

KEYWORD	N°1 - June 1996	N°2 - Sept.1996	N°3 - Dec.1996	N°4 - March 1997	N°5 - June 1997	N°6 - Sept.1997	N°7 - Dec.1997
Australia	Australian Public Service (APS) on-line (5)	Len Early (1) / Public Service & Merit Protection Commission (PSMPC) (3) / Review of Commonwealth/State Service Provision (Scales Report 1995) (6)		Family-friendly workplaces (5) / Re-engineering people management (5) / 2+2=5 (use of skills) (5) / http://www.nla.gov.au/dir (5) / http://www.psmpc.gov.au (5)	Accrual budgeting (4) / Workplace agreements (5) / Bookshelf: <i>Report on Government Service Provision</i> (Scales Report 1997) (11)	Encouraging innovation (3) / http://www.finance.gov.au/home.html (8)	Easing the regulatory burden (5) / http://www.psmpc.gov.au/about/spmonline.htm (8) / http://www.psmpc.gov.au/about/emonline/emonline.htm (8)
Austria			Strategic savings plan (6)	Performance measurement (6)	Speyer Quality Award and benchlearning (5) / Performance measurement (controlling) (8) / Training for controlling (8) / Bookshelf: <i>Survey of the Austrian Economy 96/97</i> (11)	Bookshelf: <i>Citizen: client/server: Enterprise Justice</i> (6)	Bookshelf: <i>Declaration by the Federal Government delivered by Federal Chancellor Victor Klima to the Nationalrat, Vienna, January 29, 1997</i> (7)
Belgium			Jean-Marie Mottoul (1) / Performance appraisal (3)				Measuring user satisfaction (3)
Canada		http://canada.gc.ca/main_e.html (7)	Program Review (7) / http://www.canada.gc.ca (7)	Program Review (8)	Bookshelf: <i>Quality Services: A Progress Report 1996</i> ; <i>Getting Government Right: Governing for Canadians</i> (11)	Portfolio management (5) / Bookshelf: <i>Fourth Annual Report to the Prime Minister on the Public Service of Canada</i> (6) / http://www.tbs-sct.gc.ca/tb (8)	

KEYWORD	N°8 - March 1998	N°9 - June 1998	N°10 - Sept.1998	N°11 - Dec.1998	N°12 - March 1999	N°13 - June-Aug.1999
Australia	Financial management legislation (2) / Bookshelf: <i>Public Service Commissioner Annual Report 1996-97</i> (7)	Public Service Bill and new legislative framework for public employment (6) / New retirement fund arrangements (6)	Internal audit strategy (5) / Role of the Budget Group within the Department of Finance and Administration (5) / Bookshelf: <i>Report on Government Services 1998</i> (7) / Y2K (8)	Restructuring of government departments (3) / Devolved pay bargaining and workplace agreements (4) / Managing Commonwealth property (6) / Bookshelf: <i>Public Service Commissioner Annual Report 1997-98 Incorporating the Merit Protection and Review Agency Annual Report 1997-98</i> (6)	Leadership development (3) / People management benchmarking study (3) / Seminars on planning for the future (6)	First annual State of the Service Report (3) / Agency banking (3) / Accrual-based budgeting (3)
Austria	Expenditure on salaries (2) / Performance measurement (5)	Administrative reform programme (VIP) (2)		Administrative reform programme (VIP) (3)		Bookshelf: <i>The use of performance indicators in the European Union: perspectives on international benchmarking</i> (7) / Public relations campaign (8)
Belgium		Y2K (8)	Bookshelf: <i>Forum</i> newsletter (7)	Bookshelf: <i>Mesure de la performance dans le service public : exemples étrangers pour les pouvoirs publics belges</i> (7)		
Canada	Special Report: Managing human resources (La Relève) (6) / Bookshelf: <i>Valuing our People: The Report of the Advisory Committee on the Workforce of the Future</i> ; <i>La Relève: A Commitment to Action</i> (7) / Y2K (8)	Y2K (8)	Universal classification standard to evaluate performance (3) / Independent Review Panel on the Modernisation of Comptrollership (5) / Y2K (8)	Leadership Network and La Relève (4)	Policy Research Initiative (PRI) (6)	

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Australia	Partnerships with private sector (5) / Endorsed supplier arrangements (5)	Centrelink one-stop shop (2) / Public service employment database (5) / New Public Service Act (6)	Bookshelf: <i>Electronic service delivery, including Internet use, by Commonwealth government agencies</i> (6)			Managing federal government property (3) / Bookshelf: <i>State of the Service Report 1999-00</i> ; <i>Managing Public Expenditure in Australia</i> (7) / Outcome-focused budgeting and management (4)	Bookshelf: <i>Values in the Australian Public Service</i> (6) / Bookshelf: <i>Performance Examination: A Means to an End - Contracting Not-for-Profit Organisations for the Delivery of Community Services</i> (7)		
Austria	Global budgeting and flexibility (5) / Learning laboratory (benchmarking) on taxation (6)	Bookshelf: <i>Administrative Innovation Programme of the Federal Government (VIP)</i> (6) / Bookshelf: <i>Public Administration: Imprints of Reform 1999</i> (7)						"HELP" customer-oriented Internet services for the citizen (3)	
Belgium		Reform of public administration (3)			Quality conferences (3) / Copernicus reform for administrative restructuring (5)				
Canada	Bookshelf: <i>Canada Year Book 1999</i> ; <i>Working Together: A Government of Canada/Voluntary Sector Joint Initiative</i> (7)	Citizens First survey on service delivery (8)	Service Canada one-stop access (2) / Performance management for executives (3) / Public service employee survey (3) / Bookshelf: <i>Seventh annual report to the Prime Minister on the public service of Canada</i> (7)			Results for Canadians and focus on citizens (6) / Outcome-focused budgeting and management (4)	Improving decision-making for sustainable development (4)		Bookshelf: <i>Canada's Performance 2001: Annual Report to Parliament</i> (6)

KEYWORD	N°23 - March 2002	N°24 - June 2002	N°25 - September 2002
Australia	Bookshelf: <i>Performance Management in the APS</i> (6)		Urban Renaissance: Canberra (7)
Austria		HELP government Internet portal (2)	
Belgium	Restructured federal administration (3) / Recruiting top managers (5)		
Canada			Alternative service delivery (3) / OECD Review of Regulatory Reform (5) / Territorial Review (7)

