



**INTERNATIONAL INSTITUTE OF  
ADMINISTRATIVE SCIENCES**

**AND**

**MINISTRY OF PERSONNEL**

**Ministry of Foreign Affairs**

**Ministry of Finance**

**General Office of the Central Organization and  
Establishment Committee of China**

**National School of Public Administration**

**Chinese Public Administration Society**

**People's Government of Beijing Municipality**

*People's Republic of China*

**NEW CHALLENGES FOR PUBLIC  
ADMINISTRATION IN THE TWENTY-FIRST  
CENTURY: EFFICIENT CIVIL SERVICE AND  
DECENTRALIZED PUBLIC ADMINISTRATION**

**THIRD INTERNATIONAL CONFERENCE**

**1996**

***PROGRAMME***

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BEIJING (CHINA), 8-11 OCTOBER 1996

Wednesday, 9 October 1996

**11 AM - 12.30 AM : WORKSHOPS**

**Hall 11, Third floor**

***I. Reconstructing the Functions of Government***

Rapporteur	Brian Brogan
Moderator	<i>Victoria Bautista</i> , College of Public Administration, University of the Philippines (Philippines)
Topic	REFORMING THE FUNCTIONS OF GOVERNMENT IN TRANSITIONAL ECONOMIES
Speakers	Zhaode Chen and Xueyu Sun (China), Zongzhi Chang and Fanqin Da (China), Zhou Zhiren (China), Artashes Gazaryan (Lithuania), Steven Lillic (Yugoslavia), Frits van den Berg (Netherlands)
Papers on the Topic	Guo Baoping (China), Shi Ce (China), Chang-tay Chiou (China), Kai-jun Gao (China), Hao Tieying and Wu Wenyan (China), Dragoljub Kavran and Dragon Radinovic (Yugoslavia), Igor Ushkalov and Irina Malakha (Russia), Xu Xingan (China), Zuo Ran (China), Yumel Zhang (United Kingdom)

**Hall 10, Third floor**

***II. Re-locating Government Administration***

Rapporteur	Elisenda Malaret Garcia
Moderator	<i>István Balázs</i> , Deputy of Government Commissioner, Commission for Modernization of Public Administration, Prime Minister's Office (Hungary)
Topic	DECENTRALISATION AND EFFICIENCY; STRUCTURES AND CONTROLS
Speakers	James Q. McCrindell (Canada), Giampaolo Ladu (Italy), Dieter Grunow (Germany)
Papers on the topic	Tony Boland and Talib Younis (United Kingdom), Ahmed Rahmani (Algeria), Keshav C. Sharma (Botswana), He Fengqiu (China), Alain Baccigalupo (Canada), Pradeep K. Saxena (India), Gustav Pandjaitan and Sapta Nirwandar (Indonesia)

**Hall 8, Second floor**

***III. Redesigning Administration for Responsiveness, Accountability and Risk-taking***

Rapporteur	Les Metcalfe
Moderator	<i>Alai Ingawani</i> , Deputy Permanent Secretary, Prime Minister's Office (Thailand)
Topic	DECENTRALISATION
Speakers	Cheng Tao and Wang Yu-Kai (China), Kun-jung Liao (China), Rogério F. Pinto (World Bank)
Paper on the topic	John W. Forje (Cameroon)

**Hall 7, Second floor**

***V. Reaffirming the Values and Professionalism of Administration***

Rapporteur	Maurice Kamto
Moderator	<i>Raymond-François Le Bris</i> , Directeur, Ecole nationale d'Administration (France)
Topic	NATIONAL EXPERIENCES
Speakers	Arsène Declerc (Belgium), Randhir B. Jain (India)

**Hall 6, Second floor**

***VI. Mobilizing Government Learning***

Rapporteur	Scott Fosler
Moderator	<i>John Gallagher</i> , Director General, Institute of Public Administration (Ireland)
Topic	PRIME UNITS OF LEARNING: GOVERNMENT ORGANIZATIONS AND THEIR EMPLOYEES
Speakers	Lisheng Dong (China), Marcel Pochard (France), Victor G. Hilliard (South Africa)
Papers limited with the topic	Xu Jianyuan (China), Xu Li-ming (China), Xia Shuzhang (China), Hanan I. El-Naggar (Egypt), Frans M. Meijer (Netherlands)

**12.30 AM - 2 PM : LUNCH**

## ***THEME***

**New Challenges for Public Administration in the Twenty-first Century: efficient civil service and decentralized public administration**

**GENERAL RAPPORTEUR:** *Derry Ormond*, Head of the Public Management Service (PUMA), OECD

Workshops:

**1. Reconstructing the Functions of Government.**

*Brian Brogan*, Project Director, Public Sector Economic Management, Managing Business in Asia-Program, Australian National University (Australia)

