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                       Raoul Blindenbacher in collaboration with Bidjan Nashat

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                       of Contents; Foreword; Preface; Executive Summary; 1 Introduction; 1.1
                       Why Learning in Governments?; 1.2 A Concept to Organize Learning in
                       Governments; 1.3 Outline of the Book; Part I Analytical and Theoretical
                       Considerations; 2 Analytical Concepts of Governmental Learning; 3
                       Theoretical Concepts of Governmental Learning; 4 A New Concept of
                       Governmental Learning- The Learning Spiral; Part II Practical
                       Application; 5 Inthernational Conference; 6 Multiyear Global Program
                       Roundtables; 7 Study Tour
                       8 Evaluation-Based Workshop9 Multimedia Training and E-Learning
                       Initiative; 10 Conclusions and Outlook; Bibliography; List of Boxes,
                       Figures, Tables, and Photographs; Author Biographies

   Sommario/riassunto Little is known about how governments learn best or what exactly
                       makes them change their behavior in a targeted way. Governments
                       consist of thousands of state officials and numerous institutional units-
                       the executive branch, parliaments, the judiciary, and the civil service-

which function under unique political conditions and environments. Experience has shown that they learn differently than individuals and/or organizations do. Governmental learning is considered a complex and hard-to-conceptualize matter; it must address many cultural, political, religious, and social particularities; psychol