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Czech Republic					Administrative reform (3)	Training in EU affairs (2) / Bureaucratic burdens (3)	Commission for Removing Bureaucratic Burdens (5) / Training in supranational affairs (6)
Denmark	Police (3)			Bookshelf: <i>Wages and Other Conditions of Employment in the Danish State; The Negotiation and Co-operation Structure within the Public Sector in Denmark</i> (6) / Annual reports and performance management (6)	Public Sector Quality Award (5) / http://www.fm.dk/eng.htm (10)	Performance-based salary (2)	Panorama: Public management reform and Business Excellence Model (2) / Bottom-up review of regulations (5)
Finland	Evaluating reform (2) / Data connections (7)		Management development (3) / Bookshelf: <i>Government Programme to Improve Law Drafting</i> (5) / Governance project (6)		Governance projects (3) / http://www.vn.fi/vn/vm/english/mof.htm (10)	Selecting top officials (2) / Bookshelf: <i>Trajectories and Options: An International Perspective on the Implementation of Finnish Public Management Reforms; Public Management Reforms: Five Country Studies; Public Management Reforms: Three Anglo-Finnish Case Studies</i> (7)	Policy guidelines for senior staff (5) / Bookshelf: <i>Report of the Special Parliamentary Committee for the Future</i> (7)
France		Government reform plan (8)	http://www.premier-ministre.gouv.fr (7)	Leaving public sector for private sector (3) / Bookshelf: <i>Rapport d'activité 1995-1996</i> of the State Reform Commission (6)	Financial control (4) / Computerised budget presentation (4)	http://www.finances.gouv.fr (8)	Service quality in public hospitals (3) / Bookshelf: <i>Annual Report: National Public Service, March 1996-March 1997</i> (7)

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Czech Republic	Self-governing regions (3)					Fighting corruption (8)
Denmark	Politicians and civil servants (3)	Public Sector Quality Award (5) / Four-year government work programme (5)	Benchmarking public services and bottom-up regulatory review (3)	Committee on citizen's choice in public services (5)	Survey of citizen satisfaction (2) / Employing ministerial advisors (3) / Improving regulatory quality (5)	New personnel policy (6) / Performance-based pay for managers (6)
Finland	Evaluation policy (3)	State personnel policy programme (6)	Service charter working group (6)	Government resolution High-Quality Services, Good Governance and a Responsible Civic Society (5) / Bookshelf: <i>Quality Strategy for Public Services</i> (7)	VALTIPA information network (6) / Bookshelf: <i>Citizen's Charters and Compensation Mechanisms</i> (7)	Bookshelf: <i>Public personnel policy in Europe: a comparative analysis of seven European countries</i> (7)
France	Devolved decisionmaking (3) / Partnership for better service (5) / The information society (6)	Y2K (8)	Interministerial database on innovations (6) / Y2K (8)	Multi-year modernisation plans (3)	Experimental service contracts (6)	National Evaluation Council (3)

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Czech Republic				Legislative framework for reform (3)					
Denmark	Centre for Development of Human Resources and Quality Management (3) / Comparing public service accessibility (6)	Service and welfare framework for public sector learning and reform (2)	Centre for Development of Human Resources and Quality (SCKK) (3) / Monitoring wages (3) / Public tender and contracting out (6) / Centralised public procurement (6)	Bookshelf: <i>Knowledge Management and Intellectual Capital Statements within the State</i> (7) / Benchmarking (10)	Electronic access to public services (2) / Government Employer Authority survey on employee motivation (5)	Secure communication on Internet (7) / High-level forum on Knowledge Management: Learning-by-Comparing Experiences from Private Firms and Public Organisations, Copenhagen, February 2001 (joint Government of Denmark, OECD) (8)		Investing in Denmark's Future (2) / A Sustainable Future - Denmark 2010 (2)	
Finland		Recruiting and developing senior staff (5) / Bookshelf: <i>Public Management in Finland</i> (journal <i>Hallinto-lehti</i>) (6)	Citizens discussion forum on Internet (2) / Bookshelf: <i>From uniform administration to governance and management of diversity: Reforming state functions and public administration in Finland</i> (7)		Bookshelf: <i>Painspots in the Future of Work</i> (7)	Stress and working for EU Presidency (5)	Bookshelf: <i>Market Orientation in the Finnish Public Sector: From Public Agency to Private Company</i> (7)		Bookshelf: <i>Government Decision in Principle on State Personnel Policy Line</i> (7)
France	Improving customer relations (2)	Public consultations on health (2)	Bookshelf: <i>La gestion des ressources humaines de l'administration : l'exemple des informaticiens ; Internet, intranet : des leviers pour moderniser l'administration</i> (7)	Co-ordinating responsibility and service (pôles de compétence) (2) / Bookshelf: <i>Les indicateurs de performance et le service à l'usager ; Gestion dynamique de la fonction publique: une méthode</i> (6)	International Symposium on Accrual Accounting and Budgeting, Paris, November 2000 (joint Government of France, OECD) (1) / Public service Internet site http://www.service-public.fr (3)	Relaunching state reform (2) / Budget aggregates (3) / Outcome-focused budgeting and management (4)		Reforming finance laws (2) / Public Employment Observatory (5)	Bookshelf: <i>L'Observatoire de l'emploi public : Rapport annuel</i> (6)

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Czech Republic		Audit of public administration (3) / Draft Civil Service Act (5) / Bookshelf: <i>Public Administration Reform in the Czech Republic</i> (7)	
Denmark	Co-ordinating e-government (2)	Project E-Government (2)	
Finland	Modernising personnel policy (5)		
France	Administration on-line (2) / Bookshelf: <i>National Public Service and Administrative Reform</i> (7)		

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Germany	Lean State (2)	Lean State (2)	Lean State (6) / http://www.government.de (7)	Panorama: Meeting on the Lean State, Dusseldorf, February 1997 (2)	New controlling instruments (8)	Bookshelf: <i>Lean State Advisory Council</i> (6) / http://www.bundesfinanzministerium.de/nav_left.htm (8)	Quality management and service orientation (3)
Greece			Reform programme (6)	Vassilis Andronopoulos (1) / National Committee for Public Administration (7)	Restructuring public enterprises and entities (3) / Citizen-administration relations and Ombudsman (9)	Regions as administrative entities (3) / Bookshelf: <i>Government Budget for 1997: An Executive Summary</i> (6)	
Hungary			Government Resolution on reform (7)	http://www.meh.hu (3)	Action programme 1997-98 (3) / http://www.meh.hu (10)		Reform work continues (3)
Iceland			Personnel policy (3)	Bookshelf: <i>Restructuring the Public Sector in Iceland: Principles and Progress</i> (6)	Performance management (8) / http://www.stjr.is/en/fjr/fjren01.htm (10)		Accrual basis for budget (6)
Ireland	Delivering Better Government (Strategic Management Initiative, SMI) (2) / Centre for Management and Organisation Development (CMOD) (3)		Bookshelf: <i>Link</i> newsletter (5)	http://www.irlgov.ie (3)	Panorama: Civil service change, Strategic Management Initiative (SMI), Delivering Better Government (2) / Multi-annual budgeting (4) / Personal performance (8) / http://www.irlgov.ie/finance (10)	Partnership 2000 for Inclusion, Employment and Competitiveness (2)	Quality customer service initiative (3) / Committee for Public Management Research (6)
Italy	Reform programme (2)				Accrual accounting (4)	Bookshelf: <i>Le Direttive di Tecnica Legislativa in Europa</i> (7) / http://www.finanze.it (8)	

