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Rolet Loretan,
*General Director of International Institute
of Administrative Sciences*

IIAS PERSPECTIVES ON THE MAIN TRENDS AND CRITICAL GOVERNANCE ISSUES IN THE PUBLIC SECTOR

Good afternoon dear Ladies and Gentlemen, distinguished guests and hosts. It's my honor and a pleasure to be talking to you today as a Director General of International Institute of Administrative Sciences (IIAS) after being invited kindly by the Academy of Public Service under the President of Kazakhstan. This occasion is especially memorable for IIAS since it is the first time that we are in Kazakhstan, in Astana.

Therefore, I will take this opportunity to talk shortly about the Institute, its mission, activities, governance and other and then will highlight the Main trends and Critical governance Issues in the Public Sector.

Established in 1930, the International Institute of Administrative Sciences (IIAS) is a platform providing a space for exchanges that promotes knowledge and practices to improve the organization and operation of Public Administration and ensures that public agencies are in a position to better respond to the current and future expectations and needs of society.

IIAS is represented by more than 100 countries through our member states, national sections, corporate members, international organization members, and the members of our specialized association and regional groups.

IIAS is a global institution with **36 State members, 28 National Sections, 53 Corporate members and 4 International Organization Members** and 4 successfully functioning sub-entities. The members of IIAS characterize major segments of society, and mainly are academics or/and practitioners representing all the regions of the world.

As you see in our slide the aims and objectives of IIAS are to:

- **promote** the development of the administrative sciences;
- provide a **worldwide platform for exchanges** between practitioners and academics;
- establish a **link** between theoretical research and practice;
- **improve** the organisation and operation of public administrations;
- **develop** effective administrative methods and techniques;
- **contribute to the governance progress** within the national and international administrations.

IIAS is governed by the complex structure consisting of:

- The General Assembly;
- The Council of Administration;
- The President;
- The Director General and the Administrative Services;
- The PRAC;
- The Finance Committee;
- The Publication Committee;
- The Strategy Committee;
- The IRAS Editorial Board.

To realize its objectives, IIAS:

- Organizes Annual **International Congress, Conferences and meetings**;
- Sets up and manages **Project and Study Groups on different key topics**;
- Publishes the **IRAS (International Review of Administrative Sciences)**;
- Publishes **books** in several series for Public administration and Public Management;
- Administers a worldwide information network thanks to its **«Knowledge Portal»**;
- Publishes a **Newsletter** three times a year.

The four sub-entities of IIAS were created as a response to varying challenges of public administration in different regions:

- European Group of Public Administration (EGPA) is already in existence for 35 years;
- Latin American Group of Public Administration (LAGPA),
- Asian Group of Public Administration (AGPA);

- International Association of Schools and Institutes of Administration (IASIA), which has celebrated its 50th anniversary last year. IASIA has 183 members from over 73 countries.

Each of these institutions has a global or regional network, long standing reputation amongst scholars and belongs to IIAS family. IIAS is planning to create a Middle Eastern Group of Public Administration in the coming future.

IIAS has a knowledge portal that is a communication platform on major issues of governance and the modern problems of governance.

This is an information tool that allows keeping abreast of all developments and reforms in recent months in public administration.

The knowledge portal also provides our community with information about our State members by region. Your contributions to our Knowledge Portal are very welcome! You can see the address of our knowledge portal in the slide.

We have various events around the world for instance

- TAD between Europe and America
- TED between West/East Europe
- MED European countries and Mediterranean Countries
- The African Forum
- The Regional Conferences of our regional groups and annual events of our specialized association.

For instance IASIA had a seminar titled: 'Construction of Service Oriented Government: International Experiences and Practice in China', 'Performance evaluation: International Experiences and Practices in China', 'Common Challenges for Government Self-Reform'

Apart from those events we have our annual congress in different parts of the world each year. This year we are going to Bahrain, Manama in collaboration with the Bahrain Institute of Public Administration.

IIAS family consists of wide network of members which are institutions, government agencies, universities and other. We have seven members' categories who can become the member of IIAS:

- any **State**;
- any **Governmental International Organization** established by a Treaty and comprised at least in part of Member States of IIAS;
- any **Non-Governmental International Organization**;
- **National Sections** – groups of professionally qualified individuals in member or non-member countries of IIAS;
- **International Sections**;
- **Corporate Members** – institutions or associations duly set up having activities in the field of public administration on the national, international, or regional levels;
- **Honorary Members**.

I invite you to collaborate with IIAS, some of the avenues of collaboration are:

- Developing a platform for Public Administration
- Preparing comparative analyses on key topics concerning Public Administration futures
- Using IIAS platform to put knowledge about your region: trends in Public Administration and Public Management
- Establishing New Dialogues
- Contributing to different projects
- Sharing innovative practices

In the longer term perspective we see partners in Kazakhstan as a hub for establishing the Central Asian and Caucasus group of Public Administration.

Leadership and professionalism

Now I will highlight few main trends and critical governance issues in Public Sector of today.

Leadership is the most studied and least understood of any in the social science (Benis and Nanus, 1985, 4, 20). Today's leaders are under increased pressure due to the presence of Internet, mass media which leads to greater levels of public awareness. Public seems to be less tolerant to the mistakes of leaders too (Van Mart, 2003).

