



First meeting of the
UN DESA/IASIA 2023 Task Force for

The Review of the Standards of Excellence for Public Administration Education and Training

18 April 2023

Booklet

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1. Concept Note



Concept Note

Description of Event

The United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and its Project Office on Governance (UNPOG), and the International Association of Schools and Institutes of Administration (IASIA) are co-organizing the First Meeting of the IASIA/UN DESA Task Force for the Review and/or Update of the Standards of Excellence for Public Administration Education and Training, which will be held on April 18, 2023 from 8:00 a.m. to 10:30 a.m. NY Time.

About the Organizers

DPIDG is a division of the United Nations Department of Economic and Social Affairs (UN DESA). It provides secretariat support to the United Nations Programme in Public Administration. DPIDG's mission is to assist the Member States of the United Nations in advancing the implementation of the 2030 Agenda and the Sustainable Development Goals, including through fostering effective, efficient, transparent, accountable, inclusive, and innovative public governance, administration, and services for sustainable development. UNPOG is part of the Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs (UN DESA). Its principal mission is to strengthen the public governance capacities of developing Member States in Asia, the Pacific, and beyond to achieve the 2030 Agenda for Sustainable Development.

IASIA is an entity of the International Institute of Administrative Sciences (IIAS) but has its own governance: Board of Management and General Assembly and its own network (members). It shares with IIAS the Secretariat. The IASIA/IIAS will influence the global governance agenda through high impact events targeting and involving both public service and academia; production and dissemination of relevant knowledge on public governance; enabling collaborative and strategic projects with members and partners; and accrediting both academic and professional training programs in line with standards of best practices in public management.

Background

The development of the Standards of Excellence was the result of a joint initiative between the Division of Public Administration and Development Management (DPADM) (currently Division for Public Institutions and Digital Government), Department of Economic and Social Affairs (DESA) of the United Nations (UN) and the International Association of Schools and Institutes of Administration (IASIA). A joint UN DESA/IASIA Task Force was set up in 2005 and the Standards were issued in 2008.

The UN DESA/IASIA Task Force elaborated eight (8) Standards of Excellence, which include:

- (1) Public service commitment,
- (2) Advocacy of public interest values,
- (3) Combining scholarship, practice and community service,
- (4) The faculty are central,
- (5) Inclusiveness is at the heart of the program,
- (6) A Curriculum that is purposeful and responsive,
- (7) Adequate Resources are critical,
- (8) Balancing collaboration and competition (see Annex I for the full description of the 8 Standards of excellence).

The joint IASIA/UN DESA Task Force was composed of 14 members (see Annex III List of 2008 Task Force Members), which included experts and practitioners from schools and associations of public administration, and representatives of international and regional organizations from across the world. The members were selected by the former Director of DPIDG and the IASIA President. Due consideration was given to geographical and gender balance.

The IASIA/UN DESA initiative was premised on the belief that public administration education and training programs must be conceived and implemented to make current and future public sector leaders capable of effectively addressing the key issues facing the world today. “The Task Force was established as the UN had received inquiries from public administration education and training programs in many parts of the world about whether it might initiate a process for accrediting such programs as a means of enhancing excellence. Second, it had received several inquiries from governments around the world regarding the issue of enhancing senior governmental leadership and it felt that, for upper-level officials, the broader perspective of a worldwide academic organization could be of special value”.

The purpose of the joint initiative was to provide a set of standards that could be used by schools of public administration and institutes of public management to assess the quality of public administration and training. A set of criteria and guidelines were also developed on how to evaluate the implementation of the Standards.

To this end, IASIA established the International Commission on Accreditation of Public Administration Education and Training (ICAPA). ICAPA provides full international accreditation based on the conformance of the Institute and/or the program with the United Nations/IASIA Standards of Excellence for Public Administration Education and Training Programs.

The Standards of excellence were finalized in 2008 almost 15 years ago. While the Standards are still relevant today, they do not refer to recent inter-governmental agreements and to the insights from the work undertaken by UN DESA/DPIDG and IASIA in the area of education and training.

Most notably, the Standards were issued before the 2030 Agenda for Sustainable Development was adopted by 193 Member States. The 2030 Agenda for Sustainable Development recognizes the importance of ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all (Goal 4) and the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels. Goal 16 of the 2030 Agenda specifically calls for effective, accountable, and inclusive institutions at all levels. Indeed, public institutions play a critical role in the achievement of all the Sustainable Development Goals (SDGs) and targets.

To make institutions effective, accountable, and inclusive, as elaborated in SDG 16, public administration systems must define new standards of excellence for public administration education and training that can advance the principles of the 2030 Agenda across public service and ensure that they are put into practice. They must also reflect the Principles of Effective Governance for Sustainable Development, which were developed by the Committee of Experts on Public Administration (CEPA) and endorsed by the Economic and Social Council on 2 July 2018. The principles highlight the need for pragmatic and ongoing improvements in national and subnational governance capabilities to reach the SDGs.