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Germany	Costs and results accounting (2) / Y2K (8)		Continuing modernisation (2)	Information super-highway Berlin-Bonn (IVBB) (3)	Modernisation progress and Idea 21 quality circles (5)	The enabling state (2)
Greece		Administrative changes, Quality Programme, Inspectors-Controllers Body (3)	Body of Inspectors-Controllers (6)	Reforming infrastructures in Ministry of Transport and Communications (3) / Citizen's Defender (5)	Improving service quality (2) / One-stop shop for documents (2) / Restructuring levels of government (5)	New civil service code (6) / Bookshelf: <i>Code of Conduct, Ministry of Transport and Communications</i> (7)
Hungary		Territorial information centre (5) / International conference on ethics in the public service (6)		New government structure (3)		Development of public administration 1999-2000 (2)
Iceland				Decentralised pay determination (4)	Survey of state employee attitudes (3)	National property database (5)
Ireland	Evaluating public expenditure (2) / Freedom of Information Act (6) / Public Service Management Act (6) / Y2K (8)		Y2K (8)			Retaining IT staff for Y2K (5) / Freedom of information (8)
Italy	Simplification and devolution (3)	EU cooperation (7) / Bookshelf: <i>Government Reform and Accountability to Citizens in Italy</i> (7)	Efficiency, accountability, citizen participation (2)	Panorama: Reshaping government in Italy (2) / One-stop shops for businesses (6) / Bookshelf: <i>La Finanza Pubblica del G7</i> (6)		

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Germany		Assessing impact of legislation (3) / Bookshelf: <i>The public service in Germany</i> (7)	Benchmarking in Lower Saxony (5)			New joint rules of procedure for federal ministries (2) / Benchmarking (6)	Modern ministerial management (2) / E-government initiative BundOnline 2005 (3) / Improving decision-making for sustainable development (4)		
Greece	Quality for the citizen (2)				Action plan for the information society (2) / National Council for Administrative Reform (6) / Citizens panel and other measures (8)		Bookshelf: <i>Structure and Operation of Local and Regional Democracy in Greece</i> (7)		
Hungary		Telecottages (2)		Government Control Office and efficiency audits (11)		New type of prime minister's office (2)			
Iceland		New Government Employees Pension Fund Act (6)							E-government (2)
Ireland	Improving recruitment procedures (3) / Promoting gender equality (3) / Partnership structures (SMI/DBG) (3) / Performance management system (3) / Multi-annual budget process (5) / Central change management fund (SMI/DBG) (5)			New national agreement with social partners on pay (Programme for Prosperity and Fairness-PPF) (9) / Benchmarking body on pay (PPF) (10)	Service delivery model (SDM) (3) / Performance management and development (5)		Gender equality in civil service (5)	E-Procurement in government agencies (3) / Regulatory reform (3)	
Italy		Rethinking personnel management in the public sector (5)				Third Global Forum: Fostering Democracy and Development through e-Government, Naples, March 2001 (joint Government of Italy, OECD, World Bank, United Nations) (1) / New Code of Conduct for Government Employees (5)		E-Government portal http://www.egov.it (3)	

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Germany	<i>BundOnline 2005 e-government (2) / Governing for Performance symposium, Berlin, March 2002 (joint Government of Germany, OECD) (8)</i>	<i>Bookshelf: Modern State - Modern Administration (7)</i>	
Greece	Regulatory quality (3) / <i>Politeia</i> reform programme (3) / Management by objectives (5)		
Hungary			
Iceland			
Ireland		<i>Bookshelf: Towards Better Regulation (7)</i>	
Italy			Partnership for modernisation (2) / <i>Cantieri</i> innovation programme (3) / Territorial Review: Siena (7)

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Japan	Reform programme (2)	Administrative Reform Committee (ARC) (2)	Symposium on Regulatory Reform, Tokyo, December 1996 (joint Government of Japan, OECD) (1) / Ninth Personnel Reduction Plan (3) / http://www.kantei.go.jp (7)	Re-employing older officials; pensions (5)	Administrative Reform Council (ARC) (3) / Borders between public and private (4) / Administrative inspection programme (8) / Access to government information (9) / http://www.mof.go.jp/english/index.htm (10)	Reducing administrative burden (3) / Bookshelf: <i>Annual Report 1995</i> National Personnel Authority (6)	Reform package (3) / Deregulation Action Plan (5)
Korea				Administrative procedures law (3)	Government information disclosure (9) / http://www.mofe.go.kr/enfin_0.html (10)		New law to reduce regulatory burdens (5)
Luxembourg							
Mexico	Reform programme (2)			Government procurement (COMPRANET) (6)	Budget reform and performance indicators (8) / http://www.shcp.gob.mx/english (10)		Bookshelf: <i>Tercer Informe de Gobierno, Poder Ejecutivo Federal, Mexico, Septiembre 1997</i> (7)
Netherlands	Benita Plesch (1) / Comparing public employment (4) / 21st century (5)		Action Plan for a Senior Public Service (3) / Bookshelf: <i>Action Plan for a Senior Public Service</i> (5)		Tax administration serving the public (9) / http://www.minfin.nl/home.htm (10)	Regulatory impact analysis (5)	

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Japan	Final report of the Administrative Reform Council (ARC) (3) / Deregulation (5)	Legislative bill for re-establishing trust in government (6)	Basic Plan for Promoting Administrative Information (6) / Y2K (8)			
Korea		Government Organisation Act (3)	Y2K (8)	Total government workforce control system (4)	Performance-related pay (3) / Reformed central administration (5)	Advice from private sector (3)
Luxembourg						Using IT for administrative reform (5)
Mexico		Economic Deregulation Council (7)	Planning, programming and budgeting (5)	Performance agreements (6)	Bookshelf: <i>Corrupcion y Cambio</i> (7)	New human resources management systems (6)
Netherlands	Y2K (8)	Chain approach for compliance with policy implementation (7)	Interdepartmental policy review (3) / Y2K (8)	Analysing compliance (5)		

