

Public Management Gazette Number Six

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.

Senior public service under growing pressure

- Public service is becoming increasingly complex.
- Public policy issues are more international.
- Traditional departmental boundaries are blurring.
- Private and non-profit sectors are playing a larger role in public affairs.
- More responsibility is being devolved to managers, forcing them to take risks; but accountability arrangements are not changing. Managers are caught between new performance demands and traditional control systems.
- More emphasis is being put on management capabilities, and less on policy advice and specialist skills.
- Units are being asked to be more autonomous while maintaining a corporate outlook across the public service. Senior managers must balance these competing goals.

The profile of the senior public service is changing in consequence

improving responsiveness and integrity and investing in people to ensure the continuing quality of the public service can lead to greater public trust and confidence in government.

Ethics in the public service

Delegates noted that senior public servants have leadership responsibility in this area and need to play a proactive role. However, in practice, it is not easy for senior managers to build the essential ethical dimension into management and decisionmaking. ■

Managing the Senior Public Service

In June, delegates from 25 OECD countries, the European Commission, the European Institute of Public Administration and the UN attended a meeting organised by PUMA on "Managing the Senior Public Service". Participants met to exchange views on changes affecting the role of the senior public service and on approaches to managing the senior cadre. They also reviewed a PUMA report based on a survey (see page 4), and another report on "Personnel Development for Top Managers in a number of Member countries", prepared by the Netherlands Office for the Development of the Senior Public Service. Some highlights from this meeting follow.

How do you manage the senior public service?

At the June meeting, it was clear that governments recognise the importance of a strong senior executive group. This group is essential to effective policymaking and implementation, and is under heavy pressure. Some common trends can be observed in the way countries manage their senior public services:

- The senior cadre is being treated as separate from the rest of the public service, with special conditions of employment.
- Greater mobility at senior levels is being promoted to create a stronger sense of collegiality and corporate ethos, and to broaden experience.
- More attention is being given to building managerial skills.
- Employment contracts are being increasingly used to define terms of employment, pay arrangements and performance requirements.

Motivation and values

Delegates considered recent cross-national research on motivation and values. They asked, how does one motivate senior public servants? During the past decade, the focus was on performance pay, but experience indicates that this is not a significant motivating factor and is not working well. More attention needs to be given to other factors, including career development and a reaffirmation of the value of the public service.

Participants also identified some features of managerial excellence in the public service: a commitment to values; placing a high priority on service to clients and citizens; dedication to the notion of public service; a participative approach to leadership; and a pragmatic, incremental approach to change.

This excellence is what the public service should strive for, delegates said, by integrating public service values of enduring validity with newer managerial values. Moreover,

Staff are the wealth of public administrations. Governments are aware of this, and are studying ways to better motivate, encourage, equip and select public service staff. They are launching initiatives to: increase the number of women in top jobs (Norway); improve procedures for selecting people for senior positions (Finland); recognise performance and link it with pay (Denmark); give priority to training (Czech Republic); or put in place pay schemes integrated with modernisation programmes (Ireland).

●Performance-based salary

Denmark is moving towards a new salary system. It has two components: a basic salary that applies to all public employees, and supplements that consist of three parts:

- centrally negotiated supplements;
- decentralised supplements linked to functions and qualifications, to be negotiated between groups of employees and their units;
- decentralised supplements to be negotiated between individuals and their managers.

The system is based on two important concepts: delegated management of pay, and performance.

●Selecting top officials

How do you select people for top jobs? The **Finnish** Government has redefined its approach to this issue, revising criteria and procedures. Greater emphasis will be placed on:

- interpersonal skills;
- variety of experience;
- teamwork skills; and
- communication skills.

New qualifications will include:

- a master's degree;
- higher levels of expertise;
- proven managerial ability;
- respect of high ethical standards;
- language proficiency; and
- personal development potential.

A more professional selection procedure will also be introduced, including, for example, an analysis of duties, a structured interview and a declaration of vested interests. The new system will affect about 850 government posts.

●Women in the public sector

There are not enough women in middle and senior management jobs, says **Norway**. Women occupy 33% of middle management jobs and 11% of senior positions. To remedy this, a two-year project has been launched. Government units are committed to increasing these ratios within four years. A training programme is being developed to mentor women for higher positions. In addition, the Ministry of National Planning and Co-ordination will create a database of names and profiles of women with leadership potential. Government units can use this database to search for candidates.

