (ECLAC)
http://www.eclac.org

About ECLAC
The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) will start to actively contribute to the UNPAN web site through the support of the Latin America and the Caribbean Institute for Social and Economic Planning (ILPES).

Conference Information
International Course: Use of Socioeconomic Indicators for Impact Evaluation in Poverty oriented Programmes
Theme: The course, taught in Spanish, presents a methodological approach for estimating poverty and shows how to use socio-economic indicators for evaluating the impact of programmes aimed at reducing poverty levels of beneficiaries.
Dates: 3 - 14 May, 2004
Location: Santa Cruz de la Sierra, Bolivia
Contact: Maria Soledad Pascual, Administrative Coordinator
E-mail: spascual@eclac.cl
**International Course: Logical Framework, follow-up and evaluation**
Theme: The course, taught in Spanish, explains the logical framework methodology and shows students how to use the Logical Framework Matrix as a managerial tools for project and program follow-up and evaluation of results.
Dates: 21 June - 2 July 2004
Location: Cartagena de Indias, Colombia
Contact: Maria Soledad Pascual, Administrative Coordinator
E-mail: spascual@eclac.cl

**International Course: Project implementation Management**
Theme: The course, taught in Spanish, trains participants in project implementation planning, contracting of suppliers, and follow-up and control during implementation; as well as in the abilities that a project manager should have, such as leadership and team management.
Dates: 16 - 27 August 2004
Location: La Antigua, Guatemala
Contact: Maria Soledad Pascual, Administrative Coordinator
E-mail: spascual@eclac.cl

**X International Course: Public Investment Projects Preparation and Evaluation**
Theme: The course, taught in Spanish, covers project identification, project preparation (including demand and offer studies and analysis of alternatives) and private and social project appraisal.
Dates: 27 September - 22 October 2004
Location: Santiago, Chile
Contact: Maria Soledad Pascual, Administrative Coordinator
E-mail: spascual@eclac.cl

**VI International Course: Strategic Management of Local and Regional Development**
Theme: The course, taught in Spanish, trains professionals for developing strategic local or regional development plans and managing local or regional development.
Dates: 18-19 October 2004
Location: Santiago, Chile
Contact: Alicia Verdugo, Administrative Coordinator
E-mail: averdugo@eclac.cl

**XII International Course: Economic Reforms and Strategic Public Management**
Theme: The course, taught in Spanish, examines ongoing reforms in public regulation policies and offers an articulated and consistent view of the different rationales and criteria underlying the formulation and implementation of public policies.
Dates: 8 November - 3 December 2004
Location: Santiago, Chile
Contact: Training Unit, ILPES
E-mail: cursosilpesdgr@eclac.cl

**International Course on “Environmental Management and Natural Resources”**
Theme: The course, taught in Spanish, present methodologies for evaluating the environmental impact of projects.
Dates: 15-26 November 2004
Location: Madrid, Spain
NEWS FROM EROPA
Eastern Regional Organization for Public Administration (EROPA)
http://www.eropa.org.ph

EROPA Bulletin Will Summarize Activities of 19th General Assembly
EROPA will be publishing shortly EROPA Bulletin (Jul. - Dec. 2003) containing several articles related to its 19th General Assembly, which was held in New Delhi, India, 5-10 October 2003. Mr. Guido Bertucci, Director of the Division for Public Administration and Development Management, Department of Economics and Social Affairs of the United Nations, attended the 49th Executive Council Meeting of EROPA on 5 October as an invited guest. At that meeting, the Executive Council set the following future meeting locations:

- The Government of Samoa will host the EROPA 50th Executive Council meeting and Seminar in 2004;
- The Government of Vietnam will host the 51st Executive Council Meeting and the 20th General Assembly and Conference in 2005;
- The Government of Brunei will host the 52nd Executive Council Meeting and Seminar in 2006; and

COTI Will Celebrate Its 20th Year
The Central Officials Training Institute (COTI), the institution which houses the EROPA Development Management Center in the Republic of Korea is celebrating its 20th year of offering general training, specialized training, and forums on national agenda. It shall be holding a Homecoming from 31 May - 4 June 2004 in Seoul. Contact Ana Grace Alfiler at eropa@eropa.org.ph for additional information.