To this end, the principles are linked to a variety of commonly used strategies for operationalizing responsive and effective governance, many of which have been recognized and endorsed over the years in various United Nations forums, resolutions and treaties. Technical guidelines and relevant practices to operationalize the principles are provided through Strategy Guidance Notes, which are now available on the UNPAN.

One of the Principles of Effective Governance is competence. A competent and effective public service with well-motivated and professional public servants is at the center of success in implementing government policies and programs related to the 2030 Agenda and the SDGs, including in delivering services to those left furthest behind. Without a dedicated effort to help governments mobilize and develop the knowledge and capacities of public servants at all levels, progress on the SDGs may be undermined.

The use of digital technologies in education and training, which was accelerated by the Covid-19 pandemic, also needs to be reflected, and considered, by the Standards of excellence.

The development of human resources, as recalled by Resolution A/RES/72/235 adopted (without a vote) by the General Assembly of the United Nations, on December 20, 2017, is not only the keystone of economic, social, and environmental development, and health and education are at the heart of this process, but such a development of human resources is also an essential element of the action taken to achieve the agreed development goals at the international level, including the Sustainable Development Goals, and to provide more opportunities, especially for the most vulnerable groups.

Working closely with schools of public administration, institutes of public management and universities, who are responsible for training public servants, is critical to mainstreaming the SDGs into their curricula. To this end, UN DESA/DPIDG launched in 2018 a Global Initiative on Building Capacities of Public Servants for the Sustainable Development Goals (SDGs) Implementation, which aims at developing the capacities of governments and public servants (in terms of knowledge, skills, attitude, leadership competencies, and mindsets) to support the implementation of the SDGs. DPIDG also published the first publication ever issued on how to change mindsets in public institutions to realize the 2030 Agenda for Sustainable Development.

In 2021, UN DESA/DPIDG further developed, together with over 50 partners, including schools of public administration and experts, a Curriculum on Governance for Sustainable Development. The Curriculum Training of Trainers Toolkits, which address the 11 Principles of Effective Governance, offer a holistic and integrated framework for capacity development in the area of governance and public institutions. The Curriculum aims to promote the critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs. The Curriculum on Governance is a comprehensive set of Training of Trainers Capacity Development Toolkits, which contain ready-to-use and customizable training material on key governance dimensions needed to advance the implementation of the SDGs. It provides methodologies and approaches to advance knowledge and assist governments in developing capacities at the individual, organizational, and institutional/societal levels, to drive the transformational change needed to implement the 2030 Agenda. The review of the Standards of excellence, working closely with IASIA, can be an opportunity to raise awareness of the above issues.

Objectives

The aim of the First Meeting of the IASIA/UN DESA Task Force for the Review and/or Update the Standards of Excellence for Public Administration Education and Training is to:

- Sharing the rationale and considerations behind the creation of the Taskforce;
- Introducing the Members of the Taskforce;
- Providing an overview of the scope of the IASIA/UN DESA Task Force's mandate and work;
- Highlighting and discussing the role of the Task Force members;
- Agreeing on a Roadmap and timeline for the Task Force's activities.

Format

The First Meeting will be composed of different sessions covering the above issues. The meeting will be held virtually.

Target Audience

Members of the IASIA/UN DESA 2023 Task Force.

Expected Results

At the end of the meeting, participants will have a better understanding of why the standards of excellence need to be revamped and will discuss and agree on how to proceed to build a common shared Roadmap.

2. Agenda



Agenda

18 April, 08:00 - 10:30 am New York time (EST)

8:00 – 8:15

Welcome and opening remarks

- Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG/UN DESA)
- Dr. Najat Zarrouk, President, International Association of Schools and Institutes of Administration (IASIA), Director of Development, Knowledge Management and ALGA, UCLG Africa, Morocco.
- Dr. Allan Rosenbaum, Chairperson UN DESA/IASIA Task Force, Chairperson ICAPA; Past President, American Society for Public Administration (ASPA); Professor, Florida International University

Moderator: Prof. Joao Salis Gomes, Chairperson of ICAPA Steering Committee; ISCTE – Lisbon University Institute, Portugal

8:15 – 8:20

Overview of the objectives and expected outcomes of the Meeting

- Ms. Adriana Alberti, Chief, Programme Management and Capacity Development United (PMCDU/DPIDG/ UN DESA)

Moderator: Ms. Cristina Rodriguez-Acosta, Inter-regional Adviser, Public Administration, Division for Public Institutions and Digital Government (DPIDG/UN DESA)

8:20 – 8:50

Panel Discussion: Impact of SoE on institutions and programs: strengths and weaknesses

- Dr. Joao Salis Gomes, ICAPA Steering Committee
- Dr. Rachel Emas, George Washington University
- Professor Gerald Karyeija, Dean School of Management Science

Moderator: Mr. Bardhyl Dobra, IASIA Board of Management Member

8:50 – 9:05

Session 1: Overview of the 2008 Standards of Excellence Development Process

- Dr. Allan Rosenbaum, Chairperson UN DESA/IASIA Task Force, Chairperson ICAPA; Past President, American Society for Public Administration (ASPA); Professor, Florida International University
- Dr. John-Mary Kauzya, Professor at Stellenbosh University, School of Public Leadership, South Africa.
- Ms. Ludmilla Gajdosova, Executive Director, Network of Schools and Institutes of Public Administration of Central and Eastern Europe (NISPAcee)

This session will offer an overview of the IASIA-UNDESA process for establishing the Standards of Excellence for Public Administration teaching and education and discuss the need for reviewing them.

