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E-government Projects in Lithuania: Problems and Prospects

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E-government project concepts and their relevance

The implementation of e-government projects means the creation of an online service, which allows more convenient communication with the authorities. Traditional, public service, administration and management in Europe is out-of-date and requires conversion and a search for new solutions. One such solution is the introduction of information technologies and a wider use of government structures. According to the European Commission, the new information technologies can significantly contribute to improving public sector management and administration regarding quality and efficiency[1]. However, all the focus should not

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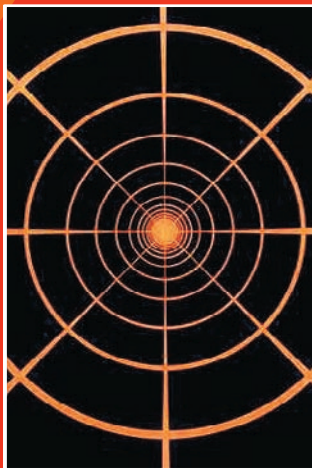
1   Millard J., Iversen J. S. Reorganisation of government back-offices for better electronic public services – European good practices (back-office reorganisation). Final report to the European Commission // Danish Technological Institute, 2004, p. 7;

>**[continued from page 1]**

be solely placed on information technology. Information technology must be combined with organisational changes and the practical application of new theories, in order to improve public service delivery methods, their quality, and increase confidence in government and democracy[2].

E-government associated with effective and efficient public administration: an E-government system helps to improve the public administration sector, the effective application of new management systems (subsidiarity, efficiency and productivity), as well as the adoption of modern management problems, the challenges of increasing efficiency and reducing costs. Information Society development has led to considerable changes in the citizens' organisation, culture and structure of percep-

2   European Commission, 2000a, eEurope – an information society for all, 23–24 March 2000, Lisbon. Internet access: <http://europa. eu.int/comm/information_society/ eeuropa/pdf/com081299_en.pdf>;

European Commission, 2002, eEurope 2005 Action Plan. Internet access: <http://europa.eu.int/comm/ information_society/eeurope>;

Commission of the European Communities Brussels, 28. 5. 2002 COM(2002) 263 final communication from the Commission to the Council, the European Parliament, the Economic and Social Committee and the Committee of the Regions eEurope 2005: An information society for all – An Action Plan to be presented in view of the Seville European Council, 21/22 June 2002;

Commission of the European Communities, Brussels, 26.9.2003 COM(2003) 567 final communication from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions The Role of eGovernment for Europe's Future {SEC(2003) 1038 }.

tion. The government must take into account and adapt to the realities of the information society, if it wishes to continue to be responsible for citizens' needs.

E-government promotes and addresses the following issues: more effective co-operation between different departments, agencies and institutions, to share the experiences and problems of citizens in the problems of reading and relationships with private sector development. State officials must address these issues if they wish to survive.

Information technology enhances the supply of public services and public administration efficiency. Using the Internet can effectively gather and transmit information to clients. Performance is significantly more than a good exchange of information between the government and its structural elements.

The client needs: this is the basis of the reform elements in all EU member countries. Good service (direct and indirect) is based on the user's understanding of the requirements. The client's needs in a general sense, when communicating with authorities, do not understand the complex structure of government and its interoperability principles. The Internet can solve this problem, allowing the government to be a united organisation providing a seamless service delivery via the Internet. As with all services, E-government services must be developed in accordance with citizens' needs and expectations.

Public administration reform to increase efficiency remains one of the most important guidelines for EU governments. Actions in this direction are necessary in the light of the all-

encompassing process of globalisation, fiscal requirements and challenges, the development of society and the expectations of customers, which mean continuing the reform process[3]. Fundamental issues and the determination of the various elements, in particular, require improved activity at a lower cost, time, the reform steps and the nature of diversity, to reflect each country's reform strategy.

Reforms must be reflected in all the traits of good government: legitimacy, law, transparency, accountability, fairness, efficiency, consistency, adaptability and co-operation. In many areas, information technology (IT) has become a significant reform within the mechanism. Greater efficiency is being achieved by governments mainly through using the results of their IT service delivery, or, recently, by increasingly shifting attention to the use of good government facilities – service improvement, accountability, and transparency-building, as well as the strengthening of communication with citizens.

E-government encourages the government apparatus to constantly change, thereby increasing efficiency, development and improvement of the knowledge society and the development of the system. This means:

• The public sector is open and transparent: governments are not alienated and are accountable to their citizens, ready for civil participation and control;

• The public sector, which is addressed to all, without reservation: the public sector will be all-encompassing, i.e.

3   Held D., McGrew A. The global transformations reader: an introduction to the globalization debate // Polity, 2003;

all will be able to use it. Corruption will become obsolete;

- A productive public sector that delivers maximum value for taxpayers' money: it means less time spent in queues, avoiding many errors and misunderstanding, more time to remain professional with a "face to face" service and co-operation, increasing confidence in public administration employees.

During the past years of management, the concept of power has changed significantly. It was influenced not only by increasing pressure on the administration of the latest techniques in power applications, such as efficiency and productivity (growth in productivity, efficiency and effectiveness at lower cost), but by greater transparency, openness and citizen access control requirements.

