



UNDESA



Innovmed



Centre for Administrative Innovation in the Euro-Mediterranean Region

## Preliminary summary of the

### *Consultative Meeting on Priorities in Innovating Governance and Public Administration in the Euro-Mediterranean Region*

**c/o Formez - Arco Felice, Pozzuoli**

**Naples - Italy**

(17 - 19 May 2004)

The consultative meeting, under the umbrella of the Innovmed project, was organised by the United Nations Department of Social and Economic Affairs (UNDESA), in conjunction with Formez – Training and Study Centre, availing of the Centre for Administrative Innovation in the Euro-Mediterranean Region. Over the course of four days from 17 to 20 May, at the Formez seat in Arco Felice, forty experts from the Euro-Mediterranean region presented and discussed central issues on the state of public administration at national, regional and sub-regional levels.

The chief aim of the conference was to compare the various experiences of public administration reform and innovation of each country, and to identify the reform priorities of the public administrations, and the consequent needs for training and administrative innovation.

The conference participants and their respective levels of responsibility, from the Euro-Mediterranean were as follows: **Azeddine Abdenour**, Freelance expert and consultant – Algeria; **Ziad Ali Al-Damen**, Deputy Director, National Training Institute, – Jordan; **Samil Abdullah Ali**, General Director, Palestinian Institute for Economic Policy Research; **Zuhair al-Kayed**, Secretary General, Higher Population Council – Jordan; **Badawoud Taghreed**, Office of International Relations, Arab Administrative Development Organisation (ARADO), Egypt; **Fuat Canan**, Specialist in the Office of the Prime Minister, Department of International Affairs – Turkey; **Mohamed-Chérif Belmihoub**, Professor of Economics and Management – Algeria; **Najib Benhaddad**, Chief, Division for Administrative Reform and Cooperation, Ministry in Charge of Modernizing the Public Sector – Morocco; **Massoud Daher**, Professor of Political Science – Lebanon; **Mijat Damjanovic**, President of PALGO, Public Administration Local Government Office – Serbia e Montenegro; **Snezana Djordjevic**, Associate Professor of Political Science,

University of Belgrade - Serbia and Montenegro; **Mahmoud Gebril El-Warfally**; Professor of Political Science, President of Gebril for Training and Consultancy – Egypt; **Kodra Filloreta**, Ministerial Advisor, Permanent Mission of the Republic of Albania to the United Nations Office and other International Organizations in Geneva – Albania; **Jakob Finci**, Director of the Civil Service Agency– Bosnia and Herzegovina; **Nader Izzat Foqahaa**, Director, Study Programme Development – Palestine; **Youmma Chacar Ghorayeb**, Ministerial Advisor, Ministry for Administrative Reform– Lebanon;; **Korel Göymen**, Professor of Political Science, University of Sabancı – Turkey; **Abdellatif Hamam**, Director General, Ministry for Administrative Reform – Tunisia; **H.E. Dr. Najwa Kassab Hassan**, Minister for Culture, Professor of Sociology, Damascus University – Syria; **Iliya Harik**, Associate Professor, Department of Education, American University of Beirut– Lebanon; **Osamah Jaradat**, Director, National Training Institute,– Jordan; **Lahlou Kacimi**, Director of Personnel and Training– National Social Security Agency– CNAS – Algeria; **Ivan Koprić**, Professor of Public Administration, Faculty of Law, University of Zagreb – Croatia; **Noureddine M'Rabet**, President, Director General, Centre National de l'Informatique – Tunisia; **Lovren Markik**, Project Manager, Euro-Balkan Institute, Centre for Administration and Public Policy – Republic of Macedonia; **Lizette Michael**, Public Administration consultant, African Training and Research Centre in Administration for Development CAFRAD- Morocco; **Albert Musliu**, Executive Director, Association for Democratic Initiatives – Republic of Macedonia; **Khalid Ben Osmane**, Lecturer in Public Administration, Ecole nationale de l'administration (ENA) – Morocco; **Fatma Sayed**, Researcher, European University Institute – Egypt; **Issam Sleiman**, Professor, Faculty of Law and Political Science– Lebanon; **Fikret Toksöz**, Senior Associate, Member of Executive Committee Sabancı University – Turkey; **Tatjana Trendafilova Popovska**, Director, Civil Service Agency– Republic of Macedonia; **Zana Vokopola**, Director of the Urban Research Institute– Albania; **Lotfi Zardi**, consultant in Information Technology– Centre National de l'Informatique – Tunisia.