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Japan		National Public Service Ethics Law (3)	Independent administrative institutions (IAIs) (5)	Bookshelf: <i>Central government reform of Japan: For Simple, Efficient and Transparent Administration Towards the 21st Century</i> (7) / Public-private personnel exchange (9)	Promoting leadership (5)	Outcome-focused budgeting and management (4)	Central government reform and Independent Administrative Institutions (IAIs) (2)	Policy evaluation system (2)	Better regulation (5) / Bookshelf: <i>Local Government in Japan</i> (7)
Korea	New Civil Service Commission (3) / Online Procedures Enhancement (OPEN) (8)	Open personnel system (5) / Bookshelf: <i>Ministry of Planning and Budget</i> (6)		Bookshelf: <i>Clean and Transparent</i> (7) / Forum on Public Sector Reform: Challenges and Vision for the 21st Century, Seoul, June 2000 (joint Government of Korea, OECD) (12)		Presidential Commission on Government Innovation (2) / Tax administration reform (6)			Anti-Corruption Act (6)
Luxembourg							Modernising the state: boundaries, ICTs, citizens (2)		eLuxembourg (2)
Mexico	Bookshelf: <i>Esquema general para impulsar las acciones de modernización en las dependencias y entidades de la Administración Pública Federal, en el periodo 1999-2000</i> (6) / Bookshelf: <i>La Organización de la Administración Pública en México</i> (7) / Working group on prevention and action against corruption (8)	Electronic system for government procurement (COMPRANET) (8)				Quality assurance system of the Civil Service Unit (6)		Bookshelf: <i>Para recobrar la confianza en el gobierno</i> (6)	
Netherlands		Forum for Democratic Development (3)		Senior public service (10)	Bookshelf: <i>Administrative capacity development: a race against time?</i> (7)	Outcome-focused budgeting and management (4)	Public sector labour market (5) / Bookshelf: <i>Generationally-aware Policy: Summary of the 55th Report to the Government</i> (6)	Bookshelf: <i>Safeguarding the Public Interest</i> (7)	

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Japan		Bookshelf: <i>Annual Report 2000 National Personnel Authority</i> (7)	
Korea	E-government (2)	Korea Independent Commission Against Corruption (3) / International conference on Human Resource Management, Seoul, May 2002 (joint Government of Korea, OECD) (8)	Government Knowledge Management System (3)
Luxembourg			
Mexico			Territorial Review (7)
Netherlands	Bookshelf: <i>Development Policy and Good Governance</i> (7)		

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New Zealand	Information (6)	Strategic Result Areas (SRA) (3) / http://www.govt.nz (7)		http://www.govt.nz (3) / Bookshelf: <i>The Spirit of Reform: Managing the New Zealand State Sector in a Time of Change</i> (7)	http://www.treasury.govt.nz (10)	Strategic management (5) / Bookshelf: <i>Responsibility and Accountability: Standards Expected of Public Service Chief Executives</i> (7)	Remuneration of chief executives (5) / Seminar on future issues in public management (6)
Norway	Computerised State Regional Information network (SRI) (7)	Information policy (3) / http://www.odin.dep.no/html/english (7)		Review of top pay (5)	Public information campaigns checklist (9) / Consultation with the public (9)	Women in top jobs (2) / New forms of consultation (3) / New Ministry of National Planning and Coordination (5) / http://odin.dep.no/fin/eng (8)	Readjustment and personnel policies (5)
Poland					Reform strategy (3)		Public servants and economic activity (5)
Portugal		Secretariat for Administrative Modernisation (SMA) (2) / http://www.infocid.pt/english/welcome.htm (7)			Modernisation network (3) / Electronic tax returns (5) / One-stop shops for enterprises (9) / Complaint procedures (9)	Annual activity plan (3)	Taxpayers' ombudsman (3) / Recruiting managers (6) / Databases on administrative decisions (6)
Slovak Republic							
Spain				Emilio Casals Peralta (1) / Single administration (7)		http://www.dgjp.es (8)	Bookshelf: <i>Jornadas sobre Etica Publica, Madrid, 15 y 16 abril 1997</i> (7)

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New Zealand	Machinery of government changes (3) / Accountability and responsibility (5)	Reviewing accountability documentation (7)	Future structure of government (2) / Y2K (8)	Strategic Result Area networks (SRA) (3)		Crown entities (2)
Norway	User orientation programme (5) / Electronic register for government documents and access for the media (6)	Survey of ministers' leadership role (6)	Checklist for pay system (2)	Values Commission on values and ethics (5)	Norway 2030 strategic planning (6) / Committee to study competition in public sector (6) / Bookshelf: <i>Guide to Service Declarations for Government Agencies</i> (7)	Electronic government three-year action plan (5)
Poland		Devolution to counties and regions (3)	Energy law and Energy Regulatory Office (2)	Human resources database (4)	Supervisory authority over pension funds (3)	
Portugal	New initiatives launched (2)				E-mail in the public administration (2) / INFOCID information system (2) / Inspectorate General of Public Administration (5)	Recent trends in human resources management (6)
Slovak Republic						
Spain		EU cooperation (7)				Administrative restructuring (2) / Self evaluation (3)

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New Zealand		Capability, accountability and performance (3)		Health reform strategies (3) / Crown entities (3) / New Employment Relations Act (9)		Crown Entities Bill (2)			Contracting with NGOs (5) / Training in public service values (6)
Norway	Simplifying Norway two-year programme (2)	Management evaluation systems (5) / Bookshelf: <i>Public sector-a question of confidence: Statement on Administration Policy</i> (7)		Informing citizens on rights and obligations (2) / Promoting employment of seniors (10)	High-speed digital networks (2)		Innovation in the public sector: Directorate of Police (2) / ICTs in local and central government (3) / Trainee programme in civil service (5)		
Poland		Act on Areas of Government Work (3) / New Civil Service Act (6)		Reforming the judiciary system (3)			Strategy for Information Society Development in Poland in 2001-2006 - e-Poland (3)		
Portugal			One-stop shops for health (2)	Government resolution on government on-line (2) / Citizen shop (2) / INFOCID Forum open mail system on Internet (2) / Bookshelf: <i>Profile of the Portuguese Public Administration</i> (7)		National initiative for e-commerce (7)			
Slovak Republic									
Spain	Information hypercentre (2) / Single Agreement for staff in national general administration (3)	One-stop shop for businesses (2) / Bookshelf: <i>Guia de Autoevaluacion para la Administracion Publica</i> (7)	Service charters (2) / Self assessment (5) / Bookshelf: <i>Guia para la implantacion de Cartas de Servicios ; Libro blanco para la mejora de los servicios publicos: una nueva administracion al servicio de los ciudadanos</i> (7)	General Simplification Plan (3) / Best practices awards and quality awards (10)	Citizens information kiosks (2)				