**2. Re-locating Government Administration.**

*Elisenda Malaret Garcia*, Professor of Administrative Law, Faculty of Law, University of Barcelona (Spain)

**3. Redesigning Administration for Responsiveness, Accountability and Risk-taking.**

*Les Metcalfe*, Professor of Public Administration, Director of Research, European Institute of Public Administration (EIPA), Maastricht (Netherlands)

**4. Managing Special Interests and Client Relationships.**

*Mohammad Mohabbat Khan*, Professor of Public Administration, Department of Public Administration, University of Dhaka (Bangladesh)

**5. Reaffirming the Values and Professionalism of Administration.**

*Maurice Kamto*, Professor of Public Law, University of Yaoundé II (Cameroon)

**6. Mobilizing Government Learning.**

*Scott Fosler*, President, National Academy of Public Administration (NAPA) (United States)

# ORGANIZERS

## **Chairman**

Zhang ZHIJIAN, Vice-Minister of Personnel

## **Vice-chairman**

Zhang WENSHOU, Acting President of the Public Administration Society in China

Gu JIAQI, Vice-Head of the Office of the Central Organization and Establishment Commission

Fan YUANMOU, Secretary-General of the People's Government of Beijing Municipality

Zhang XIUXUE, Vice-President of the National School of Administration of China

## **Senior Advisor**

Zhang HANFU, Former Vice-Minister of Personnel

Jiang GUANZHUANG, Vice-President of IIAS

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Xu ZHENHUAN, Director General of the Department of International Exchange & Cooperation of the Ministry of Personnel

Cheng SILIN, Director General of the Department of International Organization and Conference of the Ministry of Foreign Affairs

Yao XIUZHEN, Department of Foreign Exchange & External Finance of the Ministry of Finance

Ji XIAONAN, Deputy Director General of the Department of Policy and Legislation of the Ministry of Personnel

Wang QINFENG, Deputy Director General of the General Department in the Office of the Central Organization and Establishment Committee

Xin TIELANG, Deputy Director General of the Personnel Bureau of the People's Government of Beijing Municipality

Liu YICHANG, Vice-President and Secretary-General of the Public Administration Society of China

Wang XIAOCHU, Deputy Director General of the Department of International Exchange & Cooperation of the Ministry of Personnel

Zhang DEXIN, Director of the Department of Public Administration of the National School of Administration of China

## **Secretary General**

Xu ZHENHUAN

## **Deputy Secretary General**

Wang Xiaochu

## **Office of the Organizing Committee**

Wang XIAOCHU, Director

Zhang YI, Deputy Director

Shen YANJIE, Guo LING, Zhao HAIYUN, Staff

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# PROGRAMME

## Monday, 7 October 1996

9 am - 6 pm : IIAS Executive Committee Meeting (Hall 4, Third floor)

4 pm - 6.30 pm : Registration (Lobby)

## Tuesday, 8 October 1996

9 am : Registration (Lobby)

### 10 AM - 11.30 AM : OPENING CEREMONY

#### Hall 1, Second floor

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Chairman: *Mr. Zhang Zhijian*, Vice-Minister, Chairman of the Organizing Committee.

Inauguration Speech by the Vice-President of the People's Republic of China, *Mr. Rong Yiren*.

Speech by the Minister of Personnel, *Mr. Song Defu*.

Speech by the President of the International Institute of administrative Sciences, *Mr. David Brown*.

Speech by the Director General of the International Institute of administrative Sciences, *Mrs. Turkia Ould Daddah*.

General Introductory Report by *Mr. Dery Ormond*, Head of the Public Management Service (PUMA), OECD.

### 11.45 AM - 12.30 PM : PRESS CONFERENCE (Hall 6 and 7, Second floor)

### NOON - 13.30 PM : LUNCH

### 1.30 PM - 4.30 PM : PANEL ON « ADMINISTRATIVE REFORM IN CHINA »

#### Hall 2, First floor

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Moderator	<i>Dery Ormond</i> , Head, Public Management Service, OECD
Keynote speaker	<i>Zhang Zhijian</i> , Vice-Minister, Chairman of the Organizing Committee
Speakers	<i>Hou Jianliang</i> , Director General, Department of Policy and Legislation, Ministry of Personnel (China) <i>Jiang Xianrong</i> , Director General, Second Department in the General Office of the Central Organization and Establishment Committee (China)
Commentators	<i>Renaud Denoix de Saint Marc</i> , Vice-President, Conseil d'Etat (France) <i>Chung-Hyun Ro Ph.D.</i> , President, Korean Institute of Public Administration (Korea)