Moderator: Ms. Stefania Senese, Programme Management Officer, (DPIDG/UN DESA)

9:05 – 9:15

Session 2: Mainstreaming the SDGs and Governance frameworks

- Ms. Saras Jagwanth, Inter-regional Adviser, Division for Public Institutions and Digital Government (DPIDG/UN DESA)
- Ms. Cristina Rodriguez-Acosta, Inter-regional Adviser, Programme Management and Capacity Development United (PMCDU/DPIDG/UN DESA)

This session will be dedicated to highlighting the Principles of Effective Governance, the Curriculum on Governance and the SDGs

Moderator: Dr. Ra'ed BenShams, President of IISA

9:15 – 9:20

Brief introduction of the UN DESA / IASIA Task Force

9:20 – 9:30

Health break

9:30 – 10:20 **Session 3: Road Map and timeline**

Presentation of the draft roadmap and timeline

- Ms. Adriana Alberti, Chief, Programme Management and Capacity Development United (PMCDU/DPIDG/ UN DESA)

Breakout groups by regions (20') to discuss the following:

Organization of Online Regional Workshops: Dates and Expected outcomes:

- Global
- Africa
- Americas
- Asia and Pacific
- Europe
- Middle East
- EGM and preparation of final report for EGM
- Launch of Standards (Webinar to disseminate final report and updated SoE)
- Publication (including possible contributions from taskforce members)
- Role of task force members in reviewing of final report

Reporting back by each breakout group 15'

Agreement on roadmap and timeline 5'

This session will be dedicated to agreeing on a roadmap and timeline for online regional workshops, EGM expectations, leading organizations, role of task force members per region, UN DESA support, and workshops expectations.

Moderator: Dr. Allan Rosenbaum, Chairperson UN DESA/IASIA 2023 Task Force

10.20 – 10:30 **Wrap Up and Closing**

- Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG/UN DESA)
- Dr. Najat Zarrouk, President, International Association of Schools and Institutes of Administration (IASIA), Director of Development, Knowledge Management and ALGA, UCLG Africa, Morocco.

Group photo

3. List of 2023 Task Force Members



List of 2023 Task Force Members

Co-Convenors

- Juwang Zhu, Co-Convenor of the Task Force and Director, Division for Public Institutions and Digital Government/United Nations Department of Economic and Social Affairs (DPIDG/UNDESA). Email: zhu@un.org
- Najat Zarrouk, Co-Convenor of the Task Force, President of IASIA and CEPA Member (2010-2017; 2021-2025), Rabat, Morocco. Email: najat_zarrouk@yahoo.fr

Task Force chairperson

- Allan Rosenbaum, Director of the Institute for Public Management and Community Service at Florida International University (FIU), Miami, Florida, USA, President of ASPA, Chairperson of ICAPA, USA. Rosenbau@fiu.edu

Global

- Adriana Alberti, Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government/United Nations Department of Economic and Social Affairs (DPIDG/UNDESA). Email: alberti@un.org
- Kyu Chang Ko, Head of United Nations Project Office on Governance (UNPOG/DPIDG/UNDESA). Email: kyu.ko@un.org
- Prabin Maharjan, Program Management Expert, United Nations Project Office on Governance (UNPOG/DPIDG/UNDESA). Email: prabin.maharjan@un.org
- Cristina Rodriguez-Acosta, Inter-regional advisor, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government/United Nations Department of Economic and Social Affairs (DPIDG/UNDESA). Email: Cristina.rodriguezacosta@un.org
- Cesar Geronimo Rojas Alfonzo, Executive Secretary of IASIA, Brazil. Email: c.alfonzo@iias-iisa.org

Americas/North America/Caribbean Region

- Allan Rosenbaum, Chairperson, ICAPA, Director of the Institute for Public Management and Community Service at Florida International University (FIU), Miami, Florida, USA, President of ASPA, Chairperson of ICAPA, USA. Email: rosenbau@fiu.edu
- Leonardo Secchi, Past-President, Brazilian Society for Public Administration – Sociedade Brasileira de Administração Pública (SBAP – Brazil). Email: leonardo.secchi@udesc.br
- Devon Rowe, Executive Director, Caribbean Centre for Development Administration (CARICAD) and CEPA Member, Jamaica. Email: dlrowe@caricad.net
- Raquel Gonzalez, Project Manager, Latin American Center for Public Administration Development (CLAD). Email: raquel.gonzalez@clad.org
- Rachel Emas, George Washington University, USA. Email: rachelemas@email.gwu.edu