KEYWORD	N°23 - March 2002	N°24 - June 2002	N°25 - September 2002
New Zealand		Career Progression and Development Survey of public servants (5)	Pathfinder Project focus on outcomes (2)
Norway		Innovation and Modernisation Group (2) / Responsibility for hospitals (5)	
Poland		Civil Service Information Centre (3)	OECD Review of Regulatory Reform (5)
Portugal		Institute for Innovation in State Administration (2)	
Slovak Republic			
Spain			

KEYWORD	N°1 - June 1996	N°2 - Sept.1996	N°3 - Dec.1996	N°4 - March 1997	N°5 - June 1997	N°6 - Sept.1997	N°7 - Dec.1997
Sweden	Access to public services (National Board of Student Aid) (6)	Budget process (6)		http://www.sb.gov.se (3) / Top-down budgeting and performance management (6)		Increased regional self-government (3) / Bookshelf: <i>Productivity Trends in the Public Sector in Sweden</i> (6) / http://www.sb.gov.se/info_rosenbad/departement/finans/finans.html (8)	Annual report on developments, <i>Central Government in Transformation</i> (6)
Switzerland		http://www.admin.ch (7)		Reform programme (3)			
Turkey	Financial management (2)	Reyyan Odemis (1)					
United Kingdom	Efficiency scrutinies (3) / Question-and-answer: public-private (5) / Quality at the top (5)	Private Finance Initiative (PFI) (6)		http://www.open.gov.uk (3) / Delegation of personnel management (7) / Bookshelf: <i>Development and Training for Civil Servants: A Framework for Action</i> (7)	Public-private interchange (4) / Code of Practice on Access to Government Information (9)	http://ns.hm-treasury.gov.uk (8)	Decentralisation (6)
United States	Telecommuting (7)	Chief Operating Officers and President's Management Council (PMC) (2) / Performance-based organisations (PBO) (6) / More with less (7)	"Focus on": Best Kept Secrets in Government; Question-and-answer: all levels involved; Blue Pages telephone directory; Regulatory agencies; On-line federal services (2) / Bookshelf: <i>Best Kept Secrets in Government</i> (5) / http://www.whitehouse.gov (7)	Procurement (6)	Labour-management partnerships (5) / Budget allocation for IT (5) / Bookshelf: <i>The Blair House Papers</i> (11)	Competition and efficiency (5) / Bookshelf: <i>More Benefits, Fewer Burdens: Creating a Regulatory System that Works for the American People</i> (7) / http://www.whitehouse.gov/wh/eop/omb (8)	Electronic transfers (6)

KEYWORD	N°8 - March 1998	N°9 - June 1998	N°10 - Sept.1998	N°11 - Dec.1998	N°12 - March 1999	N°13 - June-Aug.1999
Sweden	Bookshelf: <i>Public Sector Productivity in Sweden</i> (7) / Y2K (8)	Monitoring decentralised management (3) / Bill on Central Government Administration in the Citizens' Service (5) / Bookshelf: <i>Swedish Central Government in Transition</i> (7)	Budgeting practices (1) / Y2K (8)	Expert Group on Public Finance (5)		National Council for Quality and Competence (2) / Bookshelf: <i>Developing management and leadership skills in Sweden's Government Offices</i> (7)
Switzerland						Results-oriented management (NOG2000) in the canton of Berne (2)
Turkey		Restructuring public administration with IT (3)				
United Kingdom	Comprehensive review of spending programmes (2) / Y2K (8)	Freedom of information (White Paper <i>Your Right to Know</i>) (5) / Better Government White Paper (5) / Y2K (8)	Self-assessment benchmarking and Business Excellence Model (3) / Service First-The New Charter Programme (6) / Bookshelf: <i>The New NHS, Modern and Dependable: A National Framework for Assessing Performance</i> (7) / Y2K (8)	IT and government-citizen relations (3) / Managing attendance (4)	People's panel on improving public services (2)	Performance and Innovation Unit (8)
United States	Blue Pages telephone directories (5) / Indicators of children's well-being (5) / Bookshelf: <i>A Citizen's Guide to the Federal Budget: Budget of the United States Government, Fiscal Year 1998</i> (7) / Y2K (8)	Y2K (8)	Government-wide Performance Plan (3) / Electronic Processes Initiative Committee and e-commerce (5) / Bookshelf: <i>Management Reform: Agencies' Initial Efforts to Restructure Personnel Operations</i> (7) / Y2K (8)	First Global Forum on Reinventing Government, Washington, January 1999 (1) / Research on government (5) / Bookshelf: <i>The Results Act: Assessment of the Governmentwide Performance Plan for Fiscal Year 1999</i> ; <i>Managing for Results: An Agenda to Improve the Usefulness of Agencies' Annual Performance Plans</i> (7)	First Global Forum on Fighting Corruption: Safeguarding Integrity Among Justice and Security Officials, Washington, February 1999 (1) / Alternative dispute resolution programmes (3) / Streamlined granting of waivers (5) / Bookshelf: <i>Major Management Challenges and Program Risks: A Governmentwide Perspective</i> (7)	Surveying federal employees (6) / Bookshelf: <i>Performance budgeting: initial experiences under the Results Act in linking plans with budgets</i> (7)

KEYWORD	N°14 - Sept.-Nov.1999	N°15 - Dec.1999-Feb.2000	N°16 - June 2000	N°17 - Sept.2000	N°18 - Dec.2000	N°19 - March 2001	N°20 - June 2001	N°21 - Sept 2001	N°22 - Dec.2001
Sweden						Bookshelf: <i>Public Administration in the Service of Democracy - an Action Programme</i> (7)			
Switzerland			Organising the personnel function (3)	Bookshelf: <i>The Swiss Confederation: A Brief Guide</i> (6)					
Turkey					Three new agencies to improve efficiency (5)		Restructuring the electricity sector (2)		eTurkey (2)
United Kingdom	Phase three of public sector benchmarking project (6)	NHS Direct (National Health Service) (2)		Report on civil service reform (9) / Centre for Management and Policy Studies (CMPS) (9)	Bookshelf: <i>Reaching out: the role of central government at regional and local level</i> ; <i>Wiring it up: Whitehall's management of cross-cutting policies and services</i> ; <i>Adding it up: improving analysis and modelling in central government</i> (7)	Outcome-focused budgeting and management (4) / Whistleblowing and Civil Service Code (5)	Leaders@e-Government (3) (6) / Improving decision-making for sustainable development (4) / Protection for whistleblowers and Public Interest Disclosure Act (5) / Partnership programme for leadership development (6) / Online e-learning package (6)	Bookshelf: <i>Room at the Top? A Study of Women Chief Executives in Local Government in England and Wales</i> (7)	
United States	Surveying customer satisfaction (2) / Bookshelf: <i>Performance Plans: Selected Approaches for Verification and Validation of Agency Performance Information</i> ; <i>Managing for Results: Opportunities for Continued Improvements in Agencies' Performance Plans</i> (7)	Bookshelf: <i>Balancing Measures: Best Practices in Performance Management</i> (7)	Electronic government (2) / Bookshelf: <i>Evaluating federal research programs: Research and the Government Performance and Results Act</i> (6)	Bookshelf: <i>Performance Measurement: Getting Results</i> (7)	FirstGov one-stop access for government services http://www.firstgov.gov (2)	Outcome-focused budgeting and management (4) / Evaluating senior executive performance (5)	Bookshelf: <i>Comparative Performance Measurement</i> (6)	Bookshelf: <i>Rethinking Democratic Accountability</i> (7)	Bookshelf: <i>The President's Management Agenda</i> (6)