It is the latest knowledge on digital technology, coupled with the latest management practices, which will help to implement all of the modern bureaucratic system requirements. E-government makes the implementation of those requirements possible – increasing efficiency and transparency at the lowest material cost. However, modern technology allows for proceeding further. It allows major changes to the relations between government and the citizen (of power and responsibility), public sector and business, be-

tween business and government and public organisations. New forms of government management are constantly changing, responding to organisational and economic change, focusing on the effective result of the development of a civil society. The E-government concept includes not only the transfer of public services to a virtual level, but also encourages the media processes, which could change the government and citizens' interaction and spheres of influence[4].

Implementing the E-government projects in Lithuania

The Information Society Development Committee (IVPK), under the Lithuanian Government, ordered the creation of "public electronic gates" which are already available online in three locations www.epaslaugos.lt, www.govonline.lt, www.evaldzia.lt.

These portals have made available public electronic services and information for residents and business operators. For businesses, these services offer information on the following themes: search and recruitment, data and statistics, finance and business support, sales and the closure of a company, corporate taxes, business registration,

international trade and relations, business permits, licences, patents, government procurement, agriculture and others.

For residents, the service delivery provides information on environmental protection, identity documents, housing and real estate, labour and employment relations, immigration and emigration, public service, mail, telecommunications, defence, culture and leisure, transport and other topics.

The Information Society Development Committee, together with the Ministry of the Interior Information Policy Department, assesses whether public services are provided efficiently. If necessary, there are procedures in place to correct and provide these services via the Internet "one window". These portals are planned to be installed at three or four levels of the personal identification system. It is expected that this will allow for the creation and provision for residents and business operators in the full interactivity of public services.

The Ministry of Interior is responsible for e-government project management and public service, using IT surveillance[5]. The e-government project management includes SVIT[6] development, a customer

4   Ailioaie S. ARS Portalis. The road ahead towards electronic government in Romania // Central European University, 2001, p. 18.

5   Lithuanian e-government concept

6   Secure the network, according to the Lithuanian Seimas' Information Society Development Com-

identification system and co-operation with international organisations. Meanwhile, the Information Society Development Committee is responsible for e-government project coordination and monitoring. This function comes under the Lithuanian e-government's concept[7] of project financing and e-government management (or investment project management).

As many e-government projects are financed from EU Structural Funds, e-government project management, project management – training, selection, evaluation, procurement organisation, the supervision and control of the disbursement of funds and accounts come under the Central Project Management Agency (instrument "3.3. Information technology services and infrastructure development).

According to the Information Society Development Commit-

lowing figure shows the graphical distribution of investment:
- Structural Funds – 20 %;
- Ministry of Agriculture – 4 %;
- Ministry of the Interior – 8 %;
- Ministry of Education and Science – 10 %;
- State Tax Inspectorate – 16 %;
- Customs Department – 20 %;
- Other institutions – 22 %.

Twenty per cent of all investment in e-government projects comes from EU Structural Funds. This number has increased since 2005 until 2008, when it reached 217 million litas.

Many experts believe that, before implementing any e-government project, it is necessary to take into account the potential need for one or the other electronic services. According to a TNS Gallup survey[8] in 2007, Lithuanian citizens are the most interested in this service (Fig. 1):

of systems and promotion of IT illiteracy.

According to the Information Society Development Committee, 2/3rds of e-government implementation is supplying capacity building and other activities related to skills and infrastructure improvement.

Lithuanian e-government projects

At the same time, the CapGemini study, relating to the transfer of public services under the service to residents and businesses in Lithuania criteria, the data show conflicting experts receiving the results of the evaluation – even though traditional businesses are more likely to have ongoing relations with public administrations, and are more interested in public service delivery through electronic means, Lithuania has the widest choice of services to citizens.

Figure 1 –The needs of Lithuanian citizens
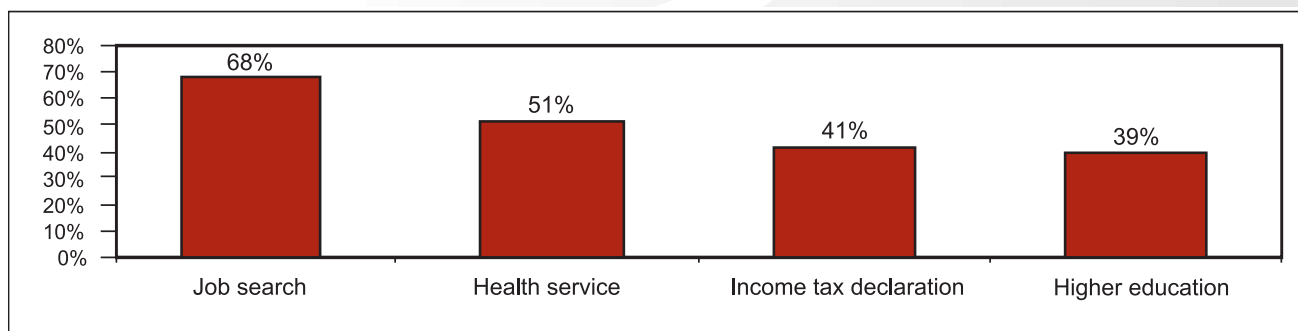
Source: TNS Gallup survey of 2007

tee, in 2005, the largest investment in the projects was for the State Tax Inspectorate and the Customs Department. The fol-

According to experts, a significant impact on the success of the projects has not been the population's digital divide in spite of a well-developed ICT infrastructure, but more a lack

The majority of experts believe the main strength in Lithuania is that it has a well-developed ICT infrastructure in the major cities of the country, an extensive use of ICT among young people, is widely used in mobile communications, has well-developed public Internet access centres in the network and a relatively high level of

mittee. E-government concept in 2001, Internet access: http://www3.lrs.lt/owa-bin/owarepl/inter/owa/U0038182.doc

7 Lithuanian Seimas' Information Society Development Committee. Lithuanian e-government concept, 2001 m.

8 According to the Information Society Development Committee (IVPK) under the Lithuanian Government survey

news

business use. Meanwhile, the overall low level of ICT use amongst the population, compared with EU indicators, does not include information society opportunities amongst older people, rural areas, low income, lack of electronic public services (especially health) and intelligent transport management and installation services, with their level of integration having a significant impact on the factors determining Lithuania lagging behind the EU.