NEWS FROM ESCWA
United Nations Economic and Social Commission for Western Asia (ESCWA)
http://www.escwa.org.lb

Conference Information
Regional Workshop on E-Government
Dates: 1-3 December 2003
Location: Telecom and IT City, Sana’a, Yemen

The "Regional Workshop on E-Government" was held under the auspices of H.E. Mr. Abdulkader Bajammal, the Prime Minister and the Chairman of the High Committee for the National Program for Information Technology. The workshop was organised by the Ministry of Telecommunications and Information Technology in Yemen, the United Nations Development Programme (UNDP, Sana’a) and the Economic and Social Commission for Western Asia (ESCWA). The workshop addressed the main issues facing public administration development with special focus on e-government and its
challenges in Arab and other developed countries. Discussions tackled the specificities of administrative systems in Yemen and the Yemeni culture.

The main recommendations of the workshop were to run an e-readiness assessment study highlighting the state of infrastructure in Yemen, and to ask the regional organisations to assist the Yemen government in spreading awareness in the society and giving advisory services.

The final report and all the recommendations of this workshop will soon be published on the meeting’s web page: [http://www.unpan.org/directory/conference/guest/browseoneconference.asp?conference_id=1620](http://www.unpan.org/directory/conference/guest/browseoneconference.asp?conference_id=1620)

**NEWS FROM IIAS**  
International Institute of Administrative Sciences (IIAS)  

**Recent Publications**  
*Windows on China*  
Volume 23 International Institute of Administrative Sciences Monographs  
*Edited by*: M.T. Gordon, M.-C. Meininger and W. Chen  
2004, 224 pp., hardcover  
Price: **US$99 / €85 / £59**  
ISBN: 1 58603 397 2

The papers, which arose from an initiative by the International Association of Schools and Institutes of Administration, included in this publication represent windows through which others can view candid debates and discussions by Chinese scholars and public servants about current, pressing issues challenging their national and local governments. The papers address a wide range of challenging issues - from the design of training for the Chinese civil service to experiments with marketing and mixed economies, responsiveness of government to citizens, how to carry on “the democracy experiment” in China, transparency and openness in government, building rule of law, autonomy of local governments, and selection of leaders. Naturally, these papers do not cover all the changes taking place in the Chinese national and local governments as a result of the reforms, but the issues discussed here suggest the breadth and depth of changes that have occurred in recent years, and they offer insights, rare in English, into modern Chinese public administration.

**Distribution**  
IOS Press  
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E-mail: info@iospress.nl

**Working Groups**  
A new IIAS *Administering Global Governance* Working Group held its first meeting in November at our HQ in Brussels. Chaired by Geraldine Fraser-Moleketi, Minister for
Public Service in South Africa and the Institute Vice-President for Africa. This unique group of experts is tasked to examine the contribution that administrative science and study can make to understanding and perhaps alleviating globalisation and/or its discontents. Led by Demetrios Argyriades, our eloquent Rapporteur-General in Athens, this new group contains practitioners and scholars, representatives from most continents and will have met as its names says it should, not only in Brussels but also in Yaoundé (to start it off), New York (to strengthen the UNDESA connection) and Seoul. Watch out for developments on this front on our web site.

Conference Information

26th International Congress of Administrative Sciences on E-Governance: Challenges and Opportunities for Democracy, Administration and Law
Workshops 1) E-Governance: effects on civil society, transparency and democracy; 2) E-Governance: changes in administrative structures and processes; 3) E-Governance: perspectives for countries in transition and development; 4) E-Governance and the evolution of law
Dates: 14 - 18 July 2004
Location: Coex Centre, Seoul, South Korea
Contact: Catherine Coninckx
Director of Scientific Affairs
E-Mail: coninckx@iiasiisa.be
Phone: 32 2 536 08 83
URL: http://www.iiasiisa.be/iias/aicor/aikorea.htm