KEYWORD	N°23 - March 2002	N°24 - June 2002	N°25 - September 2002
Sweden	Bookshelf: <i>Financial Management for Effectiveness and Transparency</i> (7)	Bookshelf: <i>Accrual Accounting in Swedish Central Government</i> (7)	
Switzerland			
Turkey			OECD Review of Regulatory Reform (5)
United Kingdom	Pay and performance management (5)		Public Sector Benchmarking Service (2) / OECD Review of Regulatory Reform (5)
United States	Freedom to Manage (3) / Bookshelf: <i>Wireless Technology in Government</i> (6)	International symposium on Holding the Executive Accountable (Parliamentary Budget Committees), Washington, June 2002 (joint Government of the United States, OECD) (1)	Executive Branch Management Scorecard (2) / E-government strategy (3)

KEYWORD	N°1 - June 1996	N°2 - Sept.1996	N°3 - Dec.1996	N°4 - March 1997	N°5 - June 1997	N°6 - Sept.1997	N°7 - Dec.1997
International	Derry Ormond (1)		United Nations: Bookshelf: <i>Better Service, Better Value, Better Management</i> (5)				
Zoom/Focus on/Panorama			United States (2)	Germany (2)	Ireland (2)		Denmark (2)
PUMA activities							

KEYWORD	N°8 - March 1998	N°9 - June 1998	N°10 - Sept.1998	N°11 - Dec.1998	N°12 - March 1999	N°13 - June-Aug.1999
International				First Global Forum on Reinventing Government, Washington, January 1999 (1)	First Global Forum on Fighting Corruption: Safeguarding Integrity Among Justice and Security Officials, Washington, February 1999 (1)	European Union initiatives (8)
Zoom/Focus on/Panorama	Special Report: Managing human resources in Canada (La Relève) (6)	Austria (2)		Italy (2)		
PUMA activities						

KEYWORD	N°14 - Sept.-Nov.1999	N°15 - Dec.1999-Feb.2000	N°16 - June 2000	N°17 - Sept.2000	N°18 - Dec.2000	N°19 - March 2001	N°20 - June 2001	N°21 - Sept 2001	N°22 - Dec.2001
International	Bookshelf: <i>The European Way to Excellence: How 35 European manufacturing, public and service organisations make use of quality management</i> (6) / International workshop on Combating Corruption in Asia/Pacific Economies, Manila, Sept.-Oct.1999 (joint Asian Development Bank, OECD) (8)		First Quality Conference for Public Administrations in the EU: Sharing Best Practices, Lisbon, May 2000 (5)	Second Global Forum on A Democratic State and Governance in the 21st Century, Brazil, May 2000 (11)	Common Assessment Framework (CAF) of the European Commission (3) and Corrigendum in Focus N°19, March 2001 (6)	Third Global Forum: Fostering Democracy and Development through e-Government, Naples, March 2001 (joint Government of Italy, OECD, World Bank, United Nations) (1) / Co-operative Initiative on Regulatory Reform (joint Asia-Pacific Economic Co-operation (APEC) and OECD) (3) / Corrigendum: Common Assessment Framework (6), reference Focus N°18, Dec.2000 (3)	Second Global Forum on Fighting Corruption and Safeguarding Integrity, Netherlands, May 2001 (6) / Bookshelf: <i>Quality in Social Public Services ; The New Public Organization</i> (7)	Reforming staff policy in the European Commission (5) / Forum on Ensuring Accountability and Transparency in the Public Sector, Brasilia, December 2001 (joint Government of Brazil, Organization of American States, OECD) (6) / Bookshelf: <i>To Serve and To Preserve: Improving Public Administration in a Competitive World</i> (7) / Bookshelf: <i>2001 IFAC Handbook of International Public Sector Accounting Pronouncements</i> (7) / Bookshelf: <i>Evaluation and Poverty Reduction</i> (7)	Budgeting in Asia (1) / First workshop APEC/OECD Co-operative Initiative on Regulatory Reform, Beijing, Sept.2001 (5) / Regulatory reform in non-member countries (China, Russian Federation, South-East Europe) (5) / Bookshelf: <i>The Capacity to Govern: A Report to the Club of Rome</i> (7) / Bookshelf: <i>Decentralization: Conditions for Success. Lessons from Central and Eastern Europe and the Commonwealth of Independent States</i> (7) / Bookshelf: <i>Local Governance and National Development</i> (7)
Zoom/Focus on/Panorama									
PUMA activities					OECD-Southern Africa Governance Dialogue (6) / Knowledge management: experiences from private firms and public organisations (6) / Governance of state agencies and authorities (6)	Policy dialogue on governance (Governance Outreach Initiative) (3) / Competitive public employer (5) / Co-operating on regulatory reform (5) / Engaging citizens in policy-making (7)	Co-operation with the People's Republic of China on budget reform (8)	Citizens as partners in policy-making (1) / Competitiveness of the public employer (5) / Performance management and budgeting (6) / Knowledge management survey (6)	Impact of e-government (2) / Distributed public governance (3) / Governance for sustainable development (3)