●Partnership 2000

"Partnership 2000 for Inclusion, Employment and Competitiveness" is an agreement negotiated by the **Irish** government and the social partners. It represents a strategic approach to leading the Irish economy and society into the 21st century. The objectives are the continued development of an efficient economy capable of economic growth and operating within the constraints of international competitiveness. The aim is to make society more inclusive, reduce long-term unemployment, and ensure that the benefits of growth are more equally distributed. "Partnership 2000" also proposes an overall pay increase for the public service of 9.25% over 39 months, and includes a commitment to modernise the public service.

●Training in EU affairs

The **Czech Republic** is preparing its public servants for negotiations with the European Union. Government units are required to nominate staff to participate in negotiations. Units are also asked to define their training needs; in turn, the Ministry of Foreign Affairs designs and develops appropriate training packages.

*For further information on the initiatives summarised in Focus, please consult **Focus On-Line** on PUMA's Web site:*

<http://www.oecd.org/puma/focus/>

*The complete texts provided by countries, on which these summaries are based, appear in **Focus On-Line**. There, check out the **Focus Hot File**, updated monthly. If the item you are looking for is not there, you will find it in **Focus Compendium**.*

●Bureaucratic burdens

In the **Czech Republic**, the Prime Minister established a commission to study administrative processes that create excessive burden on citizens and firms, and to propose ways to remove these burdens.

●Activity plans

In **Portugal**, public bodies are obliged to submit an annual activity plan along with the budget proposal for the upcoming year. The plan defines a unit's mission, objectives, planned activities and expected results. It also contains the analysis of performance for the past year.

●New forms of consultation

The **Norwegian** government has recently introduced two different forms of consultation as a new element in the political process.

- Cabinet ministers visit public institutions, private enterprises or voluntary organisations and informally discuss issues within their responsibility area.
- The Prime Minister chairs special conferences where 20-30 persons, who are authorities in their fields, express their views on a policy area. Four major policy areas are focussed on, namely, welfare policy, industrial and labour policy, cultural, research and educational policy, and foreign and security policy. Two conferences a year are planned for each policy area.

Both forms of consultation are open to the media. These exercises have many benefits; they provide input into the policy formulation process and open up direct communication channels to new people and grass-roots expertise. They also help make the political system a learning organisation.

●Encouraging innovation

A public service "Innovations Expo and Conference" was organised in **Australia**. Around 60 agencies displayed innovation work, and over 6000 delegates attended the conference.

●Reducing burden

In **Japan**, the Cabinet of Ministers introduced a series of measures to reduce the administrative burden on people and businesses. The objective is to simplify, standardise and digitise various administrative processes.

The Focus Hot File in PUMA's electronic newsletter on initiatives in OECD countries, is published on the second Monday of every month. Upcoming issues will be available on:
10 November 1997
8 December 1997
12 January 1998
Items from previous issues are displayed in the Focus Compendium, where they are kept for 18 months.

• MORE AUTHORITY TO LOWER LEVELS OF

●Bringing decisions closer to reality

Recently launched in the county of Kalmar (**Sweden**), a pilot project is testing the concept of increased regional self-government. This is a concept that municipalities and county councils have long worked actively to promote. The project creates a regional council, bringing together various public services previously provided by a number of government units at different levels. In the present system, counties function as the extension of the central government. In the pilot project, responsibility for the county's development will be transferred from an organisation controlled by officials reporting to the central government to an organisation controlled by elected representatives from the county.

●Making regions an administrative entity

Greece is finalising work on the new way regions will be administered. Regions will become administrative units with budgets and staff allocated to them, headed by the secretary general of the region. The structures that were the extensions of the central administration will disappear, to be replaced by new units that will directly report to secretaries general. A series of decrees will be issued to transfer powers and resources to the new regional bodies. The responsibility for defining regional policies and their implementation will be given to regional councils and their secretaries general.

You will notice that this issue of Focus looks slightly different. In response to comments and suggestions from our readers, we have changed its design to make it less dense and more reader-friendly. We hope that the new layout will highlight news items better and make them more accessible.

