

Focus

Public Management Gazette Number Eight

This newsletter is prepared by the Public Management Service (PUMA) with the guidance of the Public Management Committee of the OECD. It appears quarterly: March, June, September, December.

Policy recommendations for regulatory review

The country reviews will be based on the following recommendations made in a 1997 report to ministers:

- Adopt regulatory reform policy at the highest political levels.
- Establish explicit standards for regulatory quality and principles of regulatory decisionmaking.
- Build capacities for central management and oversight of implementation of regulatory reform policy.
- Adopt processes for regulatory impact analysis.
- Open up the regulatory process to interested groups through a comprehensive policy on public consultation.
- Consider alternatives to regulation in a systematic way.
- Improve regulatory co-ordination so that multiple objectives are integrated.
- Review and evaluate the stock of existing regulations and paperwork.
- Reduce red tape and government formalities.

Capacities to produce high-quality regulation

A meeting organised by PUMA in December 1997 considered regulatory quality and discussed ways to review the capacity of national administrations to develop high-quality regulation. Twenty-six Member countries (and Chile, as an observer) attended the meeting. It was chaired by officials from the Office of Management and Budget in the United States and the Ministry of Commerce in New Zealand.

Countries on the move

Regulatory reform continues to expand and innovate in OECD Member countries, as shown by the new initiatives in 1997 reported by 23 countries and the European Union. Much of this is driven by the desire to stimulate job creation, and special attention is being given to small and medium-sized enterprises (SMEs).

For example, a new programme for SMEs has been introduced in **Australia**. **Finland** has established new processes to provide stricter scrutiny of new regulations. The **Netherlands** has reduced administrative burdens by 40 per cent. **Korea** has issued a new regulatory reform act and created a presidential commission. A business panel in the **European Union** is implementing the deregulation of telecommunications and airlines. In **Italy** Parliament mandated a strategy to improve regulatory quality across the public administration.

The quality of regulations

The meeting discussed the key means of ensuring that administrations are able to produce social and economic regulations based on the core principles of good regulation. The public sector should have capacities to judge

when and how to regulate in a highly complex world. Administrative transparency, flexibility, policy co-ordination, an understanding of markets, and responsiveness to changing conditions are important to policy efficiency and effectiveness.

Country reviews

The meeting also considered how to conduct country reviews, as part of the OECD's cross-cutting work on regulatory reform. These reviews will examine fundamental capacities needed in national administrations to produce regulations that are efficient, appropriate to a globalised environment, and effective in meeting policy objectives.

The reviews will focus on relevant system capacities for producing high-quality regulation. They will be open-ended to allow countries to demonstrate many different approaches to improving the quality of government regulation.

An outline for the reviews

The reviews will consist of five elements. The first will look at the institutional framework and traditions of the country to see how they affect the direction, pace and content of

reform. The second will cover regulatory reform policies and assess their scope and strategy for change. The third will examine administrative capacities for making new regulation of high quality. The fourth will consider the country's capacity to systematically review and update the quality of existing regulations. Finally, the last element will offer policy options to strengthen capacities.

It is planned to develop comparative indicators that will show how any one country fits into the range of international practices. ■

●New financial management legislation

Until recently, **Australia's** financial management legislation dated from 1901. In October 1997 the Federal Parliament passed new legislation incorporating modern principles and comprising three main acts:

- the Financial Management and Accountability Act sets down the financial, regulatory, accountability and accounting framework for units that have no separate financial existence of their own;
- the Commonwealth Authorities and Companies Act sets down a framework for units that have a separate legal financial existence;
- the Auditor-General Act defines the powers and responsibilities of the Auditor-General.


The new legislation took effect in January 1998.

●Evaluating public expenditure


As part of ongoing efforts to improve and enhance financial management practices, a system of public expenditure programme evaluation has been launched in **Ireland**.

This system requires that each programme be evaluated every three years. Government units are responsible for evaluating their own programmes, under the direction of a steering group comprised of the unit and the Department of Finance.