According to the Information Society Development Committee, the Lithuanian authorities indicate a weak overall e-service implementation and imperfections in the legal framework as the main obstacles to the deployment of e-government projects. Meanwhile, the growing digital divide amongst residents, business failure to successfully integrate ICT into their business processes, growing ICT security problems (computer viruses, attacks, etc.) and the weak competitiveness of the Lithuanian economy in international markets, due to the lack of ICT use, are a serious threat to the implementation of the EU and e-government national deployment plans and strategies.

Despite the weaknesses and threats, Lithuania is invited to exploit these opportunities:

• To increase the population's interest in the use of public electronic services and e-learning opportunities;

• To encourage the active participation of citizens in e-democracy;

• To encourage the development of e-business solutions and business development;

• To develop an advanced communications infrastructure;

• To encourage the development of a knowledge economy, business and the country's international economic competitiveness.

Conclusions

In most cases, the system was developed in co-operation with one or more private companies, i.e. was carried out by so-called public-private co-operation regarding funding, evaluation, mutual needs and transparency. The most commonly used on both sides are the private and public, technology and operating principles. In several cases, private companies using the technology and operating principles – after a few applications of procedures – have been used in state e-government systems.

The majority of the systems' goals are systems and technical standards for compatibility. This is reflected in homogeneous systems, which do not require much deployment. Most solutions use open content (open source) software.

Another important and ambitious aim is to create a transparent and open systems and process. One of the key

elements of this process is decentralisation of the organisations. This process is based on the general assumption of the creation of a "one-window" in which to formulate all of the restructuring process with all of the institutions included in the enforcement process.

Good practices and strategies are necessary for the factor analysis of the e-government system concept through the various activities and programmes of reform, such as research, eEurope, IDA, etc., as well as the initiation of similar processes at the international, national and regional levels.

This paper examined various cases and shows that there are several examples of good practice, so the further successful implementation of e-government project applications needs to be taken into account. In most cases, the country built its e-government systems in a similar way. The development and implementation of successful systems has certainly had an impact on e-literacy, computer and Internet access points, data networks and mobile development.

Calendar of Events

October 12–16, 2009, INA Summer School of Public Administration
Language: Portuguese, English
Contact:
Prof. Maria Asensio, National Institute of PA, Oeiras, Portugal,
phone: *+351 21 4465434,*
fax: *+351 21 446 5478,*
e-mail: *maria.asensio@ina.pt*

October 12–16, 2009, Workshop "Incorporating Diversity Issues into the Teaching of Public Administration"
Organizers: Local Government Initiative, Open Society Institute and Central European University (Curriculum Resource Center and Center for Policy Studies)
Working language: English
Place: Central European University, Budapest, Hungary
Contact:
Meghan Simpson,
e-mail: *simpsonm@ceu.hu, web:*
web: *http://web.ceu.hu/crc/crc_visit_upc.html*

November 5, 2009, Roundtable Discussion "Educational Perspectives of Migrants and Minorities across Europe"
Organizers: Center for Policy Studies, Central European University and Peace Research Institute Frankfurt Working language: English
Place: Peace Research Institute, Frankfurt, Germany
Contact:
Lilla Jakobs,
e-mail*: jakobsl@ceu.hu,*
web*: www.edumigrom.eu*

November 5–6, 2009, Conference "Making Democracy Work in the Digital Age"
Place: Vilnius, Lithuania
Organiser: The Institute of International Relations and Political Science, Vilnius University and Lithuanian Political Science Association
Language: English, Lithuanian

Contact:
Galina Vascenkaite, Institute of International Relations and Political Science, Vilnius University, Vilnius, Lithuania,
phone: *+370 (5) 2514148,*
fax: *+370 (5) 2514134,*
e-mail: *galina.vascenkaite@ tspmi.vu.lt,*
web: *http://www.e-democracy.lt/lt/ tekstai/naujienos?id=14*

November 8–11, 2009, Conference "1989–2009: Twenty Years of Transformation: Looking Back – Looking Forward"
Place: Bursa, Turkey
Organiser: Alliance of Universities for Democracy (AUDEM)
Language: English
Contact:
Gabor Czeh, University of Pecs, Hungary and Prof. Henry Steck, State University of New York, Cortland, USA,
e-mail: *audem@ki.pte.hu, henry. steck@cortland.edu,*
web: *http://www.audem.org/docs/ pdf/2009callforpapers.pdf*

November 19–20, 2009, Course "Reducing Administrative Burdens"
Place: Center of Excellence in Finance (CEF), Ljubljana, Slovenia
Contact:
Ivana Gasparac, CEF,
phone: *+386 1 369 6136,*
fax: *+386 1 369 6244,*
web: *http://www.cef-see.org/ index.php?location=1486, www. cef-see.org*