Personal interests, gifts, benefits and public service

What is the official conduct imposed on public servants, more specifically on senior public servants? How are they expected to behave? What are the rules and restrictions? The table on the right looks at some aspects of this issue, raising three questions:

- Are there formal requirements for senior public servants to declare personal interests such as shares, property, personal or business relationships, directorships of private boards, etc.?
- If so, are these declarations confidential or public?
- Can senior public officials accept gifts and benefits during the exercise of their functions?

Last year, PUMA conducted a survey in OECD countries on the senior public service. Its findings were discussed in a meeting held in June 1997 (see cover page). The final report will soon become a PUMA publication, and is also available on the PUMA Web site. The table on the right summarises the information available from this survey. Almost half of the countries have formal requirements for senior officials to declare personal interests. In most cases these declarations must be in writing and they are confidential. In other countries the requirement to declare personal interests is limited to particular groups of senior officials.

The most extensive provisions appear to be in the United States, and this is the only country in which the declarations are fully public. However, Canada, Finland and Sweden also make parts of the declarations public.

The PUMA survey on managing the senior public service can be found at: <http://www.oecd.org/puma/mgmtres/hrm/pubs/sp97/>. ■

	<i>Requirement to declare personal interest?</i>	<i>Status of such declarations</i>	<i>Can public servants accept gifts or benefits?</i>
Australia	Yes	Confidential	Only with the approval of the departmental secretary
Austria	No, but with restrictions	----	Not permitted
Belgium	No	----	Not permitted
Canada	Yes	Confidential	Not permitted
Denmark	No	----	Not permitted
Finland	Yes	Confidential	Not permitted
France	No, but (1)	----	Not permitted
Germany	Yes (2)	Confidential	Only with the approval of the highest-level authority
Iceland	Yes	Confidential	Left to the judgement of the person
Ireland	Yes	Confidential	Gifts of significant value should be handed over to the department
Japan	No, but (3)	----	Not permitted
Mexico	Yes	Confidential	Not permitted
Netherlands	No	----	Only with permission of top management
New Zealand	No, except for some posts	----	Public servants cannot accept gifts
Norway	No	----	Not permitted
Portugal	Yes	Confidential	Not permitted
Sweden	Yes	Pub./Con. (4)	
Switzerland	No	----	Not permitted
Turkey	Yes	Confidential	Not permitted
United Kingdom	Yes, but (5)	(5)	Management of this is left to departments and agencies
USA	Yes	Public	Not permitted

(1) Except for senior officials of public enterprises and mixed-economy companies.

(2) Public servants must request permission to engage in other activities.

(3) Public servants cannot hold executive positions in profit-making enterprises.

(4) Declarations on outside employment are public, but those on stocks and bonds are confidential.

(5) Departments and agencies decide on the details of requirements and their status.

●Portfolio management

In **Canada**, ministers have different types of organisations in their portfolio: departments, service agencies, administrative tribunals, and commercial corporations. The “portfolio management approach” is an initiative to improve collaboration and cohesion within each portfolio. This does not mean a change in the accountability framework or independent status of units. Ministers meet periodically with their deputies and with agency heads to develop a common sense of purpose and direction. Deputies play a key role, co-ordinating policy development and ensuring the implementation of priorities. Some instruments are used to ensure greater cohesion, such as mandate letters, business plans, membership of deputies on boards of directors, and appraisals and terms of appointments for agency heads.

●A new ministry is born

In **Norway**, a new ministry was established at the beginning of the year: the Ministry of National Planning and Co-ordination. It is responsible for the long-term planning and co-ordination of the work of the government and the ministries across the boundaries of different ministries and levels of government. Apart from its general planning and co-ordination function, the ministry:

- maintains and reforms the machinery of administration;
- acts in the name of the State as the central employer and sets personnel policy;
- analyses the incomes policy and income distribution in society; it is also involved in collective wage negotiations;
- promotes effective competition in society;
- is responsible for internal administration; and
- co-ordinates government action in the field of information policy.