●Cost and results accounting

In **Germany**, a standardised costs and results accounting (CRA) system is being applied to all units of the federal administration. Standards have been formulated that allow each department to select the instruments suited to its own purposes, yet ensure comparability. An introduction manual has been prepared and distributed to help each department implement a CRA system. Training packages for different target groups have also been developed. In early 1998, the implementation of CRA systems will begin in certain pilot departments. 

●Keeping salary costs under control


Austria is paying special attention to expenditure on salaries, exercising monthly controls. Fluctuations are carefully watched, and the Chancellor and the Minister of Finance are kept informed with monthly analyses. Every three months, representatives from ministries meet to discuss discrepancies and to find solutions for emerging problems. The nature of staff costs are also carefully screened. One third of this expenditure is for salaries in support services, the personnel administration being the largest spender. With a view to making a 20 per cent reduction in costs, a computerised system has been introduced into the personnel administration. It will be extended and linked to all government units. This system will shorten processing times and provide better service. 

●Reviewing how money is spent

The government in the **United Kingdom** has undertaken a comprehensive review of spending programmes. This is conducted at two levels: 1) separate departmental reviews, which fed into 2) an overall review by a Cabinet committee looking at government as a whole. The aim is to bring public spending programmes into line with new priorities and a coherent set of objectives. This exercise has set programmes within a medium- and longer-term context. The reviews are being conducted as if they depart from a zero base -- that is, whether they meet the public interest and contribute to government's objectives in an effective way. Within this exercise, the government's assets are also being reviewed with the intention of disposing of those that are not needed and could be used elsewhere. Making more use of public-private partnerships is also being carefully considered. 

●Report from Lisbon

A series of new initiatives has been launched:

- At each unit of the central administration a complaints book is available for citizens to voice their complaints or suggestions. During the first three months of implementation, 600 complaints were received.
- A new public accounting system has been introduced.
- An agency for monitoring health services has been created. Both citizens and the administration participate in its functioning. Its mandate is to analyse future health care needs, evaluate performance of health care institutions and integrate users' views into the reorientation of the health system.
- A working group is studying conditions to promote a quality programme in the administration.
- Major improvements are being introduced into human resources management. 




This symbol indicates that more detailed information on a news item exists on Focus On-Line
 (<http://www.oecd.org/puma/focus>).
 For more information see the Supplement.


●Administrative reform

In December 1997, **Japan's** Administrative Reform Council submitted its final report, which discusses measures to achieve the following objectives:


- Strengthening Cabinet functions and defining the Prime Minister's leadership and policy-making role.
- Restructuring and downsizing government. Ministries will be merged and reorganised according to functional objectives, and will focus on policy formulation. Policy execution will be carried out by independent administrative corporations. Government will transfer many functions to the private sector through privatisation and contracting out, and will re-examine its use of regulations and subsidies. Government organisations will be streamlined and the number of civil servants reduced. Policy evaluation will be expanded and reinforced.
- Reforming the civil service. A new, unified personnel management system will be created, and a system of performance-based compensation will be introduced.

The Executive Summary of the report can be found at: <http://www.kantei.go.jp/foreign/971228finalreport.html>. 

●Self-governing regions


The **Czech** Parliament passed a law introducing a programme of decentralisation. It creates 14 self-governing regions that will be operational in 2000. This initiative will have a profound impact on the entire administrative system. Ministries will review their competencies and propose which powers to devolve. 

●Simplification and devolution


In 1997, **Italy's** Parliament approved two laws on public sector reform. The laws include measures for administrative simplification and decentralisation, the reorganisation of central government and increased organisational autonomy for local governments. The government is now required to present each year a bill on the deregulation and simplification of administrative procedures. 

●Machinery of government change

The State Services Commission of **New Zealand** is responsible for structural changes in the public sector. It is now working on a number of schemes of new machinery of government arrangements. They include:


- the merger of the Ministry of Agriculture and Fisheries, and the Ministry of Forestry;
- the integration of all employment services that are provided by various public bodies;
- the commercialisation of the public unit that deals with valuation of land and buildings. 