Conference business was opened on Monday 17 May by the Director General of Formez, Professor **Carlo Lefebvre**. He expressed thanks to the participants for their involvement in the meeting, and to the United Nations Department of Economic and Social Affairs for having organised the four day gathering in conjunction with Formez. He also emphasised the importance of the work of C.A.I.MED., a service created jointly by UNDESA and Formez for the development and strengthening of good governance in the countries of the Mediterranean. Professor Lefebvre stated that the expansion of the EU had shifted Europe's centre of gravity decisively towards the north, and paradoxically, Italy found itself in an even more strategically important position in relation to the countries of the Mediterranean area. He reminded the meeting that the reform of the Italian public administration, having started with the reform of Article Five of the Constitution, is moving into a dynamic phase of transformation, in which FORMEZ plays an active part, performing analysis and monitoring tasks.

Dr. **Najet Karaborni**, Senior Inter-regional Adviser of the United Nations Department of Economic and Social Affairs (UNDESA), who represented **Dr. Guido Bertucci**, Director of the Division for Public Administration and Development Management reported the Millennium Goals defined by the United Nations, emphasizing the point that this initiative can be realised only through the partnership between state and civil society. It is necessary to transform the public administration into a responsible instrument at the service of the public, and this requires a radical change in the organization, management and culture of public sector human resources. He also emphasised how the exchange of reform and innovation experiences between countries, whether they be more or less developed, can trigger synergic relationships of innovation that may sometimes allow countries to

“skip” development phases. An excellent example of the exchange of best practices in this sphere is the programme of innovations tested in Brazil and exported to other Portuguese speaking countries.

Dr. **Adriana Alberti**, Chief of the InnovMed Project, Division for Public Administration and Development Management - United Nations Department of Social and Economic Affairs presented the “*Programme for Innovation in Public Administrations of the Euro-Mediterranean Region*”. She underlined the role played by Undesa in the development of processes of innovation and change within the public administrations, and made reference to the support offered by the Italian government to this and other UNDESA initiatives in the field of administrative reform. She thanked Formez, particularly Professor Lefebvre and Dr. Giuseppe Pennella. She then mentioned the Innovmed Programme, for the countries of the North African, Middle Eastern and Adriatic-Balkan areas. Its objectives are to use the exchange of knowledge and best practices to promote more democratic, flexible and efficient systems of governance, in order to spark greater social and economic progress. The programme’s action areas are those related to the workings of government institutions, technological innovation processes, the valorization of human resources, efficient management of services and financial resources, in order to respond in an efficient and concrete manner to the needs and requirements of the citizens. The participants were invited to take part in the Innovators Network, in the area of governance, which will be established within the programme and which may become a crucial innovation reference point in the countries of the Mediterranean. Dr Alberti furthermore underlined the strong collaborative synergy achieved in these past two years between Undesa and Formez through C.A.I.MED., and in particular with its Director and staff.

**Dr. Pennella**, Director of C.A.I.MED. and Head of Research and Development at Formez illustrated “*The work of Caimed and Formez in Administrative Cooperation in the Mediterranean Area*”, reporting in particular the strategic role that Caimed, a service created by UNDESA and Formez, has played up to now must interpret even more intensively in the future, in the exchange of experiences and best practices in public administration in countries of the Euro-Mediterranean area. He placed particular emphasis on the need to use the participation of the representatives present as a means valorizing the cognitive exchange of processes that can bring the administration closer to the citizen, with the scope of creating a community of innovators. Those present at the conference would represent the first essential elements of this community. C.A.I.MED. aims to be the site where the different practices can converge, develop and grow, with the objective of creating a public administration free of any historico-institutional conditioning. The reform of the public administrations must be valorized and asserted in all the Mediterranean area, as an instrument for getting closer to the people, eliminating incongruities, and creating more development, growth and well-being for the administration end-users. It was highlighted that the system of thorough investigation and knowledge implemented by C.A.I.MED. on the entire administrative system of the countries of the Mediterranean is distinct for its biuniqueness, for the quality and quantity of its information and knowledge, not accessible in any other national or international context.

