

INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES:
A WORLDWIDE PLATFORM FOR ADMINISTRATION

*Main trends and developments
in Public Administration and Public Sector*

Rolet Loretan¹

In this paper for the first issue of the electronic Journal, I would like to briefly present the International Institute of Administrative Sciences and to underline the some main trends in the Public Sector as well as the major issues currently addressed by our network and the IIAS Study Groups. The International Institute of Administrative Sciences was created in 1930, in Madrid, by the International Congress of Administrative Sciences. From a historical point of view, IISA is the first specialized institution to affirm its scientific willingness, at the international level to solve the problems and challenges facing national and international government institutions so that is why IIAS is a unique platform of its kind.

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: respectively the International Association of Schools and Institutes of Administration (IASIA) and the European Group for Public Administration (EGPA), the Latin American Group for Public Administration (LAGPA) and the newly established Asian Group for Public Administration (AGPA). By developing its regional strategy, the Institute try to cover its diversity and to ensure the representation of the different regions of the world. We are developing platforms in the Middle East and Gulf region and in Africa.

IISA's vision is to improve the Administrative Sciences worldwide² and promote good governance in order to establish a modern and responsible public administration.

¹ Director General, the International Institute of Administrative Sciences (IIAS), professor

² IIAS-IISA : www.iias-iisa.org

The Institute's mission is to advance the organization and the operation of government / public agencies so that they are able to meet the current challenges and the future needs of society.

The Institute's objectives are:

- to promote the development of administrative sciences;
- to provide a forum where practical experiences and theoretical analyses of experts (academics and practitioners) in public administration worldwide and from all cultures are presented and discussed;
- to establish a link between research and practice;
- to improve the organization and the public administration;
- to develop effective administrative methods and techniques;
- to contribute to the governance progress in national and international administrations.

In order to achieve all these objectives the Institute analyses how the administrative authorities use their means in order to fulfill their missions. The institute is interested in the science education administration teaching, in the training, in the development and in the enhancement of the staff, in the way the organizations services are organized and in the implementation of various scientific disciplines related to public administration.

In addition, it conducts studies and researches, it develops plans and projects and concludes agreements that analyze the organization and functioning of public services. In order to achieve the goals mentioned, IIAS gathers the necessary documents and answers to the requests that are linked with its fields of study.

IIAS also develops a Knowledge Portal³ where several focus are under examination and discussion. We posted country profiles, news about the Public Sector developments, links to case studies and interviews of academics and practitioners.

³ IIAS KP: <http://www.pa-knowledge.org/>

Main trends and developments in Public Administration and Public Sector

1) Leadership and professionalism

Knowledge, skills, abilities and attitudes of future leaders are essential to the development of public policies. Their implementation and the development of administration must be in line with contemporary problems. Training and professionalism of future leaders is at the heart of our reflection.

Leadership is an essential element of public governance. The most important role of leaders in the public sector is to solve the problems and challenges in a specific environment. We are looking for people able to promote institutional and organizational and human adaptations (attitudes and abilities) in accordance with the public interest. Leadership is an important variable and very crucial because it leads to the strengthening of management capacity and to a performing organization.

There is no single model for the future leaders because each country has its own values which guide the public sector, and the management systems are different from one country to another.

As we focus on the development of the leadership, we discuss about interactions between the concepts of leadership and innovation. Especially, we investigate how future leaders can lead (introduce), guide, manage and develop innovation in the public sector.

The content of the training of leaders and administrators may vary depending on the context. Currently, in the context of the international crisis, leaders are expected to develop a vision, to transform and to adapt the skills. They have to be ambitious, to be energetic, to have integrity, and to use intuitive intelligence. A good leader must especially be able to adapt him to the changing circumstances in which he or she must work. Stress resistance is also a desired quality.