●Transferring decisionmaking


On 1st January 1998, 600 procedures previously managed by central ministries in **France** were made the responsibility of departmental prefects. The objective was to improve user relations and reduce waiting times. Most of these procedures, which represent 500,000 files, were already handled locally, but the final decision rested with Paris. In principle, the only decisions remaining under the direct control of the central administration are those that are too sensitive or too few in number to be devolved. Thus, 73% of individual decisions are now devolved. In 1998, it is planned to extend this process to financial decisionmaking as well. 

●Politicians and civil servants

At the request of the Parliament, the **Danish** Minister for Finance set up a committee to review the relationship between politicians and civil servants. The subjects to be studied by the committee include:

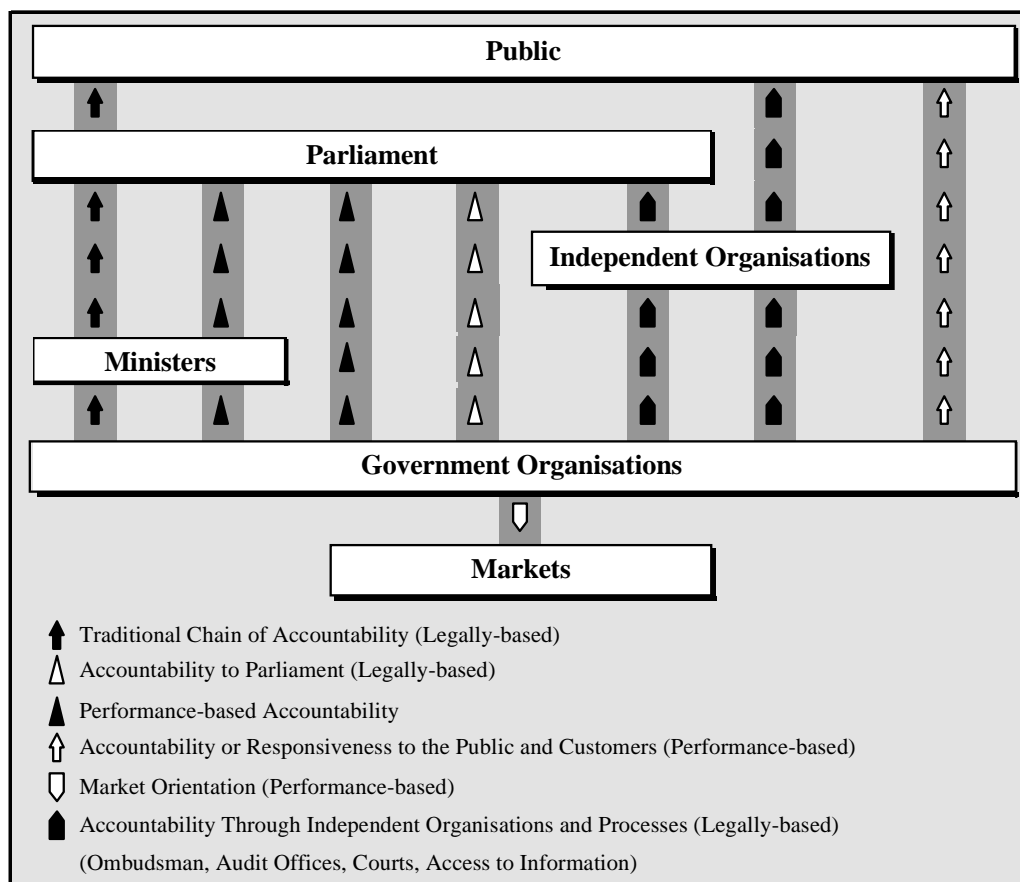
- To what extent civil servants carry out political functions and are appointed on the basis of political criteria.
- To what extent the civil servant's traditional role has changed. (The boundary between politics and administration has become blurred. For example, permanent secretaries are more involved today in advising ministers on tactical political matters.)
- Ministers' role as political leaders. 

●Looking at the results of reform

During the last decade, **Finland** carried out a management reform programme. The government wanted to know the effectiveness of these changes, and the Ministry of Finance launched a comprehensive evaluation programme. A set of criteria guided this work, including the impact from the citizens' point of view, the capacity to govern from the point of view of decision-makers, efficiency and effectiveness of public bodies, the working environment, the quality of leadership, motivation of staff, the coherence of the programme and the relevance of its objectives. The result of this exercise has been more than satisfactory and very instructive. Based on the findings, an overall evaluation policy has been designed. It links evaluation more closely with the government's strategic portfolio, and also with the budgetary process and the performance monitoring system. It creates a cross-sectoral expert network and a continuous training programme to enhance the evaluation culture. 