November 20–21, 2009, Conference "Lithuanian Euro-Integration, National Identity and Collective Historical Memory"
Place: Vilnius, Lithuania
Organiser: Institute of Culture, Philosophy, and Art; Department of Comparative Cultural Studies; Center for Comparative Studies of Civilizations and Cultures.
Language: Lithuanian and English

Contact:
Zilvine Gaizutyte-Filipaviciene, Kulturos, filosofijos ir meno institutas, Saltoniskiu 58 g., Vilnius, Lithuania,
phone: *+370 612 45643,*
e-mail: *zilvine@gmail.com,*
web: *www.kfmi.lt*

November 20–21, 2009, Conference "After Twenty Years: Religion in Post-Communist Eastern Europe"
Place: New York, USA
Organiser: CAREE (Christians Associated for Relationships with Eastern Europe)
Language: English
Contact:
Dr. Jim Payton, President, CAREE,
e-mail: *caree@redeemer.ca,*
web: *www.caree.info*

November 20–21, 2009, Graduate Conference "Complexities of 'Europe': Between knowledge, power, citizenship and identity"
Place: Cambridge, UK
Organiser: Centre for Research in the Arts, Social Sciences and Humanities (CRASSH) at the University of Cambridge, Post-graduate research group "European Identities and Encounters"
Language: English
Contact:
Leonidas Karakatsanis, 17 Mill Lane, Cambridge CB2 1RX, United Kingdom,
e-mail: *eu_id_encounters_conf@ yahoogroups.co.uk; lkarak@essex. ac.uk,*
web: *http://www.crassh.cam.ac.uk/ events/938*

December 8–9, 2009, Workshop of the 5th Annual Graduate Conference in Political Science, International Relations & Public Policy in memory of Yitzhak Rabin: "Public Policy and Gender: Comparative Perspectives"
Place: Jerusalem, Israel
Organiser: Department of Political Science, Hebrew University
Language: English

Contact:
Prof. Janet Gornick, CUNY Graduate School; Prof. Michael Shalev, Hebrew University,
e-mail: JGornick@gc.cuny.edu,
michael.shalev@gmail.com,
web: http://gradcon.huji.ac.il/2010/workshop1.doc

December 9–10, 2009, 5th Annual Graduate Conference in Political Science, International Relations and Public Policy in memory of Yitzhak Rabin
Place: Jerusalem, Israel
Organiser:
Department of Political Science, the Hebrew University
Language: English
Contact:
The Annual Graduate Conference in Political Science, Department of Political Science, the Hebrew University, Mount Scopus, Jerusalem, Israel,
e-mail:
gradconf@mscc.huji.ac.il,
web: http://gradcon.huji.ac.il

January 14–15, 2010, Conference "Qualitative Research for Policy Making 2010"
Place: Malta
Organiser: The Merlien Institute
Language: English
Contact:
Jasper Lim, Conference Director,
phone: +31 6343 45901 (Europe),
+65 9861 6568 (Asia-Pacific),
e-mail: events@merlien.org,
web: http://www.merlien.org/upcoming-events/qrpm-eu.html

January 28–30, 2010, Conference "The Political Economy of International Organizations (PEIO)"
Place: Washington, USA
Organiser: The Mortara Center for International Studies, Georgetown University
Language: English
Contact:
The Mortara Center for International Studies, Georgetown University, 1248 36TH STREET, NW, Washington, DC 20057, USA,
phone: +1 202-687-6514,
e-mail: PEIO@kof.ethz.ch,

web: http://www9.georgetown.edu/faculty/jrv24/PEIO.html
February 18–20, 2010, Conference "Migration: A World in Motion".
A Multinational Conference on Migration and Migration Policy
Place: Maastricht, Netherlands
Organiser: Maastricht Graduate School of Governance, Dutch Ministry of Foreign Affairs, University of Maryland School of Public Policy, Association for Public Policy Analysis and Management (APPAM)
Language: English
Contact:
Floor Bergmans, Maastricht Graduate School of Governance, The Netherlands, Maastricht, Netherlands,
phone: +31 43 388 4658,
fax: +31 43 388 4864,
web: https://www.appam.org/about/contact.aspx, https://www.appam.org/conferences/international/maastricht2010/index.asp

April 22–24, 2010, Conference "The EU in International Affairs Conference 2010"
Place: Brussels, Belgium
Organiser: Institute for European Studies (IES) at the Vrije Universiteit Brussels (VUB), Institut d'Études Européennnes (IEE) at the Université Libre de Bruxelles (ULB), UN University Centre for Regional Integration Studies (UNU-CRIS), and Egmont – Royal Institute for International Relations
Language: English
Contact:
IES-VUB, Pleinlaan 2, B-1050 Brussel, Belgium,
phone: +32-2-629 12 22,
fax: +32-2-629 18 09,
e-mail: conference@ies.be,
web: http://www.ies.be/conference2010

June 10–13, 2010, Workshop "New Global Morality? The Politics of Human Rights and Humanitarianism in the 1970s"
Place: Freiburg, Germany

Organiser: Jan Eckel (University of Freiburg) and Samuel Moyn (Columbia University). In conjunction with Stefan-Ludwig Hoffmann (Center for Contemporary History Potsdam)
Language: English
Contact:
Samuel Moyn, Columbia University, 611 Fayerweather MC 2527, New York, NY 10027, USA,
e-mail: humanrights@frias.uni-freiburg.de, s.moyn@columbia.edu,
web: http://www.h-net.org/announce/show.cgi?ID=169189

Seminars of the European Institute of Public Administration (EIPA), Maastricht, Netherlands

October 1–2 and November 30 – December 1, 2009, Europe on the Internet – Finding your way through the European information jungle
Place: Maastricht (NL)
Contact:
Ms Esther Haenen, Programme Organiser
phone: +31.43.3296246,
fax: +31.43.3296296,
e-mail: e.haenen@eipa.eu.