●Competition and efficiency

In the **United States**, government agencies are encouraged to work with a competitive mentality. Putting aside the concept of “captive customers” (other agencies, individuals or businesses), this approach creates a stimulus to sharpen performance and control costs. Agencies are asked, where possible, to compete with one another and the private sector to provide common administrative support services. For example, the Department of the Interior provides other federal agencies with procurement services to buy computer software and technical services at lower overhead costs. New relationships with the private sector cut costs too. For example, the Department of Veterans Affairs now relies on “just-in-time” deliveries to buy medical supplies from private companies, eliminating its internal ware-housing system. This has led to important savings.

●Impact of regulations

The **Netherlands** launched a new system of regulatory impact analysis (RIA), through the close collaboration of the Ministries of Economic Affairs, the Environment and Justice. RIA takes a client-oriented approach and enables units to handle assessment rapidly. A “help desk” provides assistance in data collection, and financial support if research is required. The help desk has a neutral position, and does not provide any judgement on content. The system is selective: only 10% of regulations are selected for review by the Cabinet of Ministers. The process is therefore manageable, and, given the equal emphasis placed on positive and negative effects, it creates a learning environment.

●A strategic approach

The increasing complexity of government activity, and the difficulties faced in addressing some hard public policy issues, have led, in **New Zealand**, to calls for a more strategic approach. This is also an attempt to rebalance the devolved management system by giving attention to longer-term priorities, government co-ordination and overall effectiveness. The key elements of the design are:

- a selective set of general, cross-portfolio policy objectives set by the Cabinet;
- a process for co-ordinating departmental contributions to those objectives and making resource decisions;
- a set of critical medium-term commitments incorporated into chief executives’ performance agreements;
- a requirement that chief executives regularly report on progress;
- an expectation that chief executives will make the connections between their commitments and those of other chief executives, to ensure co-ordination.

The outcome of this new approach is encouraging. Departments are becoming more strategic and are beginning to co-ordinate business strategy. Chief executives are thinking and functioning beyond their organisational boundaries. Strategic management has changed the roles of central agencies.

This issue of Focus, the Public Management Gazette was again prepared by the same team: Atila Alpöge, Claude Jacqmin, Marie Murphy, Andrea Uhrhammer and Deirdre Wolfender. They are advised by a Communications Group formed by the PUMA Committee from among its members. However, the Focus team is solely responsible for the newsletter.

Annual Report 1995

National Personnel Authority, Japanese Government,
March 1997 (59 pages)

In compliance with Article 24 of the National Public Service Law, the National Personnel Authority submitted its annual report for fiscal year 1995 to the Diet and Cabinet in June 1996. This English version is based on extracts from the original Japanese report. Available from:

International Affairs Division
Bureau of Administrative Services
National Personnel Authority
1-1-1, Kasumigaseki, Chiyoda-ku
Tokyo 100, Japan
Tel:+81-3-3501.1067 Fax:+81-3-3580.6092
E-mail npa-int@po.ijnet.or.jp

Citizen: client / server: Enterprise Justice

(Information technology as a drive for renewal, the Austrian justice system -- an enterprise on the move)

Federal Ministry of Justice, Austria, 1997 (56 pages)

The term "Enterprise Justice" reflects the way the Austrian justice system sees itself, namely as a public business enterprise. The application of information technology is a major drive for the renewal of the justice system, adding quality to quantity and improving the interaction between citizens and the judiciary. The brochure gives a history of the judiciary system, complete with figures and statistics, and describes the "Redesign Project" currently under way.

Available from:

Federal Ministry of Justice
Museumstrasse 7
A-1070 Vienna, Austria

Government Budget for 1997: An Executive Summary

Ministry of Finance, Hellenic Republic, March 1997 (20 pages)

This booklet gives a brief analysis of the 1997 budget and prospects for the Greek economy in 1997. It includes a description of macroeconomic conditions and a brief background of the budgetary process. Charts and figures are presented to illustrate trends in debt, deficits, public sector borrowing, public investment, and other fiscal targets and policies. Available from:

Budget Directorate
Ministry of Finance
37, Panepistimiou Street
Athens, Greece 10165
Tel:+30-1.333.8390 Fax:+30-1-323.7270

Fourth Annual Report to the Prime Minister on the Public Service of Canada

Jocelyne Bourgon, Clerk of the Privy Council and Secretary to the Cabinet, February 1997 (57 pages)

This year's Annual Report describes the progress that has been made in realigning the roles and responsibilities of the Government of Canada. It discusses the profound effect that this realignment of roles is having on Canadian society as governments forge new relationships among themselves, lay the basis for new partnerships with other sectors of society and redefine their relationship with citizens. The report also discusses the progress that has been made on tasks identified last year, namely modernising service delivery, strengthening policy capacity and building a vibrant national institution adapted to future needs.