For further information on initiatives reported here, consult the Supplement for contact names and addresses in countries.

Accountability relations and public organisations




OECD Member countries use different organisations and relations for ensuring accountability, including new approaches that have been developed in recent years. The figure above provides an overview of different paths that countries can consider in assessing and improving accountability.

PUMA's Performance Management Network met in Paris on 24-25 November 1997 to discuss *Accountability and Public Organisations: Responsiveness to Politicians, Customers and Market Forces*. The meeting was chaired by Alan Winberg of the Treasury Board Secretariat of Canada. Senior-level officials representing 26 OECD countries discussed changing accountability relationships in their governments in response to the shift in focus from *ex ante* accountability for inputs to a greater reliance on *ex post* accountability for results. Participants agreed that accountability for performance is a major issue of governance. It is not simply a function of internal administrative processes. Formal lines of accountability involve answerability from people exercising authority to those providing the authority — for example, from public servants to the executive. Ultimately they also imply a sense of responsibility of governments — and the public servants who work for them — to citizens. A Chairman's Statement summarising the main conclusions of the meeting noted that:


- decentralisation, devolution and results-orientation in government organisations have not changed the fundamental principle that formal lines of accountability (e.g. from public servants to the executive) remain central to a performance-based system;
- therefore, traditional compliance-based management systems can and should be broadened to include the positive aspects of reporting on results, organisational learning and continuous improvement;
- openness and transparency, citizen participation and consultation, and the integration of financial and performance information are key tools underpinning the capacity for government organisations to report on performance.

The documents presented at the meeting, including the Chairman's Statement, can be found on the PUMA Web site at <http://www.oecd.org/puma/mgmtres/pac/account>. ■


● Finding government phone numbers

It is estimated that, in the **United States**, the public consults telephone directories at least 80 million times each year to find the phone number of a government organisation. There are over 6000 directories, and they list government numbers in different ways. The problem is that they focus on organisational structures which do not necessarily respond to citizens' needs. "The Blue Pages Project" is radically changing the presentation of phone numbers, organising information around functions and services provided, publishing Internet and electronic mail addresses and fax numbers. This format is to be applied consistently throughout the country. Examples from old and new blue pages can be found on *Focus On-Line*. 

● Promoting deregulation


In December 1997, a subcommittee of **Japan's** Administrative Reform Committee met to discuss deregulation. It agreed that deregulation should result in greater choice and transparency for both the public and lower levels of government, encourage self-regulation in the private sector within a framework of fair rules and ensure that all regulations are necessary and appropriate. The subcommittee recommended that the administrative system change from an *ex ante* system to an *ex post* one. Effective and systematic external review of regulations is also needed. It was recommended that the government develop a three-year plan to promote deregulation starting from FY 1998. 

● Indicators of children's well-being

Children are a nation's most valuable resource. However, it is difficult to obtain an overview of how children are faring. In the **United States**, a federal report put together 25 key indicators that reflect their well-being. They include information on their behaviour, social environment, economic security, education and health. They will be published annually to monitor the overall status of children. They can be consulted on *Focus On-Line*. 


The Focus Hot File appears on the second Monday of each month. Upcoming issues will be available on: April 13, May 11, June 8. Items from previous issues are stored in the Focus Compendium for 18 months.
(<http://www.oecd.org/puma/focus/hot.htm>)

● Partnership for a better service


In the Pyrénées Orientales (**France**), the administration and business organisations collaborated on simplifying administrative declarations. They formed an association (APSA) and contacted a select group of enterprises to analyse the problems they encounter when they make social declarations, such as time spent, cost, complexity of procedures, etc. This analysis resulted in the creation of a centralised electronic data transmission system. Enterprises get in touch with APSA's server when they need to make a declaration. The system automatically distributes the information provided by the enterprise to all relevant administrations. This approach brought the number of declarations from 90 per year down to 12. Time saved is around 30-50 hours per year. The system will be extended to all enterprises during  1998.