KEYWORD	N°23 - March 2002	N°24 - June 2002	N°25 - September 2002
International	International Roundtable on Building Open Government, Ljubljana, May 2002 (joint Government of Slovenia, OECD, World Bank Institute, Open Society Institute) (6) / Bookshelf: <i>European Ombudsman Annual Report 2000</i> (7) / Bookshelf: <i>Downsizing Strategically</i> (7) / Bookshelf: <i>Progress in the Fight against Corruption in Asia and the Pacific</i> (7)	Annual meeting of Anti-Corruption Network for Transition Economies, Istanbul, March 2002 (5) / International Roundtable on Building Open Government, Ljubljana, May 2002 (joint Government of Slovenia, OECD, World Bank Institute, Open Society Institute) (6) / Second workshop APEC/OECD Co-operative Initiative on Regulatory Reform, Merida, April 2002 (6) / Bookshelf: World Public Sector Report (7)	Bookshelf: <i>European Ombudsman Annual Report 2001</i> (7) / Bookshelf: <i>Building Better Quality Administration for the Public: Case Studies from Central and Eastern Europe</i> (7)
Zoom/Focus on/Panorama			
PUMA activities	Results-focussed budgeting and management (4) / Survey on knowledge management practices (6)		Database of budget practices (2) / Administrative simplification (4) / OECD Reviews of Regulatory Reform (5) / Regulatory policies in OECD countries (5) / Distributed public governance (6) / Survey on knowledge management practices (6) / Checklist for sustainable development (6) / Public sector transparency and accountability (6)

KEYWORD	N°1 - June 1996	N°2 - Sept.1996	N°3 - Dec.1996	N°4 - March 1997	N°5 - June 1997	N°6 - Sept.1997	N°7 - Dec.1997
Meetings	Ministerial Symposium on the Future of Public Services, Paris, March 1996 (1) / Senior Budget Officials, Paris, June 1996 (3) / Public Management Committee (PUMA), Paris, March 1996 (8)	Senior Officials from Centres of Government, Mexico, September 1996 (7)	Symposium on Regulatory Reform, Tokyo, December 1996 (joint Government of Japan, OECD) (1) / Public Management Committee (PUMA), Paris, October 1996 (8)		Senior Budget Officials, Paris, June 1997 (1) / Performance Management and Benchmarking, Paris, November 1996 (7) / Public Management Committee, Paris, March 1997 (12)	Managing the Senior Public Service, Paris, June 1997 (1)	Ethics Symposium, Paris, November 1997 (1)

KEYWORD	N°8 - March 1998	N°9 - June 1998	N°10 - Sept.1998	N°11 - Dec.1998	N°12 - March 1999	N°13 - June-Aug.1999
Meetings	High Quality Regulation, Paris, December 1997 (1) / Performance Management, Paris, November 1997 (4)		Senior Budget Officials, Paris, May 1998 (1)	Policy dialogue between the OECD and non-Member economies: Public Management in Support of Social and Economic Objectives, Paris, December 1998 (8)	Strengthening Government-Citizen Connections, Paris, February 1999 (8)	Senior Budget Officials, Paris, June 1999 (1)

KEYWORD	N°14 - Sept.-Nov.1999	N°15 - Dec.1999-Feb.2000	N°16 - June 2000	N°17 - Sept.2000	N°18 - Dec.2000	N°19 - March 2001	N°20 - June 2001	N°21 - Sept 2001	N°22 - Dec.2001
Meetings	Symposium Government of the Future: Getting from Here to There, Paris, September 1999 (1) / International Workshop on Combating Corruption in Asia/Pacific Economies, Manila, Sept.-Oct.1999 (joint Asian Development Bank, OECD) (8)	Strengthening Government-Citizen Connections, Paris, November 1999 (1) / Senior Officials from Centres of Government, Naples, October 1999 (8)	Partnerships in Governance: Common Responses to the Challenges of Globalisation, Paris, May 2000 (1) / Strengthening Government-Citizen Connections, Paris, April 2000 (8)	Senior Budget Officials, Paris, May 2000 (1) / Human Resources Management in the Public Sector, Paris, July 2000 (8) / Forum on Public Sector Reform: Challenges and Vision for the 21st Century, Seoul, June 2000 (joint Government of Korea, OECD) (12)	International Symposium on Accrual Accounting and Budgeting, Paris, November 2000 (joint Government of France, OECD) (1) / Expert meeting on Risk Management of Large Public IT Projects, Paris, October 2000 (4) / Strengthening Government-Citizen Connections, Paris, Dec.2000 (8) / Senior Officials from Centres of Government, Budapest, October 2000 (8)	Third Global Forum: Fostering Democracy and Development through e-Government, Naples, March 2001 (joint Government of Italy, OECD, World Bank, United Nations) (1) / Knowledge Management: Learning-by-Comparing Experiences from Private Firms and Public Organisations, Copenhagen, February 2001 (joint Government of Denmark, OECD) (8) / International Symposium on Holding the Executive Accountable: the Changing Role of Parliament in the Budget Process, Paris, January 2001 (8)	Senior Budget Officials, Paris, May 2001 (1) / Working Group on Strengthening Government-Citizen Connections, Paris, June 2001 (8) / Governance of Public Agencies and Authorities, Paris, April 2001 (8)	Forum on Ensuring Accountability and Transparency in the Public Sector, Brasilia, December 2001 (joint Government of Brazil, Organization of American States, OECD) (6) / Senior Officials from Centres of Government, Reykjavik, October 2001, on Managing Risk (8) / Working Party on Human Resources Management, Paris, June 2001 (8)	Asian Budget Directors, Singapore, Nov.2001 (1) / Forum on Modernising Government, Paris, Nov.2001 (3) / Foundations for Investment: Progress and Challenges in Regulatory Reform in South East Europe, Thessaloniki, Oct.2001 (5) / Seminar on Regulatory Management and Reform in Russia, Moscow, Nov.2001 (5) / Forum on Ensuring Accountability and Transparency in the Public Sector, Brasilia, Dec.2001 (joint Government of Brazil, Organization of American States, OECD) (8)

KEYWORD	N°23 - March 2002	N°24 - June 2002	N°25 - September 2002
Meetings	E-Government seminar, Paris, March 2002 (1) / International Roundtable on Building Open Government, Ljubljana, May 2002 (joint Government of Slovenia, OECD, World Bank Institute, Open Society Institute) (6) / Governing for Performance symposium, Berlin, March 2002 (joint Government of Germany, OECD) (8)	International symposium on Holding the Executive Accountable (Parliamentary Budget Committees), Washington, June 2002 (joint Government of the United States, OECD) (1) / Expert meeting on Conflicts of Interest, Paris, April 2002 (3) / Regulatory Policy Forum, Paris, April 2002 (6) / International conference on Human Resource Management, Seoul, May 2002 (joint Government of Korea, OECD) (8)	E-government seminar, Paris, September 2002 (8)