Africa

- Ludeki Chweya, Director General & Chief Executive Officer, Kenya School of Government (Kenya), Vice-President of IASIA for Africa. Email: Ludeki.chweya@ksg.ac.ke
- John-Mary Kauzya, Professor at Stellenbosh University, School of Public Leadership, South Africa. Email: jkauzya@hotmail.com
- Liza Van Jaarsveldt, Associate professor at University of South Africa, South Africa. Email: vjaarlc@unisa.ac.za
- Sofiane Sahraoui, Director General of International Institute of Administrative Sciences (IIAS). Email: s.sahraoui@iias-iisa.org

Asia and the Pacific

- Alex Brillantes, Jr., Secretary General, Eastern Regional Organization for Public Administration, Philippines. Email: abbrillantes@eropa.co
 - Wang Manchuan, Executive Vice President and Secretary-General, China Society of Administrative Reform (CSAR), China. Email: mchwang@vip.sina.com
 - Tashi Pem, Director General, Royal Civil Service Commission, Bhutan. Email: tpem@rcsc.gov.bt
 - Pan Suk Kim, International Director, American Society for Public Administration (ASPA) and Member of the United Nations International Civil Service Commission. Email: pankim@gmail.com
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Europe

- Joao Salis Gomes, Chairperson of ICAPA-Steering Committee, Professor at ISCTE – Lisbon University Institute, Portugal. Email: joao.gomes@iscte-iul.pt
- Rolf Alter, CEPA Member, Germany. Email: alter@hertie-school.org
- Ludmila Gajdosova, Executive Director, Network of Schools and Institutes of Public Administration of Central and Eastern Europe, Bratislava, Slovakia. Email: gajdosova@nispa.org
- Frank Naert, Department of Public Governance & Management, Belgium. Email: frank.naert@ugent.be

Middle East

- Ra'ed BenShams, IIAS President, Director General of the Bahrain Institute of Public Administration - BIPA (Bahrain). Email: raedbenshams@bipa.gov.bh
- Mousa Abu Zaid, Chairman of the General Personnel Council (GPC) and BoM chairman of the Palestinian National School of Administration (PNSA) (Palestine), Vice-President of IASIA for the Middle East. Email: chairman@gpc.gov.ps
- Hamid Eltgani Ali, Dean of the School of Economics, Administration and Public Policy (SEAPP) Doha Institute for Graduate Studies (Qatar). Email: hamid.ali@dohainstitute.edu.qa
- Sara Jeza Alotaibi, Deputy General Manager for Business Development and Partnerships, Institute of Public Administration, Riyadh (Saudi Arabia). Email: alotaibisar@ipa.edu.sa

4. Proposed Action Plan for the Review of the Standards of Excellence by the UN DESA/IASIA Task Force



Proposed Action Plan for the Review of the Standards of Excellence by the UN DESA/IASIA Task Force

Month

October 2022 – January 2023	Identification of task force members Invitations to task force members Formal 2023 – 2024 task force established Completed
January – February 2023	Preparation of relevant concept note, proposed roadmap, communications material, and timeline Completed
3 March 2023	Co-Convenors meeting to discuss Roadmap and Timeline Completed
28 March 2023 1:00 – 1:30 pm	Preparatory discussions of task force members attending the Committee of Experts in Public Administration Completed
March – April 2023	Preparation of communication material for the launch <ul style="list-style-type: none"> • Finalization of the booklet • Preparation of one-pager flyer (translated in six UN official languages) • Preparation of one page blog about why and how SoE will be reviewed and updated • Sending of flyer to UNPAN members to disseminate the initiative • Use of social media to disseminate information • Create dedicated website page for the SoE Review and Update process • Maintain website throughout process (UN DESA) Completed

18 April,
2023
(virtual)

Kick-off virtual expert group meeting on the proposed roadmap and timeline (April 2023 - September 2024)

2.5 hours webinar with all task force members

Objectives:

1. Brief introduction of each member
2. Overview of the 2008 SoE process
3. Objectives, and role of taskforce members, of the new initiative (role of UN DESA and IASIA)
4. Discussion Panel on Impact of SoE on Institutions and Programs
5. Breakout sessions by regions (Discussion and approval of the roadmap and timeline)
6. Approval of the Roadmap and timeline

Lead: UN DESA

Ongoing

Identification by taskforce members of conferences where they can engage and disseminate the 2023 – 2024 SoE process of Review and Update to ensure large participation and gather different perspectives

Lead: Cesar Alfonzo, IASIA

Regional Workshops

Review
dates
(virtual)
18 May

Regional workshop for Africa

Task force members from the region:

- Ludeki Chweya, Director General & Chief Executive Officer, Kenya School of Government (Kenya), Vice-President of IASIA for Africa.
- John-Mary Kauzya, Professor at Stellenbosh University, School of Public Leadership, South Africa.
- Liza Van Jaarsveldt, Associate professor at University of South Africa, South Africa.
- Sofiane Sahraoui, Director General of International Institute of Administrative Sciences (IIAS).