Every Monday, the What's New page on PUMA's Web site presents new items
(<http://www.oecd.org/puma/new.htm>)


● User orientation — a key value

In **Norway**, the Ministry of National Planning and Co-ordination (now the Ministry of Labour and Administration) launched the User Orientation Programme to improve user orientation and level of service. Under the programme, each agency is responsible for obtaining feedback from users on service quality, locating problem areas, analysing and understanding causes, finding solutions, setting and publishing quality standards, and ensuring that the service level is constantly improved. The programme established an award for best service and user orientation, the winner of which will be announced in March 1998. 

● Measuring performance

Creating a proper performance measurement system is a priority in **Austria**. The initiative was launched in January 1997 with a pilot study conducted in four ministries to analyse existing performance indicators. The results of this survey are leading to the design of new indicators. In October, the work was expanded to other ministries. The first set of indicators will be announced in Spring 1998. 

● Accountability and responsibility

In **New Zealand**, the State Services Commission issued a series of documents defining the standards of behaviour expected from chief executives. These include service to the minister, representing the department, leadership, ethics, statutory independence, collective interest and collegiality. 

Managing human resources in Canada

La Relève

La Relève is an acronym that stands for Leadership, Action, Renewal, Energy, Learning, Expertise, Values, Excellence.

To perform well, the public sector must constantly retain, motivate and attract a corps of talented and dedicated public servants. However, in recent years this has become a major challenge. Factors such as downsizing, loss of experienced employees, private sector recruitment, a trend toward service delivery through alternative arrangements, reorganisation of units and criticism of the public sector have all played a role. There is now a clear recognition that greater attention needs to be paid to human resources management to meet the challenges of the future. "La Relève" is a response to this.

La Relève is a challenge to build a modern and vibrant institution able to use fully the talents of its people; a commitment by each public servant to do everything in their power to provide for a modern and vibrant organisation now and in the future; and, a duty, as guardians of the institution, to pass on to our successors an organisation of qualified and committed staff to face the challenges of their time.

*Jocelyne Bourgon
Clerk of the Privy Council*

This is a public-service-wide initiative to ensure that every employee has the capacity (skills, tools, environment) and the desire (commitment, morale, leadership) to contribute his or her best. It is the individual and collective commitment of public servants to do all in their power to make the public service a better place and leave behind an organisation that is better than the one they inherited.

La Relève in action

Recognising the need to move quickly, several steps were taken. A task force was established to lead the way and provide guidance. Top public servants were given a leadership role. All departments and agencies, some groups of employees (i.e. working in communications, informatics, science and technology) and regional councils were asked to analyse needs and prepare action plans. This exercise produced a list of issues to be dealt with and a set of initiatives to be introduced. Work has already started in individual units. A document prepared after a meeting of top officials in July 1997 charts a broad course of action to renew the public service over the next three years. You can find this document (including a detailed list of initiatives) at: http://canada.gc.ca/depts/agencies/pco/larelevel/contnt_e.html

See the next page for publications on this topic. 


● Access to administrative information

The Freedom of Information Act passed by the **Irish** Parliament comes into effect in April 1998. Government units are required to supply information on their activities, bases for decisions, precedents, etc., when requested by the public. A comprehensive training programme launched in September 1997 is preparing civil servants to deal with the requirements of this Act.

● Enhanced effectiveness and transparency

The Public Service Management Act recently came into effect in **Ireland**. It enables a new management structure to be put in place to enhance the effectiveness and transparency of operations, and to increase accountability. The Secretary-General of each department must now update the department's Statement of Strategy, and submit it to the minister. After approval the Statements will be presented to the Parliament by May 1998. Secretaries-General are also expected to prepare an outline on how they will devolve responsibility and accountability for the discharge of their functions to civil servants.

● Media get better access to information


The **Norwegian** Central Information Service has created an electronic register for government documents that is accessible through the Internet. It is a service targeted at the media, who previously had to rely on paper documents. Now the media can consult the registers from any point in the country and request via e-mail the documents they need. This started as a limited pilot project in 1993 and gradually widened its coverage. In 1997, over 2000 requests were made per month to access specific documents. 