Leadership styles should differ according to the needs of the organizations, according to the type of employees, to the dynamic

context in which the organization is situated, according to the administrative culture and according to the abundance or to the scarcity of resources. There is a narrow correlation between the need for strong leaders and crises. Management of these triggers a strengthened need of leadership. The leadership of the future must be defined by considering social media, the interaction between world leaders, national and local leaders, and considering the need in order to compensate the lack of leadership. Turbulences, uncertainty and unpredictability are the current contextual data that we must take into account. We need more and more a type of leadership that preserves professionalism, respect the laws, rules and regulations in order to deal with the chaos and threats that affect our societies. If the training needs for the leaders of tomorrow are recognized as essential and urgent, we must ask ourselves about the training provided by institutes and training schools on the effectiveness of training institutions. We must also consider what are the basic skills and abilities that we teach to the young generations. Therefore, our reflection focuses on educational programs and their national, regional and international accreditation.

The 2013 IIAS-IASIA joint Congress was dedicated to this important topic. More than 450 participants addressed the different themes related to Leadership for the future.

Therefore, questions were discussed like: How to build a leadership cadre that is more responsive or representative? How to redirect and refresh existing cadres if they have begun to get out of step with the society they represent? Can future leadership be strengthened and adapted as a solution to national public challenges? In what way might cultures and behaviors have to adapt along the future leadership to create more functional societies? What do public sector leaders learn from the past as they lead into the future? Also of interest are public sector leadership approaches: Professionalism versus managerialism? How governments can build public leadership capacity for the future? Can leaders intervene proactively, or not, in public organisations? What will be the definition of major tasks for future leaders?

2) *Innovation in the public sector*

The “innovative practices” in the public sector refers to the definition of problems and challenges, the development of new and creative ideas, but also to the selection and implementation of new solutions. Delivering innovative services in the public sector should be considered as an opportunity to solve the political deadlock, reduce costs and improve services for citizens.

To cope with the new challenges in the public sector, leaders have to develop innovations in order to improve the quality and to provide customized low-cost solutions.

Citizens expect from different governments to implement new reforms in order to provide convenient and accessible services by using modern technologies.

We must consider the nature and the role of leaders in order to see how they direct and manage innovation: innovative responses in order to face crises, organizational and management changes, according to new needs, innovations initiated by frontline civil servants and by intermediary managers.

IIAS has initiated a study group on innovation in the public sector and about the policies supporting innovation.⁴

The Institute is also a partner of the OECD project⁵ to create an observatory of innovation. This initiative aims to collect, organize, analyze and share innovative practices across the public sector, through an interactive database online.

Today, the public sector in many countries faces the dual challenge of financial constraints and the demands of an increasingly diverse and growing concerns about the delivery of public services. The

⁴ IIAS Study Group : *Innovation in the Public Sector*

There is also partner network: LIPSE: LIPSE or “Learning from Innovation in Public Sector Environments” is a research project studying the drivers and barriers of successful social innovation in the public sector. With a budget of 2.5 Million Euros - funded by the 7th Framework Programme of the European Union - it is one of the largest projects on social innovation in the public sector. The research is being conducted by EU researchers from 12 different universities in 11 countries. <http://www.lipse.org/>

⁵ OECD *Innovation in the Public Sector* : <http://www.oecd.org/innovation/>

role of innovation in promoting efficiency and effectiveness in the public sector is at the heart of this partnership project.

The innovative service delivery in public sector has to be seen as a new possibility for breaking policy deadlocks, reducing costs and improving services to the benefit of citizens. In order to serve the rising demands from the public sector, new and creative ways that improves quality and provides customized solutions at the same or less costs will have to be developed. Citizens quite rightly expect governments to implement new reforms in order to provide convenient and accessible services with the use of modern technology. In fact it is not enough to have innovative service delivery in the public sector; the public sector should also spur the development of new types of services and solutions in the private sector.

Some questions were also discussed during our Congress: which public sectors mostly need innovative service delivery? What are the different possibilities to adapt innovative service delivery from the private sector to the public sector? What could be the future service delivery models for the public sector?