The scientific importance of the models proposed by Caimed is based on evaluation grids that use common parameters to measure the level of development of the public administrations of the Mediterranean countries. Apart from Caimed’s work, the Director of Caimed gave details of actions being developed by Formez, and referred to the creation on 6 May 2004 of a new Formez initiative: “For-Med”, which will focus on the theme of administrative innovation in the Mediterranean area.

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Councillor **Luigi Anzalone**, from the Campania Region Department overseeing Budget, Rates and Finance, State Assets and Property, Relations with Countries of the Mediterranean, introduced some important innovations such as the new Budget management initiative, a Campania Region

experience that confirms the strong ties between Campania Region and Formez, and in particular with Caimeid.

**Professor Ilya Harick**, University of Indiana, spoke on the evolution of the concept of the public administration, beginning with the capitalist revolutions of the eighteenth century, the birth of the state bureaucracies and the emergence of the new growth of urban centres. He then indicated the necessity for the on-going administrative reforms to guarantee the processes of democratization and integration between peoples and cultures. It will be necessary to ensure that the development of public administration organization processes through the use of computerisation represents a means for ensuring cultural inclusion, participation in decision-making processes and does not in the long term blur into a mechanism of social exclusion. For this reason the public administration must become a tool of democratization of these countries. The fight against bureaucratisation and excessive formality is the way to start the countries on the path to development. The universities and specialised training centres must create elite corps with expertise in the field of social sciences. The growth of civil societies also imparts precise responsibilities to the religious leaders, particularly in the Islamic countries.

**Dr. Lizette Michael**, Senior Consultant in Public Administration, African Training and Research Centre in Administration for Development (CAFRAD), gave an account of administrative reforms in Morocco, underlining two central phenomena of the reform process now under way: decentralization and deconcentration. The Moroccan government has defined the objectives of its administrative reform: better management of human resources, simplification of administrative procedures and control of management and results obtained. The reform was built on three principles: staff professionalism, uniformity in career advancement, and simplification of management. Morocco has elaborated an innovative approach to the political control of its executive in budget related matters and has signed a Pact for Good Administrative Management.

Professor **Mohamed Cherif Belmihoub** (Algeria), lecturer in economics and management at the ENA of Algiers, presented some interesting points on the importance of homogenous development of the public administrations' functioning in the Mediterranean countries. He stressed the need to achieve improvement of the public administrations in order to trigger an acceleration of the processes of democratization under way in several countries. He also pointed to the slow pace of change in the Algerian public administration. The reform programme has been defined at all levels and needs only the political will to push it forward. After independence, a centralised and formalised PA was installed in Algeria, based on the French model. Strong resistance to change has existed up to now and still exists. The PA remains on the margins of a process of change that is involving a dynamic society, but sooner or later even this resistance must be overcome. In the economic field improvements have been registered, such as the simplification of the paperwork and the reduction in the time needed for new businesses to start up, and the creation of a one-stop-shop for local enterprise.

**Dr. Fatma Sayed**, researcher at the University of Florence then took the floor, presenting the situation in Egypt with great clarity, highlighting the problems linked to the strong centralisation of power that does not create development, but instead causes civic distrust of the public institutions. She observed that without decentralisation processes, it is impossible to create development or public participation. The administrative machine must be a model of participation and not exclusion. The different modes of development among the various regions of the country do not permit the execution of general development programmes, and the processes of e-government require resources and structures.

Professor **Ivan Koprić**, lecturer in Public Administration at the Faculty of Law at the University of Zagreb (Croatia), illustrated the processes of innovation in his country, outlining the big differences between the old and new organizational models in the public administration. He pointed out that we once spoke of the legalisation of processes, whereas now we speak of deregulation, and likewise, as we once spoke of centralization of powers, we now speak of decentralization, and so on. The introduction of computerization into the public administration is a means for guaranteeing the homogeneity of services and the elimination of barriers.