*A French version of Focus On-Line,
Optique en-ligne, now exists at:
<http://www.oecd.org/puma/focus/frindex.htm>*

● In step with the information society

In early 1998 Prime Minister Jospin announced an action programme for **France's** entry into the information society. New technology will be used to modernise public services by:

- extending on-line availability of public information;
- moving the state's Minitel services onto the Internet;
- distributing essential public information free of charge;
- making the government accessible by e-mail;
- reducing paper-based administrative procedures and developing automatic data procedures;
- equipping public services with Internet access points.

The action programme is available in English and French on the Internet at <http://www.premier-ministre.gouv.fr>. 

Public Service Commissioner Annual Report 1996-97

Australia, October 1997 (145 pages, ISBN 0-642-28163-7)

The annual report of the Public Service and Merit Protection Commission (PSMPC) for the financial year ending 30 June 1997 was presented to the Prime Minister of Australia in October 1997. It includes an annual report of the Merit Protection and Review Agency. The four main parts of the report cover key issues, the corporate overview, achievements in 1996-97, and the performance of statutory functions of the PSMPC. Strategies are set out for providing a model working environment, articulating and speaking out for the values, ethos and common purpose of the public service, developing and promoting an efficient and flexible employment framework, developing and promoting standards and performance, working in partnership with agencies, and reviewing and reporting on Australian Public Service practices and performance. Appendices give further information on internal programmes, EEO tables, staffing statistics, publications, resources, and financial statements.

Available from:

Publications - Communication and Information Team
Public Service and Merit Protection Commission
Edmund Barton Building
Barton, A.C.T. 2600, Australia
Tel:+61-2-6272.3513 Fax:+61-2-6272.3542
E-mail: steve_tomlin@psmpc.gov.au
or renina_brewer@psmpc.gov.au

Valuing Our People: The Report of the Advisory Committee on the Workforce of the Future

Canada, September 1997 (27 pages)

Following the Fourth Annual Report on the Public Service of Canada in February 1997, an advisory committee was created to consult with public service employees about their vision of the workforce of the future. This report is the result of consultation with 500 public service employees across Canada. Employees are concerned about maintaining high-quality service to citizens, having access to training and development opportunities, being evaluated on results, and having managers that are accountable for making their workplaces supportive environments. This report presents a set of possible solutions for the renewal of the public service, based on the idea of people first and attachment to the ideals of public service. Available from:

Marcel Nouvet, Assistant Deputy Minister
Financial and Administrative Services
Human Resources Development Canada
10 Promenade du Portage
Phase IV, 2nd floor, Room 2C443
Hull, Québec K1A 0J9
Fax:+1-819-953.2407
E-mail: marcel.nouvet@hrdc-drhc.gc.ca

Public Sector Productivity in Sweden

Ministry of Finance, 1997 (83 pages, ISSN 1104-9138)

This is the third volume in the series "Papers on public sector budgeting and management in Sweden". It gives a broad overview of productivity in the Swedish public sector 1960-1990. The report also contains a discussion on potential policy conclusions that can be drawn from the studies and how productivity measures can assist in budget control.

Available from:

Budget Department
Swedish Ministry of Finance
S-103 33 Stockholm, Sweden
Fax:+46-8-796.9097

La Relève: A Commitment to Action

Privy Council Office, Canada, October 1997

(122 pages, ISBN 0-662-63212-5)

La Relève is a call to action and a commitment to human resources management renewal in the public service of Canada. The report outlines central agency action, corporate and collective support, departmental initiatives, and functional and regional perspectives for renewing the public service workforce of Canada. Available on the World Wide Web at <http://canada.gc.ca/depts/agencies/pco/lareleve/> and from:

Privy Council Office
Langevin Block
80 Wellington Street
Ottawa, Ontario K1A 0A3, Canada

*For recent PUMA publications, see
<http://www.oecd.org/puma/pubs/index.htm>*

A Citizen's Guide to the Federal Budget. Budget of the United States Government, Fiscal Year 1998

Office of Management and Budget, Executive Office of the President (40 pages, ISBN 0-16-048954-7)

This third edition of the Guide is designed to give a walking tour of the budget. Charts, diagrams and a glossary help show how the government raises revenues and spends money, how the President and Congress enact the budget, why the budget deficit and federal debt are problems, and what the President hopes to accomplish with his 1998 budget. Available from:

U.S. Government Printing Office
Superintendent of Documents
Mail Stop SSOP
Washington, D.C. 20402-9328

21 months to go

Where are you with Y2K (the Year 2000 problem)?