Role of task force members: identify and compile list of relevant stakeholders to be invited to regional workshop

Chairperson of taskforce member: To be agreed by taskforce members during kickoff meeting

Role of Regional Chairperson: facilitate discussions during the workshops and prepare the regional taskforce report to be presented at the EGM

Venue: online

Supported by: UN DESA / DPIDG / IASIA

12 June
or 19
June

Regional workshop for Americas

Task force members from the region:

- Allan Rosenbaum, Chairperson, ICAPA, Director of the Institute for Public Management and Community Service at Florida International University (FIU), Miami, Florida, USA, President of ASPA, Chairperson of ICAPA, USA. Email: rosenbau@fiu.edu
- Leonardo Secchi, Past-President, Brazilian Society for Public Administration – Sociedade Brasileira de Administração Pública (SBAP – Brazil)
- Devon Rowe, Executive Director, Caribbean Centre for Development Administration (CARICAD) and CEPA Member, Jamaica
- Raquel Gonzales, *Project Manager*, Latin American Center for Public Administration Development (CLAD)
- Rachel Emas, George Washington University, USA.

Role of taskforce members: identify and compile list of relevant stakeholders to be invited to regional workshop

Chairperson of taskforce member: To be agreed by taskforce members during kickoff meeting

Role of Regional Chairperson: facilitate discussions during the workshops and prepare the regional taskforce report to be presented at the EGM
 Venue: online
 Supported by: UN DESA / DPIDG / IASIA

6 September **Regional workshop for Asia and the Pacific**

Task force members from the region:

- Alex Brillantes, Jr., Secretary General, Eastern Regional Organization for Public Administration, Philippines.
- Wang Manchuan, Executive Vice President and Secretary-General, China Society of Administrative Reform - CSAR (China)
- Tashi Pem (Ms), Director General, Royal Civil Service Commission, Thimphu-Bhutan
- Pan Suk Kim, International Director, American Society for Public Administration (ASPA) and Member of the United Nations International Civil Service Commission

Role of taskforce members: identify and compile list of relevant stakeholders to be invited to regional workshop

Chairperson of taskforce member: To be agreed by taskforce members during kickoff meeting

Role of Regional Chairperson: facilitate discussions during the workshops and prepare the regional taskforce report to be presented at the EGM
 Venue: online

Supported by: UN DESA / DPIDG / UNPOG / IASIA

4 October **Regional workshop for Europe and Central Asia (or during NISPAcee annual conference?)**

Task force members from the region:

- Joao Salis Gomes, proposed to become the Chairperson of ICAPA-Steering Committee, Portugal
- Rolf Alter, CEPA Member, Germany
- Ludmila Gajdosova, Executive Director, Network of Schools and Institutes of Public Administration of Central and Eastern Europe, Bratislava, Slovakia
- Frank Naert, Department of Public Governance & Management, Belgium

Role of taskforce members: identify and compile list of relevant stakeholders to be invited to regional workshop

Chairperson of taskforce member: To be agreed by taskforce members during kickoff meeting

Role of Regional Chairperson: facilitate discussions during the workshops and prepare the regional taskforce report to be presented at the EGM
 Venue: online

Supported by: UN DESA / DPIDG / IASIA

24 October **Regional workshop for the Middle East**

Task force members from the region:

- Ra'ed BenShams, IIAS President, Director General of the Bahrain Institute of Public Administration - BIPA (Bahrain).
- Mousa Abu Zaid, Chairman of the General Personnel Council (GPC) and BoM chairman of the Palestinian National School of Administration (PNSA) (Palestine), Vice-President of IASIA for the Middle East.
- Hamid Eltgani Ali, Dean of the School of Economics, Administration and Public Policy (SEAPP) Doha Institute for Graduate Studies (Qatar)
- Sara Jeza Alotaibi, Deputy General Manager for Business Development and Partnerships, Institute of Public Administration, Riyadh (Saudi Arabia)

Role of taskforce members: identify and compile list of relevant stakeholders to be invited to regional workshop

Chairperson of taskforce member: To be agreed by taskforce members during kickoff meeting

Role of Regional Chairperson: facilitate discussions during the workshops and prepare the regional taskforce report to be presented at the EGM

Venue: online

Supported by: UN DESA / DPIDG / IASIA

IASIA Conf.
31 July – 4
August, in
person,
Manila,
Philippines

Task force members meeting at IASIA conference to disseminate and gather inputs from institutions and schools from around the world

3 months
August –
December
2023

Preparation of synthesis report based on inputs from regional workshops rapporteurs

Lead: UN DESA / IASIA

March
2024

New York
(in-person)

Expert Group Meeting

Objectives:

1. Presentation of recommendations of general rapporteur and task force members in regional workshops
2. Review of the standards of excellence and the criteria to evaluate the implementation of the standards of excellence
3. Harmonization of proposals from the regional meetings
4. Agreement on proposed updated standards of excellence