**4.45 PM - 6 PM : WORKSHOPS**

**Hall 11, Third floor**

***I. Reconstructing the Functions of Government***

Rapporteur	Brian Brogan
Moderator	<i>Peter Shergold</i> , Public Service Commissioner, Public Service and Merit Protection Commission (Australia)
Topic	RECONSTRUCTING THE FUNCTIONS OF GOVERNMENT - KEY THEMES AND OVERVIEW
Speakers	Anthony B.L. Cheung (Hong Kong), David Zussman (Canada), Jiang XianRong (China), Shun'ichi Furukawa (Japan)
Papers on the Topic	Gerrit H. Hagelstein (Netherlands), Denis Osborne (United Kingdom)

**Hall 10, Third floor**

***II. Re-locating Government Administration***

Rapporteur	Elisenda Malaret Garcia
Moderator	<i>Arturo Israel</i> , Former Senior Advisor at the World Bank
Topic	MAIN THEORETICAL QUESTIONS AND CONCEPTUAL PROBLEMS LINKED TO THE CONCEPT OF DECENTRALISATION
Speakers	Giancarlo Rolla (Italy), Olga Vidláková (Czech Republic), Hoshiar Singh (India)
* Papers on the topics	Klaus-Eckart Gebauer (Germany), Jean Dufau (France), Shi ZhiFu and Hu XianZhi (China), Lu Guo Tai (China), Dong Ming (China), M.S. Nkhumishe (South Africa)

**Hall 8, Second floor**

***III. Redesigning Administration for Responsiveness, Accountability and Risk-taking***

Rapporteur	Les Metcalfe
Moderator	<i>Pierre De Celles</i> , Directeur général, Ecole nationale d'Administration publique, Université du Québec (Canada)
Topic	ACCOUNTABILITY
Speakers	Ho Khai Leong (Singapore), Carles Ramió Matas (Spain), Roger Levy (United Kingdom), Leo W.J.C. Huberts (Netherlands)
Paper on the topic	Turo Virtanen (Finland)

**Hall 7, Second floor**

***IV. Managing Special Interests and Client Relationships***

Rapporteur	Mohammad Mohabbat Khan
Moderator	<i>Lyn Provost</i> , Branch Manager, Government Management Branch, State Service Commission (New Zealand)
Topic	CITIZEN PARTICIPATION
Speakers	Wang Weida (China) and Hendri Kroukamp (South Africa)

**Hall 6, Second floor**

***V. Reaffirming the Values and Professionalism of Administration***

Rapporteur	Maurice Kamto
Moderator	<i>Markku Temmes</i> , Research Director, Department of Political Science, University of Helsinki (Finland)
Topic	GENERAL AND THEORETICAL CONSIDERATIONS
Speakers	Yan Geng (Hong Kong)

**7 PM - 9 PM : DINNER**

Official Dinner, co-sponsored by the Ministry of Personnel and the General Office of the Central Organization and Establishment Committee of China at the Great Hall of the People. Departure at 6.15 pm from Convention Center.

**9 AM - 10.30 AM : WORKSHOPS**

**Hall 11, Third floor**

***I. Reconstructing the Functions of Government***

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Rapporteur	Brian Brogan
Moderator	Ahmed Ashour, Director General, Arab Administrative Development Organization (Egypt)
Topic	REDESIGNING BUREAUCRACIES FOR REFORM AND DEVELOPMENT
Speakers	Joseph M. Maseko (South Africa), Mouhamadou Rassoulou Deme (Mauritania)
Papers on the Topic	Saandi Assoumani (OFPA), E.K. More (South Africa), Hello Janny Teixeira and Richardo Luiz Camargo (Brazil), Bidya Bowomwathana (Thailand)

**Hall 10, Third floor**

***II. Re-locating Government Administration***

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Rapporteur	Elisenda Malaret Garcia
Moderator	Albert Hofmeister, Société suisse des Sciences administratives (Switzerland)
Topic	DISTRIBUTION OF TASKS; STRUCTURE AND CHARACTERISTICS OF DECENTRALISED UNITS
Speakers	Katia Horber-Papazian and Nils C. Soguel (Switzerland), Paul Bernard (France), Yichang Liu (China)
Paper on the topic	Carlos Francisco Molina del Pozo (Spain), Purshottamman Sivanarian Reddy and T. Sabelo (South Africa), Elisa Pintus (Italy), Krishna K. Tummala (United States), Igor Ushkalov and Vladimir Lysenko (Russia), Zhang Bingquan (China), Thamir M. Almotairi (Saudi Arabia)

**Hall 8, Second floor**

***III. Redesigning Administration for Responsiveness, Accountability and Risk-taking***

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Rapporteur	Les Metcalfe
Moderator	Seymour Slavin, Professor Emeritus, Raymond A. Kent School of Social Work-Public Policy, University of Louisville (United States)
Topic	RESPONSIVENESS
Speakers	Yugo Kaneko (Japan), Laurance R. Geri (United States), Marie-Christine Meininger (France)
Paper on the topic	Asha Gupta (India)