We put this question six months ago to the mayor of a medium-sized city with a population of 800,000. His answer was simple: "What problem?" The answer of the top manager of a major government body was more interesting: "Our computer people say that they found a simple trick to bypass the problem. They will record all 2000 dates as if they are 1990 dates."

A management problem

In 1997, most countries realised that public organisations were not yet ready to deal with Y2K. (See issue number seven of *Focus*.) There was a lack of understanding and no concerted effort to solve the problem. The issue was seen only as a technical matter and left to computer experts. Gradually it became clear that, basically, this was a management issue. In response, governments launched a series of initiatives last year. Below you will find a few examples.

Countries are taking action

In **Sweden**, agencies are asked to conduct analyses of adjustments they have to introduce. They will report on their work to the Administrative Development Agency, which will provide guidance and support. For more information, see: <http://www.statskontoret.se/2000/indexe.htm>

In **Canada**, an action plan has been launched by the Treasury Board to ensure the prompt conversion of systems. Most agencies have now established their project offices. See: <http://www.info2000.gc.ca>

In the **United States**, the President issued an executive order on 4 February 1998 asking all agencies to take action. A President's Council has also been established to oversee these activities. See: <http://www.itpolicy.gsa.gov/mks/yr2000/exord.htm>

Again in the **United States**, the Office of Management and Budget set,

in January 1998, new target dates for conversion activities. Renovation should be completed by September 1998, validation by 1999 and systems ready by March 1999. See: <http://www.cio.fed.gov/omb98-02.htm>

In **Germany** the Federal Ministry of Finance launched a strategic Y2K project in 1997 to catalyse similar projects in other authorities of the Federal Finance Administration. The input to this project, in terms of effort, is foreseen as follows: analysis 7%, planning 3%, conversion 30%, testing, including simulations, 60%.

In March 1997, the **Irish** Department of Finance requested all departments to develop plans on Y2K compliance. These plans cover not only information technology infrastructure, but also office equipment and other items that process date-based information.

The **Netherlands** established a "Millennium Platform", a small group of high-ranking persons from government, industry and consumer organisations. All government bodies are be-

ing asked to make a detailed inventory of the status of the problem.

The **United Kingdom** launched the "Action 2000" campaign to raise awareness and promote action on Y2K. It is also using its Presidency of the **European Union** until July 1998 to make Y2K a major EU issue. ■

Some estimates

- It is estimated that medium-sized organisations have around five million lines of software code.
- The cost of finding and fixing the date problem is \$1 per line of code.
- This may require up to ten programmers working for two years.
- It is highly recommended that conversion should be finalised before end 1998, leaving one full year for testing the results.

Golden rules for Y2K

A good source of information on the "time bomb" is the International Council for Information Technology in Government Administration (ICA). At an ICA workshop on Y2K issues, participants developed some guidelines and recommendations. Below is a selection. The full text is available on the ICA's site at: <http://www.ogit.gov.au/ica/icay2k.htm>

- Top management must take charge of the operation.
- Government must take a lead.
- Procedures for monitoring Year 2000 activities inside the public sector are required.
- Methods for retaining key staff should be developed.
- Budget implications and resource allocation procedures should be considered.
- The testing phase should not be underestimated.
- Public sector buying power should be used to ensure co-operation and involvement from vendors.
- Year 2000 compliance certificates should be agreed with suppliers.
- Year 2000 problems do not stop at the border of a country.

Please contact *Focus* at PUMA OECD
2, rue André-Pascal
75775 Paris Cédex 16 France

Fax+33-1-45.24.87.96
e-mail: pum.contact@oecd.org