July 2024
(virtual)

Final report / publication on new SoE presented – Webinar

Invite UNPAN membership
IASIA and IIAS network
Other associations and schools

Lead: UN DESA and IASIA

April –
September
2024

**Invite UNPAN membership IASIA and IIAS network Other
associations and schools Lead: UN DESA and IASIA**

5. Proposed Expert Group Meeting Agenda



Proposed Expert Group Meeting for the Update and Review of the Standards of Excellence in Public Administration Teaching and Education

Draft Agenda

11 - 12 March 2024 - New York City (in-person)

09:00 - 16:00 New York time (EST)

Day 1

9:00 – 9:20

Welcome and opening remarks

- Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG/UN DESA)
- Dr. Najat Zarrouk, President, International Association of Schools and Institutes of Administration (IASIA)
- Dr. Allan Rosenbaum, Chairperson of the UN DESA/IASIA 2023 Task Force; Chairperson ICAPA; Past President, American Society for Public Administration (ASPA); Professor, Florida International University

Moderator: Ms. Cristina Rodriguez-Acosta, Inter-regional Adviser, Public Administration, Division for Public Institutions and Digital Government (DPIDG/UN DESA)

9:20 – 9:40

Overview of the objectives and expected outcomes of the Meeting

- Ms. Adriana Alberti, Chief, Programme Management and Capacity Development Unit (PMCDU/DPIDG/ UN DESA)
- Mr. Kyu Chang Ko, Head of Office, United Nations Project Office on Governance (UNPOG)

Moderator: Mr. Cesar Alfonzo, Executive Secretary, IASIA

9:40 – 9:45

Group picture

9:45 – 12:30

Expert Dialogue 1: Report on regional online seminars – proposals from the regions - Harmonization of proposals from the regional meetings

- Africa: Dr. Ludeki Chweya, Director General & Chief Executive Officer, Kenya School of Government (Kenya), Vice-President of IASIA for Africa (10 minutes)
- Americas: Mr. Devon Rowe, Executive Director, Caribbean Centre for Development Administration (CARICAD) and CEPA Member, Jamaica
- Asia and Pacific: Dr. Alex Brillantes, Secretary General, Eastern Regional Organization for Public Administration, Philippines
- Europe: Ms. Ludmilla Gajdosova, Executive Director, Network of Schools and Institutes of Public Administration of Central and Eastern Europe, Bratislava, Slovakia
- Middle East: Dr. Ra'ed Bin Shams, IIAS President, Director General of the Bahrain Institute of Public Administration - BIPA (Bahrain)

Comments and Open Discussion

During this session one expert per region will present on the discussion, findings, and recommendations resulting from the regional online seminars.

Moderator: Dr. Sofiane Sahraoui, Executive Director, IIAS

12:30 – 14:00

Lunch

14:00 – 16:00

Expert Dialogue 2: Proposals to Update or New SoE**Proposals for Standard One: Public Service Commitment**

- Dr. Joao Salis Gomes, Chairperson of ICAPA Steering Committee; ISCTE – Lisbon University Institute, Portugal

Proposals for Standard Two: Advocacy of Public Interest Values

- Dr. Liza van Jaarsveldt, Associate professor at University of South Africa, South Africa

Proposals for Standard Three: Combining Scholarship, Practice and Community Service

- Dr. Leonardo Secchi, Past-President, Brazilian Society for Public Administration – Sociedade Brasileira de Administração Pública

Proposals for Standard Four: The Faculty are Central

- Dr. Pan Suk Kim, International Director, American Society for Public Administration (ASPA) and Member of the United Nations International Civil Service Commission.

Special attention will be given to how to harmonize the proposed standards, evaluation criteria, and regional approaches to implementation.

Moderator: Dr. Allan Rosenbaum, Chairperson of the UN DESA/IASIA 2023 Task Force; Chairperson ICAPA; Past President, American Society for Public Administration (ASPA); Professor, Florida International University

16:00 – 16:15

Coffee Break

16:15 – 18:00

Expert Dialogue 3: Proposals to Update or New SoE

Proposals for Standard Five: Inclusiveness is at the Heart of the Program

- Dr. Sara Alotaibi, Head, Institute of Public Administration, Saudi Arabia

Proposals for Standard Six: A Curriculum that is Purposeful and Responsive

- Dr. Rachel Emas, George Washington University

Proposals for Standard Seven: Adequate Resources are Critical

- Dr. Frank Naert. Ghent University

Proposals for Standard Eight: Balancing Collaboration and Competition

- Dr. Tashi Pem, Director General, Royal Civil Service Commission, Bhutan

Special attention will be given to how to harmonize the proposed standards, evaluation criteria, and regional approaches to implementation.

Moderator: TBC

Day 2

09:00 – 10:30 **Expert Dialogue 4: Experts discussion on suggestions and recommendations from task force members to update the SoE**

Presented by Dr. Rolf Alter, HERTIE School, Berlin, Germany
and
Dr. Mousa Abu Zaid, Palestinian School of Administration, Palestine

Open discussion

This session will review the main findings and recommendations from the task force members and discuss how can the SDGs be mainstreamed in the updated and revised SoE.