**Hall 7, Second floor**

***V. Reaffirming the Values and Professionalism of Administration***

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Rapporteur	Maurice Kamto
Moderator	Mr. Hatem Aly Labib Gabr, Conseiller d'Etat (Egypt)
Topic	NATIONAL EXPERIENCES
Speakers	Joseph Ayee (Ghana), Abdurrahman A. Higan (Saudi Arabia)
Paper on the topic	Benoît Ndi Zambo (Cameroon)

**Hall 6, Second floor**

***VI. Mobilizing Government Learning***

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Rapporteur	Scott Fosler
Moderator	Michael Duggett, Civil Service College (United Kingdom)
Topic	DEFINITION, THEORY AND CONTEXT OF GOVERNMENT LEARNING
Speakers	Otto Brodtrick (Canada), Liz Fulop and Will Rifkin (Australia), Salah M. Almaayouf (Saudi Arabia)
Papers on the topic	Shen Ronghua, Fei Yuqing and Yuan Ming (China), Li Ru-hai and Zhao Chang-hong (China), Pradeep K. Saxena (India)

**10.30 AM - 11 AM : COFFEE BREAK**

**11 AM - 12.30 AM : WORKSHOPS**

**Hall 11, Third floor**

***I. Reconstructing the Functions of Government***

Rapporteur	Brian Brogan
Moderator	<i>Victoria Bautista</i> , College of Public Administration, University of the Philippines (Philippines)
Topic	REFORMING THE FUNCTIONS OF GOVERNMENT IN TRANSITIONAL ECONOMIES
Speakers	Zhaode Chen and Xueyu Sun (China), Zongzhi Chang and Fanqin Da (China), Zhou Zhiren (China), Artashes Gazaryan (Lithuania), Steven Lillic (Yugoslavia), Frits van den Berg (Netherlands)
Papers on the Topic	Guo Baoping (China), Shi Ce (China), Chang-tay Chiou (China), Kai-jun Gao (China), Hao Tieying and Wu Wenyan (China), Dragoljub Kavran and Dragon Radinovic (Yugoslavia), Igor Ushkalov and Irina Malakha (Russia), Xu Xingan (China), Zuo Ran (China), Yumel Zhang (United Kingdom)

**Hall 10, Third floor**

***II. Re-locating Government Administration***

Rapporteur	Elisenda Malaret Garcia
Moderator	<i>István Balázs</i> , Deputy of Government Commissioner, Commission for Modernization of Public Administration, Prime Minister's Office (Hungary)
Topic	DECENTRALISATION AND EFFICIENCY; STRUCTURES AND CONTROLS
Speakers	James Q. McCrindell (Canada), Giampaolo Ladu (Italy), Dieter Grunow (Germany)
Papers on the topic	Tony Boland and Talib Younis (United Kingdom), Ahmed Rahmani (Algeria), Keshav C. Sharma (Botswana), He Fengqiu (China), Alain Baccigalupo (Canada), Pradeep K. Saxena (India), Gustav Pandjaitan and Sapta Nirwandar (Indonesia)

**Hall 8, Second floor**

***III. Redesigning Administration for Responsiveness, Accountability and Risk-taking***

Rapporteur	Les Metcalfe
Moderator	<i>Alai Ingawani</i> , Deputy Permanent Secretary, Prime Minister's Office (Thailand)
Topic	DECENTRALISATION
Speakers	Cheng Tao and Wang Yu-Kai (China), Kun-jung Liao (China), Rogério F. Pinto (World Bank)
Paper on the topic	John W. Forje (Cameroon)

**Hall 7, Second floor**

***V. Reaffirming the Values and Professionalism of Administration***

Rapporteur	Maurice Kamto
Moderator	<i>Raymond-François Le Bris</i> , Directeur, Ecole nationale d'Administration (France)
Topic	NATIONAL EXPERIENCES
Speakers	Arsène Declerc (Belgium), Randhir B. Jain (India)

**Hall 6, Second floor**

***VI. Mobilizing Government Learning***

Rapporteur	Scott Fosler
Moderator	<i>John Gallagher</i> , Director General, Institute of Public Administration (Ireland)
Topic	PRIME UNITS OF LEARNING: GOVERNMENT ORGANIZATIONS AND THEIR EMPLOYEES
Speakers	Lisheng Dong (China), Marcel Pochard (France), Victor G. Hilliard (South Africa)
Papers limited with the topic	Xu Jianyuan (China), Xu Li-ming (China), Xia Shuzhang (China), Hanan I. El-Naggar (Egypt), Frans M. Meijer (Netherlands)

**12.30 AM - 2 PM : LUNCH**



**Wednesday, 9 October 1996**

**2 PM - 3.30 PM : WORKSHOPS**

**Hall 8, Second floor**

***IV. Managing Special Interests and Client Relationships***

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Rapporteur	Mohammad Mohabbat Khan
Moderator	Mohammad Mahmoud Mahamedou, Director of Research, Ralph Bunche Institute (United Nations)
Topic	CLIENTS IN PUBLIC ADMINISTRATION
Speakers	Dieter Grunow (Germany) and Jouke de Vries (The Netherlands)