Dr. **Mijat Damianovic**, President of PALGO (Public Administration and Local Government Centre) in Belgrade, stressed the great steps that Serbia and Montenegro have taken towards public administration reform, but also the challenges faced by Serbia and Montenegro in the reform of their public administrations. The state reconstruction strategy includes: a consensus of interests; political stability; government rationalisation; policy legitimisation; bureaucracy management; crisis resolution.

Priorities for state reform identified during the meeting include: de-concentration, decentralisation, deregulation, devolution, and subsidiarity. This approach would tend to spread pluralism and European values.

Dr. **Lovren Markik**, Project Manager for the Euro-Balcanic Institute of Skopije, presented the historical evolution of the Republic of Macedonia (independence in 1991 and constitution in the same year) and the structure of its institutions. Today, Macedonia's main problems include education and health care reforms. The development of a professional, competent bureaucracy, based on career advancement principles, is the crucial node for the evolution of the Macedonian PA.

On the second day, **May 18**, presentations were made in the morning, while three workshops took place in the afternoon. Dr. **Massoud Daher**, professor of Political Science at the Lebanese University in Beirut, illustrated the founding traits of Lebanese society, which is a mosaic of 18 sectarian groups and 7 ethnic groups, which must all be integrated into a single modern state. The private sector is the country's driving force, and indeed it remained active even during the civil war. The banking sector in particular played a crucial role. Lebanese universities promote a new culture not only in the country, but throughout the Middle East. The private sector is therefore expected to innovate. Lebanon's administrative model is of the traditional type, centralised and based on services aiming to improve the relationship with the citizenry, and it enjoys an excellent fiscal system. Nevertheless, there is a need for radical changes, including reforms to modify the legislative framework, infrastructure, and opportunities to explore better administrative practices in collaboration with European countries. Finally, Lebanon would like to access the European market, integrate its economy with the European system, and follow the principles of the World Trade Organization.

Dr. **Zuhair al-Kayed**, Secretary General of the Higher Population Council of Jordan, stated that the monarchy strongly supports the reform and modernisation of the legislative system. The government's role is changing: it is less authoritarian and it is focusing on working closely with citizens in order to efficiently meet their needs through the direct provision of services. There is an efficient complaints system to protect citizens' rights. Jordan is implementing a decentralisation programme that includes increased financial support for municipalities, and a process of modernisation of laws and regulations, such as the law on transparency and responsibility in the fight against corruption. Strategic plans tend to streamline administrative processes, eliminate bureaucracy, and increasingly involve the private sector in partnerships; finally, developing human resources is a key step in creating skills and capacity building.

**Dr. Nader Izzat Foqahaa**, Director of the Study Development Programmes of Birzeit University's Institute for Women's Studies, discussed the situation in Palestine. The current political situation in Palestine makes it very difficult to implement a public administration system. The division of the territories, and the separation between Gaza and the West Bank makes it very difficult for the population to travel, even from one village to the next. The occupation of the territories makes it impossible for citizens to enjoy the services that the public administration is supposed to provide. However, in such a difficult context the local population feels more responsible and more directly involved in administrative processes, so much so that in some cases it organises video conferences in order to deal with these issues. The administrative structure can be likened to an upside-down pyramid with many executives and few people at the base: only 20% of the population is employed by the government, and women make up 28% of public sector employees. Civil society plays a fundamental role for the fragmented by efficient Palestinian public administration: it is one of the Mediterranean cases in which reforms take place from the bottom up through the active participation of the citizenry.