Moderator: TBC

10:30 – 11:00 **Coffee Break**

11:00 – 12:30 **Expert Dialogue 5: Propose criteria to evaluate the implementation of the 2023 Standards of Excellence**

- Dr. Allan Rosenbaum, Chair of Taskforce, Past President of ASPA; Professor, Florida International University
- Dr. John-Mary Kauzya, Professor, Stellenbosch University, South Africa
- Dr. Manchuan Wang, Executive Vice President, and Secretary General of China Society of Administrative Reform
- Dr. Hamid Ali, Doha Institute, Qatar
- Dr. Tashi Pem, Director General, Royal Civil Service Commission, Bhutan

Comments and Questions

This session will be dedicated to discussing the harmonization of the proposed new SoE, find agreement on the new standards, establish mechanisms and criteria for their evaluation (including how they might impact accreditation), implementation, and how to be disseminated around the world.

Moderator: Dr. Allan Rosenbaum, Chairperson of the UN DESA/IASIA 2023 Task Force; Chairperson ICAPA; Past President, American Society for Public Administration (ASPA); Professor, Florida International University

12:30 – 14:00 **Lunch break**

14:00 – 15:30 **Expert Dialogue 6: Mainstreaming the SoE in the Curriculum of Schools and Institutes of Administration**

- Dr. Najat Zarrouk, President, IASIA
- Ms. Ludmilla Gojdosova, NISPAcee
- Dr. Ludeki Chweya, KSG
- Dr. Joao Salis Gomes, ICAPA/IASIA
- Dr. Alex Brillantes, EROPA
- Dr. Ra'ed Bin Shams, President, IIAS

This session will pay particular attention to strategies and methodologies to mainstream the updated SoE to the curriculum of schools and institutes of administration, ensuring that the SDGs are at the centre, review network and peer-to-peer learning and knowledge sharing opportunities, and the role of associations in promoting the adaptation and use of the new and revised SoE.

Moderator: TBC

15:30 – 16:00 **Conclusions and Next Steps**

- Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG/UN DESA)
- Dr. Najat Zarrouk, President, International Association of Schools and Institutes of Administration (IASIA)

Moderator: TBC

6 . 2008 Standards of Excellence for Public Administration Education and Training



2008 Standards of Excellence for Public Administration Education and Training

The Task Force believes that Standards of Excellence for public administration education and training should facilitate organizations in the public sector to be high performing through providing them with the highest quality of public servants. In order that public administration education and training institutions can best do this, the Task Force suggests the following Standards of Excellence for Public Administration Education and Training.

1. Public Service Commitment:

The faculty and administration of the program are defined by their fundamental commitment to public service. They are in all of their activities (teaching, training, research, technical assistance and other service activities) at all times absolutely committed to the advancement of the public interest and the building of democratic institutions. This is true within all facets of the program including internal organizational arrangements as well as programmatic activities at local, regional, national and international levels.

2. Advocacy of Public Interest Values:

The program's faculty and administration reflect their commitment to the advancement of public service by both their advocacy for, and their efforts to create, a culture of participation, commitment, responsiveness and accountability in all of those organizations and institutions with which they come into contact. In so doing, both by pedagogy and example, they prepare students and trainees to provide the highest quality of public service.

3. Combining Scholarship, Practice and Community Service:

Because public administration is an applied science, the faculty and administration of the program are committed to the integration of theory and practice and as such the program draws upon knowledge and understanding generated both by the highest quality of research and the most outstanding practical experience. Consequently, the faculty, administration and students of the program are actively engaged through its teaching, training, research and service activities with all of their stake holder communities from the smallest village or city neighborhood to the global community at large.

4. The Faculty are Central:

The commitment and quality of the faculty (and/or trainers) is central to the achievement of program goals in all areas of activities. Consequently, there must be, especially in degree granting programs, a full time core faculty committed to the highest standards of teaching, training and research and possessing the authority and responsibility appropriate to accepted standards of faculty program governance. This faculty must be paid at a level that allows them to devote the totality of their professional activities to the achievements of the goals and purposes of the program and must be available in adequate numbers consistent with the mission of the program. In that regard, a ratio of 1 faculty member per 20 graduate level students and at least 4 full time faculty would represent typical minimum requirements. Faculty teaching responsibilities should not be greater than two academic courses (or their equivalent in a training institution) at any time in the calendar year in order to allow for necessary involvement in research, training, service and technical assistance activities.

5. Inclusiveness is at the Heart of the Program:

A critical element in the achievement of excellence in public administration education and training is an unwavering commitment on the part of faculty and administration to diversity of ideas and of participation. The people who participate in programs, including students, trainees, trainers, administrators and faculty, should come from all the different racial, ethnic, and demographic communities of the society. The ideas, concepts, theories and practices addressed in the program should represent a broad variety of intellectual interests and approaches. Inclusiveness in terms of individual involvement (including sensitivity to issues of ethnicity, nationality, race, gender orientation and accessibility to all) within a program serves also to encourage inclusiveness in terms of ideas. Both forms of inclusiveness, intellectual and participatory, are the hallmarks of excellent programs.