October 26–27, 2009, EIPA – ECR Seminar "The Services Directive: The Challenge of Implementation and Management at Sub-State Level"
Place: Barcelona (ES)
Contact:
EIPA – Euroepan Centre for the Regions, Barcelona, Spain, Gracia Vara Arribas,
phone: + 34 935 672 403,
e-mail: g.vara-arribas@eipa-ecr.com, Caroline Layous dit Chicoy,
phone: + 34- 935 672 418,
fax:.: +34-935 672 399,
e-mail: c.layous@eipa-ecr.com

November 16–18, 2009, 7th Practical Seminar "How to Develop a Convincing Project Strategy for EU Funding? Do's & Don'ts for Local and Regional Actors"

Place: Barcelona (ES), 16–18 November 2009

Contact:
European Institute of Public Administration – European Centre for the Regions (EIPA-ECR), Alexander Heichlinger,
phone: *+34 93 567 2404,*
fax: *+34 93 567 2399,*
e-mail: *a.heichlinger@eipa-ecr.com,*
web: *http://www.eipa.eu/en/activities/show/&tid=3169)*

November 18–20, 2009, Planning and Implementing EU Communications Campaigns – The Practical and Pragmatic Aspects of Communicating in Europe
Place: Maastricht (NL)

Contact:
Eveline Hermens,
phone: *+31 43 32.96.259,*
fax: *++31 43 32.96.296,*
e-mail: *e.hermens@eipa-nl.com*

November 30 – Decemebr 2, 2009, A practical guide to the European Neighbourhood Policy
Place: Maastricht (NL)

Contact:
Ms Dorina Claessens,
phone: *+31.43.3296 337,*
fax: *+31.43.3296 296,*
e-mail: *d.claessens@eipa.eu*

Training Courses at the College of Europe, Brugges, Belgium

October 2, 2009, EU Fact Finding – the EU at your Fingertips

October 19–23, 2009, Regulatory Impact Analysis

November 23–27, 2009, EU Negotiations in Practice
Contact:
Development Office of the College of Europe,
phone: *+32 (0)50 47.73.01,*
e-mail: *info.development@coleurope.eu,*
web: *www.coleurope.eu/development*

CALLS
Fellowships/Jobs

Open Rank Faculty Position

Institution/Organiser: Department of Political Science, Central European University (CEU)
Kind of support/work: job
Duration: from August 2010
Place: Budapest, Hungary
Topics:
Duties and responsibilities are: Teaching postgraduate courses in Political Science, including courses on qualitative methodology, and supervising MA and PhD theses. The yearly teaching load is 12 credits (1 credit equals 12 classroom hours). The successful candidates will be expected to maintain an active research agenda and regularly publish in major political science journals.
Eligibility:
Qualifications: PhD in political science or in a related discipline; Excellent potential for research and teaching; Background in social theory and ability to supervise theses using discourse analysis are notable advantages; Next to familiarity with methodology, a substantive research agenda is required; Interest in topics such as political identities, social movements or media politics are particularly welcome.
Deadline: November 30, 2009
Contact:
Central European University, Human Resources – Code 2009/015, Budapest, Nador utca 9, H-1051, Hungary,
e-mail: positions@ceu.hu,
web: http://web.ceu.hu/polsci

Full time Assistant/Associate Professor

Institution/Organiser: Department of Economics, Central European University (CEU)
Kind of support/work: job
Duration: The initial contract would be for 4 years, with indefinite long-term renewals possible.
Place: Budapest, Hungary
Topics: Duties and responsibilities are: teaching responsibilities are one course per term, plus supervision of MA theses and PhD dissertations; the person hired will teach courses in MA and PhD degree programs in microeconomics.
Eligibility: Excellent potential for research and teaching is required; openness to interdisciplinary approaches and policy issues would be helpful although not essential for consideration
Deadline: November 30, 2009. Please send your complete application package including job code in subject line: 2009/007
Contact:
Central European University Human Resources – Code 2009/007, Nador utca 9 H-1051 Budapest, Hungary,
e-mail: recruitment@ceu.hu,
web: http://www.ceu.hu/vacancies/full-time-assistantassociate-professor

Master and Doctoral Scholarships in Public Policy at the Lee Kuan Yew School of Public Policy, National University of Singapore

The University of Central Asia (UCA) and the Lee Kuan Yew School of Public Policy, National University of Singapore (LKYSPP) announce a partnership to develop Central Asian scholars in the field of public policy. The two universities have signed a Memorandum of Understanding to collabo-

rate on UCA's Central Asian Faculty Development Programme (CAFDP) that provides full scholarships for Central Asian students in LKY's Public Policy Master's and Doctoral programmes. Scholarships are contingent upon gaining admission to LKYSPP which is solely based on merit and subject to the University admission criteria. Applicants from Kazakhstan, the Kyrgyz Republic, and Tajikistan are strongly encouraged to apply. Application forms and further information about UCA's CAFDP and LKYSPP's programmes can be obtained by writing to the CAFDP coordinator at facultydev@ucentralasia.org. Completed applications for PhD programmes must be received by **October 30, 2009** and applications for MPP programme must be received by **November 13, 2009.**

Further information about UCA or LKYSPP, please visit www.ucentralasia.org or www.spp.nus.edu.sg UCA's Central Administration is located at 207 Panfilova Street, 720040 Bishkek, Kyrgyz Republic; Tel. 996-312-691-822, ext. 420; Fax: 996-312-696-029.