**Hall 7, Second floor**

***V. Reaffirming the Values and Professionalism of Administration***

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Rapporteur	Maurice Kamto
Moderator	Francis Delpérée, Professeur de Droit, Université Catholique de Louvain-La-Neuve (Belgium)
Topic	SOLUTIONS FOR THE FUTURE
Speakers	Yves Beigbeder (Unitar)

**Hall 6, Second floor**

***VI. Mobilizing Government Learning***

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Rapporteur	Scott Fosler
Moderator	Pierre-Vincent Ngambo Fondjo, Secrétaire Permanent Adjoint, OFPA (Benin)
Topic	COMMUNITIES AND REGIONS AS LEARNING SYSTEMS
Speakers	Frank Hendriks (Netherlands), Wang Feng (China), Reinette Jordaan, Aspasia Karras and Eric Phenyra (South Africa)

**3.30 PM - 4 PM : COFFEE BREAK**

**4 PM - 6 PM : PANEL ORGANIZED BY  
THE DEVELOPMENT POLICY MANAGEMENT FORUM (DPMF) AND THE IIAS  
CO-SPONSORED BY THE COMMONWEALTH SECRETARIAT  
AND THE DDSMS (UNITED NATIONS)**

**Hall 2, First floor**

***The Reconstruction of African Policy Management and Public Administration for the XXIst Century: challenges and opportunities***

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Chairman	Professor Fousseyni Samake, General Secretary of the Government (Mali)
Keynote Speaker	Professor Shamuyarira, Minister of Industry and Commerce, Former Minister of Public Service (Zimbabwe)
Speakers	Paul M. Rupia, Honourable, Member of the National Assembly (Tanzania) Professor Abdalla Bujra, Director, Development Policy Management Forum (DPMF) Abdullah Abdul Rahman, Permanent Secretary, Ministry of Health (Malaysia) Didier Maus, Director, International Institute of Public Administration (France) Mohan Kaul, Director, Management and Training Services Division (Commonwealth Secretariat)

**7 PM - 9 PM : DINNER**

Dinner, hosted by the National School of Administration of China at the School. Departure at 6.15 pm from Convention Center.

Thursday, 10 October 1996

## 9 AM - 10.30 AM : WORKSHOPS

### Hall 11, Third floor

#### *I. Reconstructing the Functions of Government*

Rapporteur	Brian Brogan
Moderator	<i>Alfred Zuck</i> , Executive Director, National Association of Schools of Public Affairs and Administration (United States)
Topic	REFORMING LINE AGENCIES AND SERVICE DELIVERY
Speakers	Victoria Bautista (Philippines), Jens Hoff (Denmark), Klaus Konig (Germany)
Paper on the Topic	Peter Curwen (United Kingdom)

### Hall 10, Third floor

#### *II. Re-locating Government Administration*

Rapporteur	Elisenda Malaret Garcia
Moderator	<i>Toshiyuki Masujima</i> , Professor of Policy Studies, Chuo University (Japan)
Topic	THE MEGA MUNICIPALITIES; ORGANISATION AND FUNCTIONS
Speakers	Gustavo Blutman (Argentina), Shi ZhiFu and Hu XianZhi (China), Ries van der Wouden (Netherlands)
Papers on the topic	Alain Baccigalupo (Canada), Syamal Kumar Ray (India), Julio Oscar López and Noris Amanda Tais (Argentina)

### Hall 8, Second floor

#### *III. Redesigning Administration for Responsiveness, Accountability and Risk-taking*

Rapporteur	Les Metcalfe
Moderator	<i>Xiaochu Wang</i> , Deputy Director General, Department of International, Exchange and Cooperation, Ministry of Personnel (China)
Topic	MANAGEMENT OF REFORM
Speakers	Yue Yunlong (China), Ita O'Donovan (United Kingdom), Leo Victor (Belgium), Seymour Slavin (United States)
Paper on the topic	Petter Langseth (World Bank), Giovanpietro Scotto Di Carlo (Italy)

### Hall 7, Second floor

#### *IV. Managing Special Interests and Client Relationships*

Rapporteur	Mohammad Mohabbat Khan
Moderator	<i>Francis Agble</i> , Vice Chairman, Public Services Commission (Ghana)
Topic	MANAGEMENT OF SPECIAL INTERESTS
Speakers	Antal Adam (Hungary), Liu Wenbin (China), M.P. Monyeki (South Africa)