6. A Curriculum that is Purposeful and Responsive:

A principal goal of public administration education and training is the development of public administrators who will make strong, positive contributions to the public service generally and, in particular, to the organizations they join, or to which they return. This requires public administration education and training programs to have coherent missions which drive program organization and curriculum development. In addition, it is critical that those who educate and train public administrators communicate and work with and, as appropriate, be responsive to the organizations for which they are preparing students and trainees. It also requires that the student and/or trainee be inculcated with a commitment to making a difference and that their education and training prepare them to effectively communicate (both verbally and in writing) with those with whom they work.

7. Adequate Resources are Critical:

An important prerequisite to creating a program of excellence in public administration education and training is the availability of adequate resources. Many different kinds of resources are required including facilities, technology, library resources and student services (in terms of assistance with meeting such basic needs as housing, health care, etc.). The availability of these resources is obviously a function of the availability of adequate financial resources. Those financial resources must be such as to sustain full time faculty and/or trainers, provide needed assistance to students and faculty (such as funding to participate in international conferences, etc) and insure the availability of adequate classroom, research, training and meeting space as well as individual offices for each faculty member and as needed for students.

8. Balancing Collaboration and Competition:

Finally, and most importantly, there must be among the program faculty, trainers, administrators and students or trainees a sense of common purpose and mission deriving from the program's commitment to the advancing of the public interest. There must also be a sense of determination, indeed even competitiveness, that drives the program to be the best and creates a desire to meet and exceed world class Standards of Excellence.

7. Criteria to assess the achievement of the 2008 Standards of Excellence



Criteria to assess the achievement of the 2008 Standards of Excellence

In order to assess the achievement of these Standards of Excellence, the Task Force elaborated criteria for assessing standards. The criteria for measuring standards are divided into various categories along two groups: the first being those concerned with the organizational nature and characteristics of the institution providing programs and the second being those criteria that relate to the actual program being delivered by the institution[1].

A. Institutional criterion

B. Program-related criterion which can be subdivided into four subcategories:

B1 Program development and review

B2 Program content

B3 Program management

B4 Program performance

Other possible criterion:

The 11 Principles of Effective Governance

The engagement for the SDGs, in particular the SDGs 4, 16 and 17.

[1] For a full description of the criteria, see http://www.atlas101.ca/pm/wp-content/uploads/2015/12/UN-IASIA_Standards.pdf

8. Activities (2005-2008) and 2008 Standards of Excellence for Public Administration Education and Training



Activities (2005-2008) and 2008 Standards of Excellence for Public Administration Education and Training

A number of activities were undertaken over the course of 4 years (2005-2008) as part of the initiative as follows:

- Expert Group Meetings and conferences were held in Turin, Italy; Bratislava, Slovakia; Rio de Janeiro, Brazil; and New York City. The meetings focused on the development of a strategy for the improvement of public administration education and training. Overall, 1,500 people attended these and other meetings related to the standards of excellence. At the Expert Group Meeting on “New Challenges for Senior Leadership Enhancement for Improved public Management in a Globalizing World”, which took place in Turin, Italy, the participants made efforts to define governmental leadership, to categorize the UN/IASIA initiative in terms of target groups and to review key issues facing governmental leadership. The seminar on “Improving the Quality of Public Administration Education and Training: New Needs, New Approaches”, co-sponsored by IASIA, the Brazilian School of Public Administration, Fundação Getulio Vargas, and UN/DESA/ DPADM and held in Rio de Janeiro, resulted in the development of a set of ideas and techniques that are appropriate for the education and training for the next generation of governmental leadership. It focused on both education and training activities and, most importantly, on the ways to make them relevant to newly developing civil servants.
 - At the direction of the Task Force, the UN commissioned a variety of papers designed to provide relevant background information and research and preparation of the volume
 - The papers were used for a publication on leadership capacity enhancement in a globalizing world entitled: “Excellence and Leadership in the Public Sector: The Role of Education and Training”.
 - A survey of public administration education and training institutions in transitional countries was developed. It was carried out by one of Africa’s most prominent public administration scholars, Jide Balogun.
 - A final Report of the standards of excellence and the criteria for assessing the standards was finalized and published in 2008. “In its introduction to the Standards, the Task Force noted its belief that the purpose of public administration education and training is to provide public administrators with the competencies and capacities to contribute to the improvement of the quality of life and the building of a better world, especially for the most economically, socially and politically disadvantaged members of society”.
 - The Report containing the recommended standards of excellence was presented and adopted by its members during the annual IASIA conference in Uganda in 2008.
- * Publication of the United Nations, In Quest of Excellence, Approaches to Enhancing the Quality of Public Administration Education and Training, IASIA/IIAS, 2015.



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