Available from:

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

Lean State Advisory Council

Germany, May 1997 (105 pages)

The Lean State Advisory Council was set up in July 1995 to help make the German state leaner, i.e. to streamline bureaucracy. The focus is on practical applicability and the use of already existing initiatives. This report is an update of the Council's work and recommendations. Available on the Internet at <http://www.bundesregierung.de/inland/ministerien/innen/sachver00.html>.

Productivity Trends in the Public Sector in Sweden

Richard Murray, Ministry of Finance, Sweden, 1996 (298 p.)

The Expert Group on Public Finance (ESO), an independent committee attached to the Ministry of Finance, conducted studies on productivity in the public sector during the 1980s. Some projects were undertaken in cooperation with the Swedish Agency for Administrative Development (*Statskontoret*). The present report is a translation of a summary report on productivity in the public sector from 1980 to 1992 and a report on quality and productivity development in the health care sector during the same period.

Available from:

The Expert Group on Public Finance
Ministry of Finance
S-103 33 Stockholm, Sweden
Fax:+46-8-106.591

Trajectories and Options: An International Perspective on the Implementation of Finnish Public Management Reforms, and Public Management Reforms: Five Country Studies

Christopher Pollitt, Stephen Hanney, Tim Packwood, Sandra Rothwell, Simon Roberts
Ministry of Finance, Finland, 1997 (80 pages, ISBN 951-37-2189-2; and 187 pages, ISBN 951-37-2190-6)

In 1995, the Public Management Department of the Finnish Ministry of Finance asked the authors to conduct an evaluative comparative analysis of the implementation of public management reforms in four countries (Denmark, the Netherlands, New Zealand, the United Kingdom) and to set this alongside the trajectory of reform in Finland. The project is known as FINREF. The main report is called "Trajectories and Options"; a "horizontal" study of each of the five countries over 17 years is contained in "Five Country Studies". Each study is structured around a framework of 27 questions on, e.g., the state of the national economy, the nature of the executive government, executive-legislative relations, political priorities, the balance of reforms, client orientation, impact on central ministries, human resource management, public debate, and evaluation. Available from:
EDITA Ltd.
P.O.Box 800
SF-00043 Edita, Finland
Tel:+358-9-566.02.66 Fax:+358-9-566.03.80

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

Public Management Reforms: Three Anglo-Finnish Case Studies

Christopher Pollitt and Stephen Hanney
Ministry of Finance, Finland, 1997 (106 p.) ISBN 951-37-2227-9

In consultation with the Public Management Department of the Finnish Ministry of Finance, the authors examined the impact of management changes on three very different but very important types of organisation. These were: central ministries (comparing the Finnish Ministry of Finance with the United Kingdom Treasury); major public services (comparing changes in the Finnish and English school systems); and publicly owned commercial services (comparing the Finnish and English postal services). The focus is on management changes, not substantive policies. The three case studies form part of the wider study of public management reform, FINREF. Available from:
EDITA Ltd.
P.O.Box 800
SF-00043 Edita, Finland
Tel:+358-9-566.02.66 Fax:+358-9-566.03.80

Le Direttive di Tecnica Legislativa in Europa

Chamber of Deputies, Italy, 1997 (1145 p. in two volumes)

These two volumes are published by the Office for Parliamentary Information of the Italian Chamber of Deputies. They are a collection of normative texts (in Italian or French) from Austria, Belgium, Denmark, France, Germany, Greece, Italy, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, the United Kingdom, the European Union and the OECD. The inclusion of major circulars, laws, decrees and relevant sections from constitutions makes this a useful reference on the drafting of legislation and regulatory texts.