### Hall 6, Second floor

#### *VI. Mobilizing Government Learning*

Rapporteur	Scott Fosler
Moderator	<i>Corazon Alma De Leon</i> , Chairman, Civil Service Commission (Philippines)
Topic	CROSS-CULTURAL LEARNING
Speakers	Raymond Saner and Lichia Yiu (Switzerland), Anne Rubienska and Tony Bovaird (United Kingdom)

## 10.30 AM - 11 AM : COFFEE BREAK

**Thursday, 10 October 1996**

**11 AM - 12.30 AM : WORKSHOPS**

**Hall 11, Third floor**

***I. Reconstructing the Functions of Government***

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Rapporteur	Brian Brogan
Moderator	<i>David Zussman</i> , Dean, Faculty of Administration, University of Ottawa (Canada)
Topic	BROADER INFLUENCES ON THE DIRECTIONS AND SCOPE OF REFORM
Speakers	Shamsul Haque (Singapore), Cheong Bong Kim (Korea), Pradeep Saxena (India),
Papers on the Topic	Herman J. Aquina (Netherlands), Rwekazas Mukandala (Tanzania)

**Hall 10, Third floor**

***II. Re-locating Government Administration***

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Rapporteur	Elisenda Malaret Garcia
Moderator	<i>Heinrich Siedentopf</i> , Professor, Hochschule für Verwaltungswissenschaften (Germany)
Topic	INTERGOVERNMENTAL RELATIONS AND MODERNISATION; NEW PROCEDURES; DETERMINATION OF RESPONSIBILITIES AND DEMOCRACY
Speakers	Gérard Marcou (France), Carol Ann Traut (United States), Jim Barry (United Kingdom)
Papers on the topic	Al Haj Lateef Adebayo (Benin), Joseph R.A. Ayee (Ghana), B.M. Chittangi (India), Patrick Keuleers and Souvanb Soukchaleun (Lao), Alan J. Taylor (United Kingdom)

**Hall 8, Second floor**

***III. Redesigning Administration for Responsiveness, Accountability and Risk-taking***

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Rapporteur	Les Metcalfe
Moderator	<i>Helmut Klages</i> , Professor, Hochschule für Verwaltungswissenschaften (Germany)
Topic	DESIGN PRINCIPLES FOR STRUCTURE AND PROCESS
Speakers	Fang Yan (China), Elke Löffler and Helmut Klages (Germany)
Paper on the topic	Jeffrey Stanyer (United Kingdom)

**Hall 7, Second floor**

***IV. Managing Special Interests and Client Relationships***

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Rapporteur	Mohammad Mohabbat Khan
Moderator	James K. Kalebbo, Director, Management Institute (Uganda)
Topic	PARTICIPATION
Speakers	Abdullah M. Al-Khalaf (Saudi Arabia) and Michiel S. de Vries (Netherlands)

**Hall 6, Second floor**

***VI. Mobilizing Government Learning***

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Rapporteur	Scott Fosler
Moderator	<i>Arts Stevenson</i> , Executive Director, CAPAM (Canada)
Topic	PRINCIPLES, STRATEGIES, AND CAPACITIES
Speakers	Guy Callender and Judy Johnston (Australia), Vasant Moharir (Netherlands)
Papers on the topic	Raymond Saner, Lichia Yiu (Switzerland) and Gorazd Trpin (Slovenia), Alan J. Taylor (United Kingdom)

**12.30 - 2 PM : LUNCH**

Thursday, 10 October 1996

**2 PM - 6 PM : PANEL ORGANIZED BY  
THE LOCAL GOVERNMENT MANAGEMENT BOARD (LGMB) AND THE IIAS**

**Hall 2, First floor**

*The Challenges of the XX1st Century: local government's role*

Moderator	<i>Chris M. Cardy</i> , Chef, Training and Development, LGMB (United Kingdom)
Speakers	<i>Mark Sheldrake</i> , International Management Consultant, Local Government Management Board (United Kingdom) <i>Dawn Brook</i> , Group Leader Commissioning, Wellington City Council (New Zeland) <i>Agnes Devanadera</i> , Mayor, Sampaloc, Quezon City and National Chair of the League of Municipalities (Philippines) <i>Akira Nakamura</i> , Professor and Chair, School of Political Science and Economics, Meiji University, Tokyo (Japan) <i>Jamir M. Khan</i> , Town Clerk, Lautoka City Council, Fiji, and Secretary/Treasurer of the Fiji Local Government Association (Fiji) <i>G.W. Nyombi Thembo</i> , City Councillor, President of the International Union of Local Authorities (IULA), Africa Section, Kampala (Uganda)

**3 PM - 6 PM : IIAS - DDSMS MEETING**

**Hall 8, Second floor**

*Brainstorming meeting organized by IIAS and the United Nations (Division of Public Administration and Management Development) with the representatives of the Regional Organization of Public Administration.*