**Dr. Fikret Toksoz**, senior associate of the Executive Committee of the Sabanci University in Istanbul, argued that students played an important role in promoting democracy in Turkey. There is currently a democratisation process of the country and its public administration. The Constitution was modified frequently in recent years in order to meet European standards and accelerate Turkey's entry into the European Union. Furthermore, an amendment to the Civil Code marks a turning point in the concept of family, and recognised the equality between men and women, even though the participation of women in the country's social and political life remains low. There is a long tradition of local administration, and local administrative units enjoy high levels of autonomy and regulate the economic management of firms and universities. All 81 provinces created public relations offices. Challenges for the future include transparency, since the secret of state is still in effect; and responsibility, with a law on auditing and participation, and a planned law on the right to information. The role of the central government has diminished in favour of civil society, and there is an ongoing privatisation programme that is regulated by the public sector, which serves as a guarantor for the market.

**H.E. Dr. Najwa Kassab Hassan**, Syria's Minister of Culture, stated that reform requires the social acceptance of innovations and continuous promotion of the benefits these activities will lead to. The cornerstones of reform include technological innovation and ICT strategies. There is a need to modify the legislative system, with particular regards to legislation to regulate ICT, legislation to support economic development in order to encourage investment and social development with the creation of the H-card for health in collaboration with the Third University of Rome. Syria wants to guarantee access to information with the creation of a data base in order to standardise processes, although the Arabic language is an obstacle and there is an ongoing attempt to "Arabise" the Internet. Syria also has an on-going process to fight computer illiteracy and to narrow the gap between urban and rural areas by creating mobile Internet connections. There is an on-going process to decentralise the public administrations, with the reduction of ministerial centralisation and the training of human resources, especially for ministries, management executives, and private sector executives. Finally, Syria is reforming the banking, financial, and insurance sectors in order to support private firms.

Before the conclusion of the mornings' business on the second day, **Dr. Alberti** outlined the aims of the Global Online Network on Public Administration and Finance (UNPAN) and mentioned the institutional partners and the regional centres linked in a network, CAIMED of which is a part. She also emphasised that the good outcome of the initiatives depends on every centre creating synergies and close collaborative relationships with the various regional centres of the United Nations and the

projects that involve adjoining regions and common themes. On this theme she thanked **Dr.ssa Thallia Katsioti**, Director General for Administrative Reform of the Minister of the Interior, Public Administration and Decentralization of the Greek Government, for having taken part in the meeting and for the Support offered by the greek Government to the *United Nations Thessaloniki Centre for Public Service Professionalism*. Dr. Katsioti then made a brief presentation illustrating the activities of the centre and informing the participants of the new centre being created in Athens.

On the afternoon of the second day, and on the third day, **May 19**, the workshops took place. Dr. Alberti explained the methodology of the three groups. Participants were divided into three workshops according to their geographical areas: Middle East, North Africa, and the Balkans. The workshops began with a presentation of descriptive outlines for some countries, followed by brainstorming on the priorities for public administrations in the regions at hand, and finally with the ranking of these priorities. The workshops were assisted by Formez – UNDESA personnel, and participants took turns in chairing them. For each group, a rapporteur gathered and organised the information, in order to present it the following day during the plenary session.

### **Workshop – Middle East**

Participating: Adriana Alberti Bechir Bouzid Samir Abdullah Ali Zuhair al-Kayed Ziad – Ali Al-Damen Taghreed H. Badawoud Fuat Canan Massoud Daher Youmma Chacar Ghorayeb Korel Göymen Iliya Harik Nader Izzat Foqahaa Osamah Jaradat H.E. Najwa Kassab Hassan Issam Sleiman Fikret Toksöz

- Representatives of the following countries participated in this workshop: Lebanon, Syria, Palestine, Turkey, Jordan and the representative from ARADO. The participants nominated Dr. Bechir Bouzid as their rapporteur. The sessions included remarks by several participants and they were mediated and co-ordinated by Dr. Al Kahyed and by Dr. Nader Izzat Foqahaa. During the workshop, it became clear that one of the aspects most impacted by P.A. reform is the democratisation of decision making processes and procedures in the P.A. Making the P.A. democratic and modern is a decision that cannot be postponed, since it is instrumental to the achievement of efficient and effective governance. Transparency and access to information follow. For this reason, the first issue taken into consideration is that of free access to information for all. One way to achieve this could be translating documents into Arabic as well as into another language (a necessary step towards sharing best practices as well). The key for renewing the P.A. lies in changing ways of thinking about the P.A., since cultural renewal is transversal, horizontal, and vertical, for all levels and sectors within the P.A. and even outside the P.A., and it involves all its stakeholders. Renewal means moving the public administration closer to the citizen and redefining the role of the state through reducing its involvement in the economy