Norwegian Quota Scheme 2010

Institution/Organiser: Oslo University, Norway

Kind of support/work: fellow

Duration: one year

Place: Oslo, Norway

Topics:
The Norwegian Quota Scheme is a funding scheme offered by the Norwegian Government to students from developing countries, Central and Eastern Europe, and former Soviet states for studies at institutions of higher education in Norway. This funding scheme aims at offering specially designed,

research-based Master's Degrees taught in English. The Quota Scheme also offers funding for PhD programmes and a one-year course in advanced Norwegian Language. The Quota Scheme is a scholarship programme, but the funding is given as part loan/part grant. Students receive money from the Norwegian State Educational Loan Fund. After completing the programme and providing documentary evidence of return to his/her home country, the student's outstanding loan is converted to scholarship. If residence is taken in Norway within ten years after termination of studies, the scholarship is converted back to a loan and must be repaid.

Eligibility:
Only applicants from countries included in the list of countries eligible for Quota Scheme funding will be considered. Applicants should come from institutions with which the University of Oslo has a cooperation agreement. Potential applicants should check with their home institution to determine whether they have a cooperation agreement with the University of Oslo.

Deadline: November 1, 2009

Contact:
The Quota Scheme, University of Oslo, International Education Office, P.O. Box 1081 Blindern, N-0317 Oslo, Norway,
e-mail: international@admin.uio.no,
web: http://www.uio.no/english/academics/admission/quota

Professor of International Marketing

Institution/Organiser: University of Tartu, Faculty of Economics and Business Administration, Institute of Business Administration

Kind of support/work: job

Duration: September 1, 2010– August 31, 2013

Place: Tartu, Estonia

Topics: The successful candidate will be expected to conduct research and to teach in the field of Marketing with the emphases on International Marketing. Primary responsibilities include teaching students in Marketing, Marketing management and International Marketing in the Master programmes as well as Ph.D. students. The professor is expected to lead the research activities and develop the research profile of the Marketing chair. The research related activities include initiating and heading research projects. The professor should secure the funding of the projects and coordinate the work of the research team. In this respect co-operation with both international and Estonian research institutions and teams is of high priority.

Eligibility: The candidate must hold a Ph.D. or other equivalent academic degree. The candidate must have conducted internationally recognised research in his/her speciality, provide proof of teaching experience and be capable of directing the work of the chair. Preference is given to the candidates with better research records and having experience in managing scientific and applied research projects.

Deadline: October 15, 2009

Contact:
Professor Toomas Haldma, Dean of the Faculty of Economics and Business Administration,
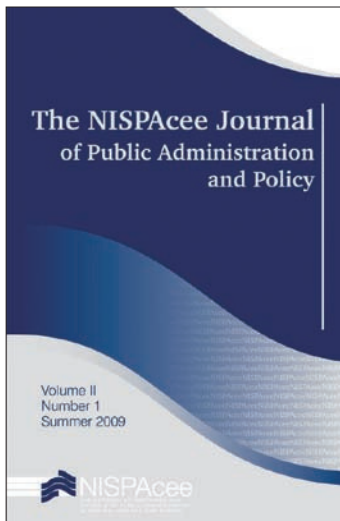**e-mail:**
akad_sekr@ut.ee,
toomas.haldma@ut.ee,
web:
http://www.ut.ee/80018#11,
http://www.ut.ee/595320

Recent Publications

The NISPAcee Journal of Public Administration and Policy, Volume II, Number 1, Summer 2009

Publisher: NISPAcee

Contact: NISPAcee

English for Tax Administration Study

Author: Marijana Javornik Cubric

Publisher: Social Sciences Polytechnic, Croatia

Book collection: Contemporary Public Administration

Manual is prepared for students of Croatian Tax Administration Study. It includes texts about Croatian tax administration as well as the European Union tax regulations. Apart from the reading materials, the manual also provides students with exercises on the vocabulary practice and comprehension check. A short glossary of relevant English tax terms is included.
Orders: Drustveno veleuciliste, Gunduliceva 10, 10000 Zagreb, Croatia

The New Legislation on Local Civil Servants

Editor: Vedran Dulabic

Publisher: Institute of Public Administration, Croatia

Book collection: Training manuals

Price: 59 HRK/app. 9 EUR

Manual provides analysis of the new civil service legislation in local and regional self-governments in the Republic of Croatia after adoption of the Law on Civil Servants and Employees in Local and Regional Self-Government in 2008.
Orders: Sanja Nimac, Maksimirska 63, 10 000 Zagreb, sanja.nimac@iju.hr

Types of Executives in Local Self-government

Author: Stjepan Ivanisevic

Publisher: Institute for Public Administration, Croatia

Book collection: Training manuals

Price: 59 HRK/app. 9 EUR

Manual provides typology and a very detailed comparative analysis of executive institutions in local self-government. Special attention is given to functions, selection criteria, structural forms and typology of executive institutions. By means of rich comparative material, the author – in an original and new way – identifies and analyses three main types of executive structures in local self-government: monocratic, collegial and plural type. He further refines typology distinguishing and analyzing as many as eleven sub-types.
Orders: Sanja Nimac, Maksimirska 63, 10 000 Zagreb, sanja.nimac@iju.hr