IASIA Annual Conference: Building Leadership for Modernisation and Shared Governance
Dates: 12 - 16 July 2004
Location: Coex Centre, Seoul, South Korea
Contact: Juan Cabrera-Clerget
IASIA Executive Secretary
E-Mail: iasia@iiasiisa.be
Phone: 32/2-536.08.89
URL: http://www.iiasiisa.be/schools/aeconf/aekor/aekor.htm

EGPA Annual Conference: Four Months After: Administering the New Europe
Dates: 1 - 4 September 2004
Location: Ljubljana, Slovenia
Contact: Fabienne Maron
EGPA Executive Secretary
E-Mail: geapegpa@iiasiisa.be
Phone: 32/2-536.08.84
URL: http://www.iiasiisa.be/egpa/agconf/agslov/agslov.htm

NEWS FROM IPAC
Institute of Public Administration of Canada (IPAC)
Institut d'administration publique du Canada (IAPC)
http://www.ipaciapc.ca

IPAC Commences Leadership Training Program in Madagascar
Last month, IPAC commenced a new Leadership Training Program in
Madagascar. This World Bank funded program, valued at approximately $800,000, provides leadership training to assist Ministers and Secretaries General to address current Malgache governance and poverty reduction challenges and priorities. Training will focus on practical leadership approaches to effectively implement a new agenda. IPAC partners include the École nationale d’administration publique, and current and retired ministers and deputy ministers from Quebec. IPAC is also working in collaboration with Harvard University and the Art of Living Institute in the US. For more information, contact Ann Masson at amasson@ipaciapc.ca.

Recent Publications
The latest volume in the IPAC Series in Public Management and Governance at the University of Toronto Press is Jonathan Malloy’s Between Colliding Worlds: The Ambiguous Existence of Government Agencies for Aboriginal And Women’s Policy. Malloy’s book examines the relationship between governments and external activists through a comparative study of Australian and Canadian policy units dedicated to aboriginal and women's issues. He argues that the inherent ambiguity of these agencies should be regarded as an effective means of bridging social movements and state politics. They provide a forum for social movements and the state to work out their differences.

This book can be ordered from the web site of our publication partner, University of Toronto Press - http://www.utpress.utoronto.ca.

Conference Information
2004 IPAC Annual Conference
Theme: “21st Century Challenges: Remaking Intergovernmental Canada”
Dates: 29 August - 1 September 2004
Location: Vancouver, British Columbia, Canada
Contact: IPAC
E-Mail: ipacvancouver@canada.com
Phone: 416-924-8787
URL: http://www.ipaciapc.ca/2004

NEWS FROM NISPAcee
Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee)
http://www.nispa.sk

NISPAcee Launches Two Online Databases
A new Database of Institutions and People and a new NISPAcee Database of Members have been launched on the NISPAcee web site. For more details read the article at http://www.nispa.sk/modules.php?name=News&file=article&sid=92.

Conference Information
12th NISPAcee Annual Conference
"Central and Eastern European Countries Inside and Outside the European Union: Avoiding a New Divide”
Dates: 13 - 15 May 2004
Location: Hotel Reval Lietuva, Vilnius, Lithuania
THE MAIN CONFERENCE THEME:
As we meet in May 2004, an historical change will have taken place in Europe. Several former communist countries of Central and Eastern Europe will have joined the European Union, an unprecedented voluntary association of democratic states with market economies, and its emerging Constitutional identity. The entire structure of political, economic, and social relations in Europe will change. What will be the impact of this change to public policy and administration in countries both inside and outside the EU borders? What will the challenges be of this new membership to public policy and administration of the new member states? What actions will need to be taken to avoid the new divide between them and the other countries of the region, and to harmonize the way in which public interests are followed throughout the entire continent?