The overall process aims to change the nature of the P.A., which is currently excessively cumbersome, ubiquitous, and bloated. The focus is on administrative streamlining, eliminating duplication, and facilitating procedures. Citizens must be involved in the P.A. and made responsible, especially with regards to the provision of services. Changing mentalities and cultures is necessary not only to improve the relationship between the P.A. and the citizenry, but also to improve internal relationships within the P.A.

It is therefore necessary to: introduce or improve evaluation and self-evaluation models; re-thinking the division of labour; ensuring gender equality and equal opportunities; and especially poverty reduction and the approach to performance (management by results): identifying standards,

measuring instruments, and salary levels. Accountability was perhaps the most recurrent theme, and it is a key concept in understanding the priorities that have been identified.

### **North Africa Workshop**

Participating: Giuseppe Pennella Armando Castro Regina De Carvalho Azzedine Abdenour Najib Benhaddad Khalid Ben Osmane Mohamed-Chérif Belmihoub Mahmoud Gebril El-Warfally Abdellatif Hamam Lahlou Kacimi Najet Karaborni Lizette Micheal Nourredine M'Rabet Fatma Sayed Lotfi Zardi. Representatives from Tunisia, Morocco, Egypt, and Algeria participated in this workshop. Mr. Lofti Zardi was nominated rapporteur for the workshop. Dr. Limette Micheal and Dr. Nourredine M'Rabet presided over the workshop.

Each country gave an in-depth presentation on the reforms they have implemented, leading to a lively discussion. Several problems with methodology arose during the workshop. For example, Algeria pointed out problems with development plans that are excessively formalised and rigid, and thus incapable of adapting to the obstacles and changes that public administrations have to face. Dr. Mahmoud Gebril El-Warfally of Egypt pointed out a problem with non-quantitative approaches to analyses that does not permit an objective comparison of data on innovation in the countries of the area, and stressed the differences between the Egyptian P.A. and those of other North African countries, since the Egyptian P.A. has both French and English elements. Participants also underlined the need to include Libya in the case studies, due to the particular nature of the country and the lack of research on it.

### **Balkans workshops**

Participating: Alberto Corbino Angela Scotto di Santolo Donatella Berni Mijat Damjanovic Snezana Djordjevic Kodra Filloreta Jakob Finci Ivan Koprić Lovren Markik Albert Musliu Tatjana Trendafilova Popvska Zana Vokoplova. Representatives from Albania, Macedonia, Bosnia-Herzegovina, and Serbia and Montenegro participated in this workshop. The workshop was chaired by Dr. Kodra Filoreta and Prof. Snezana Djordevic; Dr. Albert Musliu was appointed rapporteur.

The Balkan countries' main problems in implementing administrative reforms arise out of the area's political instability, and administrative reform has thus not always been a top political priority: peace and economic crises have always been more pressing priorities, and were considered, probably wrongly, as separate from administrative questions. All the representatives complained that they lost much useful time for institution-building and P.A. reform since the signature of the peace agreements. The situation of the P.A. in the Balkans is rather heterogeneous, and so is the level of application and advancement of institutional and administrative reforms in the various countries.

On the last day, **May 20**, business was opened by **Dr. Giuseppe Pennella**, who presented a summary of the work carried out in the preceding days, with particular attention given to the most important themes arising from the debate. He reminded everyone of the opportunity to launch co-operative activities among the various administrative systems, keeping in mind the very current dialectic between poverty, new needs and responses from the public administration. The director of C.A.I.MED. stated that the international experts attending the meeting are of very high intellectual profiles, and felt that the workshops were effective and productive. In presenting the results and the future guidelines obtained, the C.A.I.MED. Director also announced that on May 6, 2004, Formez created the Mediterranean Foundation. Dr. Pennella thanked all the authorities and in particular the Head of the Italian Department of Public Administration, Avvocato Federico Basilica, who officially opened the final session of the meeting, thanking all the national and international experts for their participation and contribution, and the C.A.I.MED. staff for their constant good work.