KEYWORD	N°1 - June 1996	N°2 - Sept.1996	N°3 - Dec.1996	N°4 - March 1997	N°5 - June 1997	N°6 - Sept.1997	N°7 - Dec.1997
Words and Concepts		Decentralisation, deconcentration, delegation, devolution (3)	Deregulation, regulation, regulatory reform (1)	Governance, public administration, public management (3)	Benchmarking (7) / Controlling (8) / Inspection (8)		
Graph/Snapshot	Government employment (4)	Women in the Senior Public Service (SPS) (4)	Performance management: in search of results (4)	Ethics infrastructure (4)	Reform of pay systems (6)	Conduct of senior public servants (4)	Strategies for improving regulatory quality (4)
Cover story	Ministerial Symposium on the Future of Public Services, Paris, March 1996 (1)	SIGMA: Support for Improvement in Governance and Management in Central and Eastern European Countries (1)	Symposium on Regulatory Reform, Tokyo, December 1996 (joint Government of Japan, OECD) (1)	Work of the Public Management Committee for 1997 (1)	Meeting of Senior Budget Officials, Paris, June 1997 (1)	Meeting on Managing the Senior Public Service, Paris, June 1997 (1)	Ethics Symposium, Paris, November 1997 (1)
The Back Page	Meeting of the Public Management Committee (PUMA), Paris, March 1996 (8)	Government reform plan, France (8)	Meeting of the Public Management Committee (PUMA), Paris, October 1996 (8)	Program Review, Canada (8)	Meeting of the Public Management Committee, Paris, March 1997 (12)	Budget and finance on the Internet (Australia, Canada, France, Germany, Italy, Norway, Spain, Sweden, United Kingdom, United States) (8)	Y2K (8)

KEYWORD	N°8 - March 1998	N°9 - June 1998	N°10 - Sept.1998	N°11 - Dec.1998	N°12 - March 1999	N°13 - June-Aug.1999
Words and Concepts						
Graph/Snapshot	Accountability relations and public organisations (4)	Anti-corruption measures (4)	Y2K (4)		Accrual accounting and budgeting in the public sector (4)	Intergovernmental partnerships: a challenge to traditional accountability (4)
Cover story	High Quality Regulation, Paris, December 1997 (1)	Managing ethics: OECD Council Recommendation following the symposium of November 1997 (1)	Meeting of Senior Budget Officials, Paris, May 1998 (1)	First Global Forum on Reinventing Government, Washington, January 1999 (1)	First Global Forum on Fighting Corruption: Safeguarding Integrity Among Justice and Security Officials, Washington, February 1999 (1)	Meeting of Senior Budget Officials, Paris, June 1999 (1)
The Back Page	Y2K (8)	Y2K (8)	Y2K (8)	Policy dialogue between the OECD and non-Member economies: Public Management in Support of Social and Economic Objectives, Paris, December 1998 (8)	Working Group meeting on Strengthening Government-Citizen Connections, Paris, February 1999 (8)	(8)

KEYWORD	N°14 - Sept.-Nov.1999	N°15 - Dec.1999-Feb.2000	N°16 - June 2000	N°17 - Sept.2000	N°18 - Dec.2000	N°19 - March 2001	N°20 - June 2001	N°21 - Sept 2001	N°22 - Dec.2001
Words and Concepts									
Graph/Snapshot	Budget presentation and fiscal transparency (4)	Performance contracts (4)	Parliament and the budget process (4)	Multi-country business survey on administrative costs of regulatory compliance (4)	Why do governments fail? Expert meeting on Risk Management of Large Public IT Projects, Paris, October 2000 (4)	Outcome-focused budgeting and management (4)	Improving decision-making for sustainable development (4)	Public Sector Pay and Employment Data (4)	Regulatory compliance and policy effectiveness (4)
Cover story	Symposium Government of the Future: Getting from Here to There, Paris, September 1999 (1)	Strengthening Government-Citizen Connections, Paris, November 1999 (1)	Partnerships in Governance: Common Responses to the Challenges of Globalisation, Paris, May 2000 (1)	Meeting of Senior Budget Officials, Paris, May 2000 (1)	International Symposium on Accrual Accounting and Budgeting, Paris, November 2000 (joint Government of France, OECD) (1)	Third Global Forum: Fostering Democracy and Development through e-Government, Naples, March 2001 (joint Government of Italy, OECD, World Bank, United Nations) (1)	Meeting of Senior Budget Officials, Paris, May 2001 (1)	Citizens as partners in policy-making (1)	Budgeting in Asia: Meeting of Asian Budget Directors, Singapore, November 2001 (1)
The Back Page	(8)	Meeting of Senior Officials from Centres of Government, Naples, October 1999 (8)	Working Group meeting on Strengthening Government-Citizen Connections, Paris, April 2000 (8)	Forum on Public Sector Reform: Challenges and Vision for the 21st Century, Seoul, June 2000 (joint Government of Korea, OECD) (12)	Working Group meeting on Strengthening Government-Citizen Connections, Paris, December 2000 (8) / Meeting of Senior Officials from Centres of Government, Budapest, October 2000 (8)	High-level forum on Knowledge Management: Learning-by-Comparing Experiences from Private Firms and Public Organisations, Copenhagen, February 2001 (joint Government of Denmark, OECD) (8) / International Symposium on Holding the Executive Accountable: the Changing Role of Parliament in the Budget Process, Paris, January 2001 (8)	Co-operation with the People's Republic of China on budget reform (8) / Meeting of the Working Group on Strengthening Government-Citizen Connections, Paris, June 2001 (8) / Expert meeting on Governance of Public Agencies and Authorities, Paris, April 2001 (8)	Meeting of Senior Officials from Centres of Government, Reykjavik, October 2001, on Managing Risk (8) / Meeting of the Working Party on Human Resources Management, Paris, June 2001 (8)	Forum on Ensuring Accountability and Transparency in the Public Sector, Brasilia, December 2001 (joint Government of Brazil, Organization of American States, OECD) (8)

KEYWORD	N°23 - March 2002	N°24 - June 2002	N°25 - September 2002
Words and Concepts			
Graph/Snapshot	Performance and results (4)	Challenges of retirement departures in the public service (4)	Administrative simplification (4)
Cover story	E-Government seminar, Paris, March 2002 (1)	International symposium on Holding the Executive Accountable (Parliamentary Budget Committees), Washington, June 2002 (joint Government of the United States, OECD) (1)	New Public Governance and Territorial Development Directorate (1)
The Back Page	Governing for Performance symposium, Berlin, March 2002 (joint Government of Germany, OECD) (8)	International conference on Human Resource Management, Seoul, May 2002 (joint Government of Korea, OECD) (8)	E-government seminar, Paris, September 2002 (8)