Speakers	: <i>David Brown</i> , Chairman (IIAS) <i>Turkia Ould Daddah</i> , Director General (IIAS) <i>Guido Bertucci</i> , Director, DDSMS (United Nations) <i>Itoko Susuki</i> , Governance and Public Administration Branch, DDSMS (United Nations)
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**4 PM - 6 PM : WORKSHOPS**

**Hall 7, Second floor**

*IV. Managing Special Interests and Client Relationships*

Rapporteur	<i>Mohammad Mohabbat Khan</i>
Moderator	<i>Hocine Cherhabil</i> , Director, Ecole nationale d'Administration (Algeria)
Topic	ADMINISTRATIVE FORMALITIES
Speakers	<i>Jean Prada</i> (France), <i>Mohammad Mohamedou</i> (Mauritania)

**Hall 6, Second floor**

*V. Reaffirming the Values and Professionalism of Administration*

Rapporteur	<i>Maurice Kamto</i>
Moderator	<i>Mr. R. Ben Youssef</i> , President de Chambre, Tribunal Administratif (Tunisia)
Topic	SOLUTIONS FOR THE FUTURE
Speakers	<i>Didier Jean-Pierre</i> (France), <i>Abu Rashid Jafri</i> (Pakistan)

**7 PM - 9 PM : DINNER**

Dinner, hosted by the Public Administration Society of China at the Fragrant Hill Hotel.  
Departure at 6.15 pm from Convention Center.



**Friday, 11 October 1996**

**9 AM - 10.30 AM : CONCLUSION (Hall 2, First floor)**

**Chairman:** *Derry Ormond*, General Rapporteur.

- Presentation of the Reports of the six Workshops by the Rapporteurs.
- Conclusion by the General Rapporteur.

**11 AM - 11.30 AM : CLOSING CEREMONY (Hall 2, First floor)**

**Chairman:** *Turkia Ould Daddah*, Director General of IIAS:

- Speech by a senior official from the Chinese government
- Speech by *David Brown*, President of IIAS
- Speech by *Pierre de Celles*, Chairman of the Organizing Committee of the IIAS Round Table, Québec City (Canada) Ville (1997)

**NOON - 1.30 PM : LUNCH**

**1.30 PM - 6.30 PM : EXCURSION TO THE GREAT WALL**

Departure of the excursion organized by the Organizing Committee for registered participants and accompanying persons from Beijing International Convention Center.

## ***OTHERS MEETINGS***

**Tuesday, 8 October 1996**

**PREPARATORY MEETING PRIOR TO WORKSHOPS**

8.30 AM - 9.30 AM                      **Room 3054, Third floor**  
Coordination Meeting - General Rapporteur and Rapporteurs.

The authors of papers and the moderators of workshops are invited to meet with the Rapporteur 15 minutes before the workshop begins in the hall in which the workshop will take place.

**Wednesday, 9 October 1996**

9 AM - 11 AM                              **Hall 4, Third floor**  
Editorial Committee of the International Review of Administrative Sciences.  
**Chairman:** *Kenneth Kernaghan*, Brock University (Canada).

9 AM - 12.30 PM                        **Room 3053, Third floor**  
Meeting of Working Group on Governance. **Rapporteur:** *Joan Corkery*, ECDPM

1.45 PM - 4 PM                           **Hall 11, Third floor**  
Meeting of representatives of IIAS National Sections. **Chairman:** *Hocine Cherhabil*,  
President, Association algérienne des Sciences administratives (Algeria)

**Thursday, 10 October 1996**

9 AM - 12.30 PM                        **Hall 4, Third floor**  
Meeting of Working Group on Governance. **Rapporteur:** *Joan Corkery*, ECDPM



# ***PRATICAL INFORMATION***

## ***Conference Venue***

Beijing International Convention Centre  
N°8, Beichendong Road, Chaoyang District  
BEIJING 100101, CHINA

Tel.: 86-10-64.91.02.46  
Fax.: 86-10-64.99.39.93

## ***Working Languages***

The working languages will be English, French and Chinese. Simultaneous interpretation will be provided.

## ***Documents and Badges***

Each participant will receive a folder of documents including: the general report, the reports of the six workshops, an evaluation questionnaire (to be completed and returned to the IIAS Secretariat by 9 October, at the latest), as also information relative to IIAS and the city of Beijing and a badge on which the participant's name is indicated. Participants are invited to indicate the languages that they speak by placing on the badge a respective color sticker(s) representing their languages (English => red, French => blue, Chinese => green).

The following badge system will be used: white badge => participant; white badge with a red slash => accompanying person; white badge with a blue slash => Organizing Committee; white badge with a slash => IIAS personnel.

Only those participants and accompanying persons wearing their badge may participate in the meetings and receptions.

## ***Individual Papers***

The list of individual papers will be included in the folder of documents. Ten tickets will also be included in the folder and will permit participants to obtain free-of-charge ten papers as from 7 October 1996 at 4 pm, in the lobby of the Conference venue. Participants who so desire may obtain additional papers at the price of 1US\$ each.