OECD Reviews of Regulatory Reform - Regulatory Impact Analysis - A Tool for Policy Coherence

Publisher: OECD Publishing 2009

Language: English

Price: 35 EUR/47 USD/29 GBP

Resume: Regulatory impact analysis (RIA) is a systemic approach to critically assessing the positive and negative effects of proposed and existing regulations and non-regulatory alternatives. This publication brings together recent OECD research and analysis concerning methodological issues and country experiences with RIA. The collected papers cover a number of challenges to the effectiveness of RIA including: systemic factors which influence the quality of RIA; methodological frameworks that can assist RIA to improve regulation; guidance on using RIA to avoid unnecessary regulation of competitive markets; and a review of the use of RIA in the regulation of corporate governance across a number of OECD countries. Taken together, this publication provides valuable, practical guidance on how to improve the performance of RIA systems to promote economic welfare through better quality regulation.


Contact: http://www.oecdbookshop.org
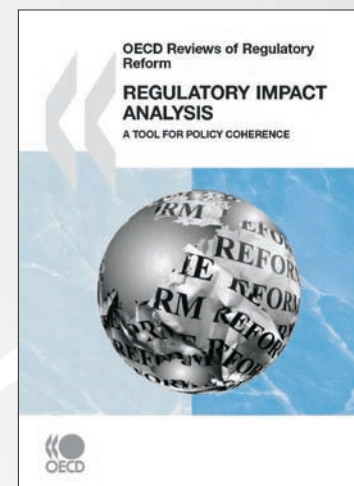
Publications of Routledge

State Management – An Enquiry into Models of Public Administration & Management

Author: Jan-Erik Lane, Heidelberg University, Germany

Accesable for students of all levels, *State Management* offers a comprehensive yet concise introduction to the new field of state management, presenting an analysis of basic questions within the theories of bureaucracy, policy-making, principal-agent
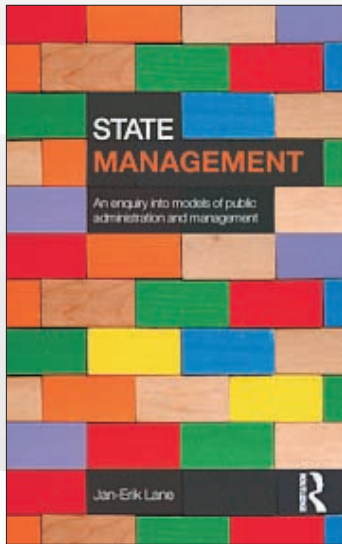
modelling and policy networks. Focussing upon recent state transformation, it illuminates public sector reform strategies such as New Public Management as well as incorporation, tendering and bidding, decentralization, team production and privatization. This book argues that we should look upon the variety of models or approaches to public management or public administration as all belonging under "state management". The so-called "working state" in a well-ordered society involves government delivering services, paying for social security and respecting the rule of law. The book systematically examines the key approaches to the study of how government attempts to achieve these goals, discussing the pros and cons of alternative frameworks of analysis.

Public Management and Governance, second edition

Editors: Tony Bovaird and Elke Löffler, University of Birmingham, UK; Governance International, UK

Resume:
This second edition examines key issues in efficient management and good quality service in the public sector. With contributions from leading authors in the field, it looks at the ways in which the process of governing needs to be altered fundamentally to remain legitimate and to make the most of society's many resources. Key themes include – challenges and pressures facing modern governments worldwide; the changing role of the public sector in a 'mixed economy' of provision; governance issues such as ethics, equalities, and citizen engagement. This


new edition has an increased international scope and includes new chapters on partnership working, agency and decentralised management, process management, and HRM.
Price: 25.99 GBP (paperback), 85 GBP (hardback)

Managing Organizational Change in Public Services – International Issues, Challenges and Cases

Editors: Rune Todnem By, Calum Macleod, Queen Margaret University, UK, Queen Margaret University, UK

Resume:
Combining aspects of change management theory with 'real life' practice in the form of organizational cases from different
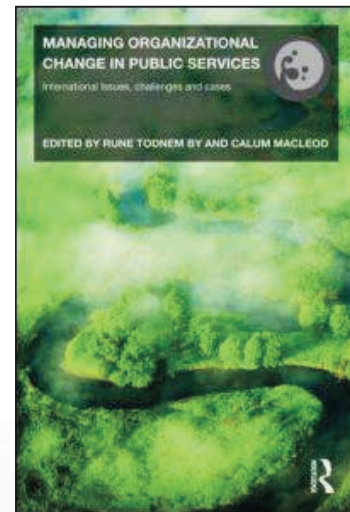

regions and sectors, this edited collection identifies and analyzes significant issues regarding the development, implementation and evaluation of public service change initiatives. Looking at cases from Europe and North America, the book offers both a global and a cross-sector analysis of this complex and challenging process. Different sectors that are examined include: transport, health, and education.
Price: 23.99 GBP (paperback), 80 GBP (hardback)

Understanding E-Government – Information Systems in Public Administration

Author: Vincent Homburg, Erasmus University Rotterdam, the Netherlands
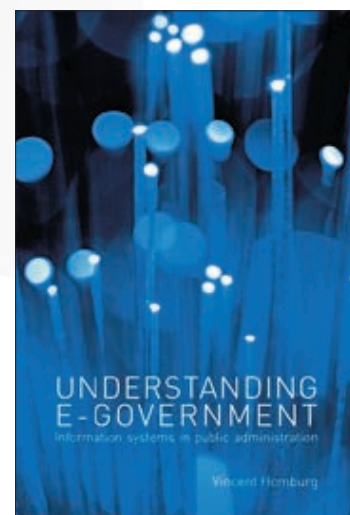
Resume:
Governments these days often boast about the efficiency of their

electronic systems. Information communication technologies (ICTs) apparently allow public service to become cheaper, faster and more democratic. In this original and insightful volume, Vincent Homburg demonstrates how the use, form and impact of ICTs are, in fact, entwined within the socio-political, economic and institutional aspects already established by government and public administration.