In his remarks, **Avvocato Federico Basilica**, Head of the Department of Public Administration, mentioned the Memorandum of Understanding between the United Nations and the Italian Government, for the promotion of the exchange of experience in public administrations of the countries of the Mediterranean. He thanked the organisers, especially UNDESA and Formez, for having set up this dialogue between representatives of the Mediterranean countries. Avv. Basilica pointed out that well-functioning, efficient public administration should free citizens from their essential needs: the State was born to liberate man from fear, by making public services available to citizens. He further stated that the human resources of the public administration are as important as the technological ones, and stressed the need to move from bureaucracy to “bureau-ministeriality”, thus concretely implementing public services on a broad ranging basis. Avv. Basilica also stressed that co-operation between European public administrations is based on mostly informal agreements. C.A.I.MED. must transfer this European model to the Mediterranean area, and base its activities on spontaneous co-operation efforts that must be adequately supported. C.A.I.MED’s activities, he added, are consistent with the Italian Department of Public Administration’s co-operation policies, its activities to promote the exchange of best practices in the European Union, and its training activities.

In her concluding remarks **Dr. Alberti** again thanked the participants from the Mediterranean region for having taken part in the meeting, and expressed the hope that everyone may continue to work with the Department of Social and Economic Affairs of the United Nations and with Formez, promoting reforms in the public administration. She raised some of the most important points made by participants regarding innovation in governance and public administration. Taking up the assertion made by Avv. Basilicata, she reasserted the idea that innovation in the public administration is not an end in itself, but an instrument for bringing the state closer to the public, for fighting poverty, and promoting social and economic progress. She also emphasised that the processes of reform are complex and slow. She stated that there are no predetermined solutions for every country; rather, there are universal principles whose implementation will depend on a country’s circumstances, including its historical, institutional and cultural heritage.

During the plenary session, the Meeting’s participants presented the Action Plan for priorities and the final conclusions that emerged from the workshops, which are summarised below.

<b>Adriatic-Balkans</b>	<b>North Africa</b>	<b>Middle East</b>
Institutional consolidation	Simplification	Decentralisation
Decentralisation	Decentralisation and devolution of administrative powers	Simplification
Human resources	Corruption and professional ethics	Human resources, training, and research
Corruption and professional ethics	Human resources	ICT
Participation and improved provision of public services	Implementation of e-government	Transparency and responsibility

The participants made a positive evaluation of the work done by The Department of Economic and Social Affairs of the United Nations, through its Division for Public Administration and Development Management. They also thanked its Director, **Dr Guido Bertucci** for having given such solid backing to the initiative, and to Formez, who collaborated in the organisation of the meeting, availing of the services of C.A.I.MED. The meeting enjoyed the important support of the Secretary General of the Office of the President of the Republic, representing the Italian Head of

State and the backing of the regional councils of Sicily and Campania. It has built upon its previous international recognition received during the 2003 Naples conference of the Foreign Ministers of the forty five countries of the Euro-Mediterranean region, and the Euro-Mediterranean Regional Governors'Conference in Palermo in the same year. Both conferences stressed the relevance of C.A.I.MED at the national and international level in their final resolutions.

All the experts who attended the meeting of 17 – 20 May expressed great interest in the Programme for Innovation in Public Administration in the Euro-Mediterranean Region of the United Nations, and in the services provided by C.A.I.MED, identifying them as a valid tool for supporting the reform process that all Mediterranean countries are undergoing in terms of administrative innovation.

In the later workshops and in the concluding session, all participants present acknowledged the need for cooperation in the field of administrative innovation, beginning with the excellent results of the Innovmed project, financed by the MAE-Cooperation for Development, and executed by Undesa, particularly by its chief, Dr Alberti, and likewise recognising the role played by Caimed and its Director, Dr. Giuseppe Pennella. They furthermore asked that in the future, this synergy between Undesa, Department of Public Administration and Formez, through the use of Caimed's services, be conducted even more forcefully and expansively.