Working method: presentation of individual papers.

Among the papers accepted, the Rapporteurs of sub-topics have selected a limited number of papers to be presented during the meetings. Authors of papers which have not been selected for presentation are kindly invited to participate in the discussions.

## ***Travel Agency (excursions - accompanying persons' programme - flight confirmation)***

The Beijing Youth Travel Service will be open throughout the duration of the International Conference: from 8 am to 1 pm and from 2 pm to 6 pm, in the lobby.

## ***International Conference Secretariat (Third floor)***

Office of the President of IIAS  
Office of the Director General  
Office of the General Rapporteur  
Office of the IIAS Secretariat

David Brown (Room 3052)  
Turkia Ould Daddah (Room 3053)  
Derry Ormond (Room 3054)  
(Room 3055)

## ***Information Board***

An information board, on which the rooms of the various meetings will be indicated and various personal messages, will be placed in the lobby. Kindly consult it regularly to be informed of last-minute changes.

**Photocopies**

A photocopying machine will be put at the disposal of the participants in the lobby. A fee will be charged.

**Banks and Posts**

In the Conference Center banks are open from 9 am to 6 pm, posts from 9 am to 4 pm.

**Credit Cards**

Visa, Master Card, American Express, JCB and Diners are accepted at the Convention Center and in most shops.

**Currency**

As of (1 August 1996) 100 US\$ equals approximately 8,30,71 RMB.

**Meals**

Lunch will be served in the International Conference Center for about 12 US\$. For breakfast and supper, there are restaurants near the Conference Center or participants may choose to eat at their hotel. Meals are at the participants' own expense.

**Official Hotels of the Congress**

Kempinski Hotel	N°50, Liangmaqiao Road Chao yang District, Beijing 100016	Fax : 86-10-64.65.33.66 Tél. : 86-10-64.65.33.88
Kunlun Hotel	N°2, Xingyuannan Road Chao yang District, Beijing 100004	Fax : 86-10-65.00.32.28 Tél. : 86-10-65.00.33.88
Continental Grand Hotel	N°8, North Star East Road, Andingmenwai Chao yang District, Beijing 100101	Fax : 86-10-64.91.01.06 Tél. : 86-10-64.91.55.88
Beijing Grand Hotel	N°20, Yumingdongli, De sheng men wai Chao yang District, Beijing 100006	Fax : 86-10-65.13.00.49 Tél. : 86-10-65.13.77.88
Hui-Qiao Hotel	N°19, Huixingdong Street Chao yang District, Beijing	

**Transport to the Airport**

The International Conference Center is 25 Km from the Beijing airport. Participants may either take a bus (average price: 15 US\$) or use the Kempinski and Kunlun Hotel's shuttle. The other hotels do not provide a shuttle service.

**ACCOMPANYING PERSON'S PROGRAMME**

Only the accompanying persons who are registered and have paid for their registration fee may take part in this programme.

1.	The Temple of Heaven	Tuesday, 8 October 1996	at 1.30 pm return at 6 pm
2.	The Forbidden City	Wednesday, 9 October 1996	at 9 am return at 12.30 pm
3.	The Summer Palace	Thursday, 10 October 1996	at 9 am return at 12.30 pm

# **EXECUTIVE COMMITTEE OF IIAS**

## **President**

David BROWN, Canada

## **Retiring President**

Guy BRAIBANT, France

## **Vice-Presidents**

Francis DELPEREE, Belgium

Klaus KOENIG, Germany

Attila RACZ, Hungary

Guangzhuang JIANG, China

Ridha BEN YOUSSEF, Tunisia

Adolfo LUGO VERDUZCO, Mexico

Abdulrahman AL-SHAKAWY, Saudi Arabia

## **Members**

Kenneth KERNAGHAN, Canada (Editor of the International Review of Administrative Sciences)

Hiromitsu KATAOKA, Japan

Hatem Aly Labib GABR, Egypt

Markku TEMMES, Finland

Arturo ISRAEL, World Bank

Ali D. YAHAYA, African Association for Public Administration and Management

## **Chairman of Research Committees**

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Franz STREHL, Austria, *Administrative Sciences: structures and procedures, personnel administration, planning and forecasting*

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Moudi Abdulazziz AL-HOUMOD, Kuwait, *Public Enterprises*

Ross CURNOW, Australia, *History of Administration*

## **International Association of Schools and Institutes of Administration**

Chairman, Gabriel WILLIAM, Malaysia

## **International Association of Information and Documentation in Public Administration**

Chairman ad interim, Eliane PUISSOCHET, France

## **European Group of Public Administration**

Chairman at interim, Hugo VAN HASSEL, Belgium

Turkia OULD DADDAH, Mauritania, *Director General*

Charles MASKENS, Belgium, *Treasurer*