3) *Coordination in the public services: looking for the public action consistency*

Ongoing reforms and reform movements in the public sector focus more and 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 to reduce replication, gaps and contradictions within and between policies.

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

Coordination efforts are made to reduce fragmentation in the public sector and in the public services. This strengthened coordination is

due to a growing awareness that the existing expertise in the public sector unit is not always able to take up the complex challenges.

This includes in particular the “pernicious problems” for which there is no predefined solutions, and includes challenges such as climate change, unemployment, internal security, criminality, health, immigration, drugs and an absence of social cohesion. These problems are challenging existing models of organization and management, they do not fit easily into the organizational context which are already in place and are constantly supervised and cropped. They are unlikely to be treated by a single department and / or a public body, they often cross organizational boundaries.

The intent of new mechanisms and of new practices of coordination is generally integrate the various public sectors and areas of action in order to create greater coherence, effectiveness and the ability to integrate the ability to direct and the ability to manage.

Coordination practices exist in different forms and under different labels: integrated governance, results-based management, de-compartmentalized government, global governance, new public governance, administration by 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 COCOPS⁶.

4) *Co-production of public services, Transparency and Trust*

The last trend that IIAS is analyzing is the Co-production of public services and the new relation between partners (government institutions, decision-makers and citizens) of the interaction for defining, implementing and evaluating public policies and for the delivery of public service.

⁶ COCOPS: *The COCOPS (2011-2014) project seeks to comparatively and quantitatively assess the impact of New Public Management-style (NPM) reforms in European countries. Funded by the European Commission's FP7, this project will analyze the impact of reforms in public management and public services that address citizens' service needs and social cohesion in Europe. Drawing on existing large-scale datasets and innovative new quantitative and qualitative data collection, the project intends to provide a comprehensive picture of the challenges facing the European public sector of the future, as identified by key stakeholders, including policy makers, public sector executives, third sector groups, academics and citizens. www.cocops.eu*

If the concept of co-production of public service has begun from the 70-80, it is now developed and refers to all public services which are delivered through the commitment of citizens, users and professionals in the public sector.

We can take many examples of practices that bring out 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 of proximity to assure the security or the education and school services that take advice from parents, teachers and children to adapt education timetables and leisure time.

Countries differ widely when they consider citizens as co-producers of public service. In the current context of an international fiscal crisis and a crisis of legitimacy of the public sector, the issue of cooperation and commitment of civil society in the production of services has gained considerable importance. The debate on the co-production deals with normative aspects, but also ethical and best practices. It also touches on mutual confidence between public authorities and citizens.

The new IIAS Study group⁷ aims to better understand this phenomenon, bringing out in a comparative manner

- the increasing role, at the international level, of users in the production of public services;
- the organization and structure of public services,
- the interaction between professionals and people using and co-producing public services,
- the capability and willingness of citizens to engage in co-production;
- the potential benefits and the negative effects of citizen commitment in the production of public service.

The dynamics of the public sector also raises the question of trust that citizens / users put in the public sector, in civil servants and in the public administration in general. This dimension can be the object of very precise analysis and concrete measures can be taken. This is the goal of another study IIAS Group: Trust and attitudes

⁷ IIAS Study Group on Co-production of public services.

by establishing an international database in order to compare and to measure the citizen's behaviors in terms of trust and mistrust towards the governance actors. These are just a few examples of themes that IIAS has recently focused on its agenda.

We must not ignore the older trends and issues on models of public management, of e-government, of transparency, of measuring the performance and of course management of human capital whose role is essential in our administration.

Conclusions

IIAS and its entities will address these issues during the meetings of their respective Congresses, Conferences and Dialogues. The IIAS regional groups will also deal with new questions in the future depending the challenges to be faced by administrative authorities in the different regions. These challenges will be addressed at local, national, regional and international levels.

The 2014 IIAS Congress will be held in Morocco on the theme of Rethinking of Responsibility and Accountability of Public Administration in the Times of Globalization, Decentralization and Privatization

Your contributions are most welcome. We look forward to your active participation to IIAS activities.