Available from:

Camera dei Deputati (90.000 Lire)
Ufficio Pubblicazioni et Informazione Parlamentare
Piazza di Montecitorio
I-00186 Roma
Tel. +39-6-67.60.32.48

More Benefits, Fewer Burdens: Creating a Regulatory System that Works for the American People

Office of Management and Budget, United States, December 1996 (70 pages)

In the three years since the issuance of Executive Order No. 12866, "Regulatory Planning and Review", much progress has been made in reforming the regulatory system of the United States. Specific examples are given in this report on developing better new regulations, changing the face of existing regulations, and changing the culture of the regulatory system. The basic idea is that regulations can be beneficial if they are based on solid analysis and carefully developed with the full participation of those affected. Available from:

Office of Information and Regulatory Affairs
Office of Management and Budget
Washington, D.C. 20503

Responsibility and Accountability: Standards Expected of Public Service Chief Executives

State Services Commission, New Zealand, June 1997 (17 p.)

This booklet clarifies the responsibilities and accountability of chief executives (CEs) in the New Zealand public service. It contains a "standards letter" addressed to each CE, lists key guidance documents for CE's on accountability, sets out an annex to the "standards letter" that clarifies what is meant by accountability and responsibility, and includes the report of 27 May 1997 to the Minister on responsibility and accountability. Available on the Internet at <http://www.govt.nz/ssc/response.html> or from:

State Services Commission
P.O.Box 329
Wellington, New Zealand
Tel:+64-4-472.5639 Fax:+64-4-472.5979

Budget and finance on the Internet

<http://www.finance.gov.au/HOME.HTML>

“Good public policy, well delivered”. This is how **Australia’s Department of Finance** introduces its site. It has information on finance systems, the federal budget, publications by the department, organisational set up, vacant positions, etc. One interesting feature is “Innovations Bulletin”, a quarterly publication that focuses on innovative practice in the public service. Another part of the site reports on various reform actions undertaken in Australia.

<http://www.whitehouse.gov/WH/EOP/omb>

To access the **US** budget, use this address, which will lead you to the **Office of Management and Budget** (OMB). This government unit assists the President in overseeing the preparation of the Federal budget and supervising its administration in Executive Branch agencies. The site describes OMB’s organisational structure and displays its publications.

<http://www.tbs-sct.gc.ca/tb/>

Here you have the option of surfing either in English or in French. The **Treasury Board of Canada** greets you under the banner of “Getting Government Right”, and guides you through its pages to interesting features. These include examples of innovations from around the world, resource planning and expenditure management activities, information technology and human resources.

<http://odin.dep.no/fin/eng/>

This is the site of the **Norwegian Ministry of Finance and Customs**. It has pages in English describing the ministry. Press releases and budgets are also included.

<http://ns.hm-treasury.gov.uk/>

This site is operated by the department that formulates and puts into effect the **UK** government’s financial and economic policy: **Her Majesty’s Treasury**. Information on this site includes daily news releases, budget information, economic forecasts and documents. Some additional features are information on handling complaints, the “Open Government” code of practice, values and codes of behaviour, public/private partnerships. Users’ comments are also published on the site.

<http://www.finanze.it/>

This site in Italian is operated by the **Italian Ministry of Finance**.

http://www.sb.gov.se/info_rosenbad/departement/finans/finans.html

The **Swedish Ministry of Finance** runs this site, which includes a few pages in English.

<http://www.finances.gouv.fr>

This address will guide you to the site of the **French Ministry of Economy and Finance**, where the administration distributes 25,000,000 brochures a year on 80 different subjects related to the economy, finance, customs, fiscal affairs and competition. The use of the Internet was a natural step for this organisation, which places a high priority on communications. In addition to the information one would expect in this type of site, it allows you to calculate your income tax, provides links to some 70 export promotion sites and discusses key issues. The site contains around 40,000 pages of text.

http://www.bundesfinanzministerium.de/nav_left.htm

The **German Ministry of Finance’s** site offers a wealth of material, all in German.

<http://www.dgip.es/>

This is the site of the **Spanish Ministry of Economy and Finance**, and is in Spanish.

The PUMA Web site provides policy-makers and practitioners with a forum for the exchange of information and experience on governance and public management. In order to facilitate such exchanges, the site has links to some 150 Web sites established by governments. You will find these links at the following address:

<http://www.oecd.org/puma/links.htm>

This page provides access to Presidencies, Prime Ministries, Parliaments, and units dealing with budgeting and financial management, information technology, performance management, and regulatory reform.

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