PANEL SESSIONS AND FORUMS
- Panel Session on European Accreditation of Public Administration Programmes
- Panel Session on Joint NASPAA – NISPAcee Governance Improvement Cooperative Project
- Forum for Heads of Training Centres and Institutes of Public Administration
- Forum for Young Professionals in Public Administration

WORKING GROUPS
I. Working Group on Politico-Administrative Relations
Theme 2004: “Various Decision and Discourse Arenas at Different Level and Stages of the Policy Process”
II. Working Group on Public Sector Quality
Theme 2004: “Public Sector Quality in Policy Making”
III. Working Group on Strategic Leadership in Central Government
IV. Working Group on Democratic Governance of Multiethic Communities
V. Working Group on Public Sector Finance and Accounting
VI. Working Group on Knowledge Management and ICT for Public Policy
VII. Working Group on Capacity Building of Civil Servants Training System according to EU Requirements

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Online registration is available at: http://www.nispa.sk/_portal/user_registration.php

NEWS FROM RCOCI
Regional Cooperation Office for City Informatization (RCOCI)
http://www.apcity.org

Recent Publications
- Governance Asia-Pacific Watch, January 2004, Issue 26
- Governance Asia-Pacific Watch, December 2003, Issue 25
Top 20 Most Visited Documents in 2003 According to Progress Report on UNPAN Implementation

1. Impact of Agrarian Reform on Poverty (Philippines)
2. The National Telecommunication Policy of Malaysia (1994-2020)
3. Best Employers in Asia
4. Regional Development in the Philippines
5. Malaysia on Track for 2020 Vision
6. Organisational Culture in the Public Sector (Australia)
7. Leadership Styles and Cultural Values: A Comparative Study of Four Countries...
8. Online Delivery of Programmes: A Case Study of IGNOU (India)
10. Electronic Government Programme of Pakistan
11. Insurance in India
12. Dunedin City Council’s (New Zealand) Experience ...
13. Private Sector Initiative and Future Prospects (Japan)
14. Philippine Economic Growth: Can It Last?
15. Machiavelli’s Tiger: Lee Kuan Yew and Singapore’s Authoritarian
16. India’s Information Technology Act
19. Santa Rosa Is IT!

Conference Information
The Conference for the Chinese Sponsors of the 4th Annual Forum on City Informatization in the Asia-Pacific Region (CIAPR IV)
Date: 8 January 2004
Location: Beijing, China

The Conference for the Chinese Sponsors of the 4th Annual Forum on City Informatization in the Asia-Pacific Region (CIAPR IV) was held in Beijing on 8 January. The Regional Cooperation Office for City Informatization (RCOCI) submitted its work report, and the proposed agenda for the upcoming CIAPR IV, for discussion and approval. CIAPR IV will be held in Shanghai 24-26 May 2004 and will include a plenary session, several parallel sessions, workshops, etc.

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NEWS FROM UNCRD
United Nations Centre for Regional Development
http://www.uncrd.or.jp

About UNCRD
UNCRD is one of the new members of UNPAN as an Online International Centre (OIC) and content contributor. The Centre targets its programmes towards socially and environmentally sustainable development. The two multidisciplinary themes of human security and environment serve as a guide for the Centre’s training and research activities.
UNCRD Will Hold International Training Course in Regional Development

UNCRD will hold its Thirty-Second International Training Course in Regional Development (ITC) from 13 May to 23 June 2004. The Course, which is UNCRD’s flagship training course, represents all the training experiences and know-how accumulated during the Centre’s thirty-two year history. The six-week Course will deliver the expected outcomes through a compact programme replete with cases for study and discussion, as well as field study visits to provide insights into Japan’s regional development experience.

URL: [http://www.uncrd.or.jp/tr](http://www.uncrd.or.jp/tr)

Recent Publications

- **UNCRD Annual Report 2002**
- **UNCRD Newsletter, No. 55, January-June 2003**
- **UNCRD Highlights, Autumn 2003 (in Japanese)**
- **UNCRD Info, No. 33, 2003 (in Japanese)**
- "Disaster Management for Sustainable Development: Focus on Community Initiatives" *Regional Development Dialogues*, Vol. 24, No. 1, Spring 2003 (only Contents available on web site)

[All are accessible from [http://www.uncrd.or.jp/pub](http://www.uncrd.or.jp/pub) and [http://www.virtualref.com/uncrd](http://www.virtualref.com/uncrd)]