'Contextual complexity' (Brunner, 1997, 219) leads to the differences between leaders in private sector and public sector, and even within the public sector, the leader in Education ministry for instance, would be different to the leader in Finance.

In private sector the notion of leadership is rather strict, whereas being a monopoly in public sector the sense of competition is diffused to other indicators.

The values emphasized in public sector are different in different geographic zones. There is no single model for future leaders, as each country has its values guiding the public sector and management systems are different from one country to another.

Traditional charismatic leaders who are believed to lead anyone under any circumstance are replaced by the need to have people with expertise, skills and knowledge of some key stakeholders.

The big shift in terms of new role of government focused on less state intervention and more administrative and financial decentralization (Aminova, 2011), brings us to the fundamental question of how to train future leaders, officers, directors and civil servants.

IIAS within its specialized association IASIA has established IASIA-UNDESA Joint International Taskforce on Strengthening Public Administration and Leadership at Local Level for the Achievement of Development Agendas. The goal of the Taskforce is to contribute to the improvement of the performance of public administration and leadership at local level in implementing national and international development agenda including the MDGs.

The project also intends to further improve the fit between the needs of local governments in terms of training, education, institution building in dealing with intergovernmental complexities and the products (training, education, institution building consultancy) offered by Universities, school, and institutes of Administration including MDIs.

Innovation in the public sector

Innovation is a necessary condition for creating a competitive economy that will have a positive effect on economic and social renewal.

The resource limitations that the planet is facing is pushing to come up with innovative solutions for the problems like better utilization of oil resources, food and increasing human population. To cope with the new challenges in the public sector, leaders must develop innovations to improve quality and provide customized low-cost solutions.

Delivering innovative services in the public sector should be seen as an opportunity to break the political deadlock, reduce costs and improve services for citizens.

To further promote the concept of innovation and innovative practices for open government around the world and in its member countries IIAS has recently set up a new collaborative initiative with OECD to jointly collect, store, analyze and share good practices with member countries of OECD and IIAS. The common initiative is deemed to create a win-win situation for information sharing, dissemination, diffusion and adoption of innovative practices by creating of formal interface for interaction. The interaction interface which will enable all interested parties including members of academia, international organizations, representatives of governments to discuss and exchange ideas on the methodologies of identifying innovative practices, their categorization in terms of novelty, purpose, focus, impact or implementation. The initiative is going to be made possible in collaboration with LIPSE (Learning Innovation in Public Sector Environments) project, funded by European Union and led by Erasmus University, Rotterdam. The focus of the project is Social Innovation in the Public Sector.

The project is deemed to be a starting point for stimulating discussions on this important point within our network. Finding innovation approaches, at the time of fiscal constraints, when governments are challenged for providing more and better quality services could be a solution for many governments.

Coordination in the public services

The on-going reforms and reform movements in the public sector focus more on the importance of coordination.

In an inter-organizational context, coordination is a deliberate alignment of tasks and efforts of public sector entities in order to generate greater coherence in public policy and reduce duplication, gaps and contradictions within and between policies.

The aim is also to make better use of limited resources, create synergies by bringing together the different stakeholders in a particular policy area, and to provide citizens with better access to public services.

Coordination efforts are made to reduce fragmentation in the public sector and public services. This includes in particular the «wicked problems» for which there are no predefined solutions, and includes the challenges such as climate change, unemployment, internal security, crime, health, immigration, drugs and lack of social cohesion. The complexity of these problems and the existing

models of organization and management lead to a mismatch. These problems are unlikely to be treated by a single department and/or by public body, they often cross organizational boundaries.

The intent of new mechanisms and practices of coordination is generally to integrate the various public sectors and areas of action to create greater coherence, effectiveness and enable to integrate leadership and management.

Coordination practices exist in different forms and under different labels: integrated governance, results-based management, joined-up government, global governance, new public governance, administration, networking, partnerships, cross-cutting policies, etc.

IIAS decided to dedicate a special focus on its Knowledge Portal to this issue in collaboration with the research group called COCOPS.

Co-production of public services

The final trend that we are going to explore is the new relationship between the partners for the definition, implementation, and evaluation of public policies and the delivery of public service.

If the concept of co-production of public services dates back to 70–80, it is now developed and refers to all public services that are delivered through the involvement of citizens, users and professionals in the public sector. We can take many examples of practices that emphasize the involvement of users such as police forces, which are based on information provided by residents; family members of a neighborhood or neighbors to develop a policy which is adequate to the safety or education; and school services that take advice from parents, teachers and children to adapt education and leisure time.

Countries differ widely on the consideration of citizens as co-producers of public service. In the current context of fiscal crisis and a crisis of legitimacy of the public sector, the issue of cooperation and involvement of civil society in the production of services has gained considerable importance. The debate on the co-production deals with normative aspects, but also ethics and best practices. It also touches on mutual trust between public authorities and citizens. The new IIAS Study group aims to better understand this phenomenon, highlighting in a comparative manner:

- the increasing role of users in the production of public services globally;
- the organization and structure of public services today;
- the interaction between professionals and people using and co-producing services;
- the ability and willingness of citizens to engage in co-production;
- the potential benefits and adverse effects of citizen involvement in the production of public service.

These are just a few examples of themes that IIAS has recently focused on its agenda.

Conclusion

Giving you this overview of the main issues addressed by the IIAS and its entities, I invite you to join us as young researchers and future leaders of the administration. Thank you for your attention!