Conference Information

**Working Group Meeting on Sustainability of Community Based Disaster Management**
Theme: "Sustainability of Community Based Disaster Management"
Dates: 5 - 6 February 2004
Location: Kobe, Hyogo, Japan
Contact: Disaster Management and Planning Hyogo Office, UNCRD
E-mail: rep@hyogo.uncrd.or.jp
Phone: (+81-78) 262-5560
Fax: (+81-78) 262-5568
URL: [http://www.hyogo.uncrd.or.jp](http://www.hyogo.uncrd.or.jp)

**International Symposium on Community Legacy in Disaster Management**
Theme: "Pre-Event for the World Conference on Disaster Reduction 2005"
Dates: 7 February 2004
Location: Kobe, Hyogo, Japan
Contact: Disaster Management and Planning Hyogo Office, UNCRD
E-mail: rep@hyogo.uncrd.or.jp
Phone: (+81-78) 262-5560
Fax: (+81-78) 262-5568
URL: [http://www.hyogo.uncrd.or.jp](http://www.hyogo.uncrd.or.jp)

**Fifth JICA-CPC-UNCRD 4th In-Country Training Course on Local Development Planning and Management**
Theme: "Development Planning and Management at Kum Ban Level"
Dates: 15 - 27 March 2004
Location: Bokeo, Lao PDR
Contact: Human Security Group, UNCRD
E-mail: hs_group@uncrd.or.jp
Phone: (+81-52) 561-9378
Fax: (+81-52) 561-9458
URL: [http://www.uncrd.or.jp/laos](http://www.uncrd.or.jp/laos)
Second UNCRD Study Camp
Theme: "Towards Sustainable Development: Participatory Approach to Machi-Zukuri"
Dates: 12 - 14 March 2004
Location: Nagoya, Aichi, Japan
Contact: External Affairs Office
E-mail: camp@uncrd.or.jp
Phone: (+81-52) 561-9532
Fax: (+81-52) 561-9374
URL: http://www.uncrd.or.jp/ia/studycamp/2

Policy Workshop on One-Village-One Product Programme for Sustainable Livelihood and Human Security in Indochina Countries
Theme: "Sustainable Livelihood and Human Security in Indochina Countries"
Dates: March 2004
Location: Bangkok, Thailand
Contact: Human Security Group, UNCRD
E-mail: hs_group@uncrd.or.jp
Phone: (+81-52) 561-9378
Fax: (+81-52) 561-9458
URL: http://www.uncrd.or.jp

Thirty-Second International Training Course in Regional Development (ITC 32)
Theme: "Sustainable Regional Development: Environment and Human Security"
Dates: 13 May - 23 June 2004
Location: Nagoya, Aichi, Japan
Contact: Training Office, UNCRD
E-mail: training@uncrd.or.jp
Phone: (+81-52) 561-9377
Fax: (+81-52) 561-9458
URL: http://www.uncrd.or.jp/tr

NEWS FROM UNTC
UN Thessaloniki Centre for Public Service Professionalism (UNTC)
http://www.untcentre.org

Conference Information
Citizen Centers – Regional Meetings
Dates: 16 - 19 February 2004
Location: Sofia, Bulgaria
Contact: Artjon Shkurtaj
E-mail: shkurtaj@un.org

Citizen Centers – Regional Meetings
Dates: 24 - 26 March 2004
Location: Skopia, FYROM
Contact: Artjon Shkurtaj
E-mail: shkurtaj@un.org

Citizen Centers – Regional Meetings
Dates: 14 - 16 April 2004
Location: Tirana, Albania
Contact: Artjon Shkurtaj
E-mail: shkurtaj@un.org
Citizen Centers – Regional Meetings
Dates: 19 - 22 April 2004
Location: Pristina, Kosovo
Contact: Artjon Shkurtaj
E-mail: shkurtaj@un.org

Citizen Centers – Regional Meetings
Dates: 24 - 28 May 2004
Location: Bucharest, Romania
Contact: Artjon Shkurtaj
E-mail: shkurtaj@un.org

Steering Committee Meeting 05 – UNTC Thessaloniki
Dates: 27 - 29 July 2004
Location: Thessaloniki, Greece
Contact: Artjon Shkurtaj
E-mail: shkurtaj@un.org
URL: http://www.untcentre.org