Using case studies and vignettes from throughout Europe and the US, the book analyzes what these new technologies actually do, and how they are screened through varying layers of bureaucracy and convention.

Price: 24.99 GBP (paperback), 85 GBP (hardback)

Managing Performance in the Public Sector, 2nd edition

Author: Hans de Bruijn
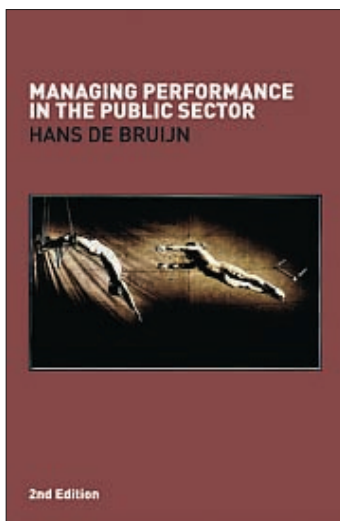
Resume:
This new edition shows readers how performance thinking has a substantial impact on the management of public organizations. Thoroughly revised and updated, this highly successful text, written by an experienced academic and practitioner is packed full with a wealth of new features. These include: more examples and cases, from a variety of different sectors, including, hospitals, courts, school and universities; a whole new chapter on the dynamics of performance management; many extra recommendations for making PM attractive for managers. An informed and up-to-date analysis of this subject, this is an essential text for all those studying performance management in the public sector.

Price: 24.99 GBP (paperback), 90 GBP (hardback)

Public Management: Old and New

Author: Laurence E. Lynn, Jr.
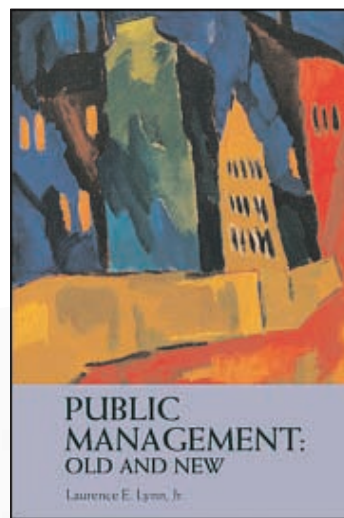
Resume:
Offering much more than a purely theoretical or retrospective view of public management, this exciting text is an invaluable new addition to the field of public management. Putting the American model in perspective, it establishes the historical, theoretical, analytical, practical and future foundations for the comparative study of public management.

Taking a boldly integrative approach, Laurence E. Lynn Jr. combines topics of best practice, performance, accountability and rule of law to provide a much-needed umbrella view of the topic. Well-written and illustrated with case study examples, this is one of the most exciting books on public management available today. As such it is an essential read for every student of public management, administration and public policy.

Price: 25.99 GBP (paperback), 85 GBP (hardback)

The New Public Governance – Critical Perspectives and Future Directions

Editors: Stephen P. Osborne

Resume:
This book represents a comprehensive analysis of the state of the art of public management, examining and framing the debate in this important area. The book sets out to to explore this emergent field of research and to present a framework with which to understand it. Divided into four parts, it examines: Theoretical underpinnings of the concept of governance, especially competing perspectives from Europe and the US; Governance of inter-organizational partnerships and contractual relationships; Governance of policy networks; Lessons learned and future directions. This book will be of particular interest to researchers and students of public administration, public management, public policy and public services management.

Contact:
http://www.routledge.com/
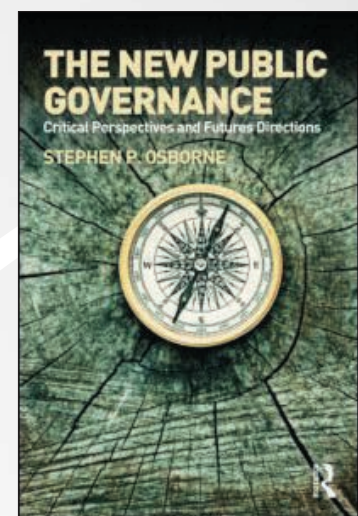
Citizens versus Customers

Second Trans-European Dialogue in Helsinki

July 6–7, 2009

László Vass, Budapest School of Communication and Bussiness, Budapest, Hungary

Through a common initiative of both the EGPA and the NISPAcee, a trans-European dialogue (TED) was organised for the second time concerning the key questions of the European model of public administration. TED2 put the topic of "citizens versus customers" dichotomy in focus during the two days' discussion. Thirty-four participants represented the two associations and the host, the Finnish Ministry of Finance. Keynotes speeches were made by Brunovska Award-winning Prof. Attila Ágh, Budapest Corvinus University (From Customers to Citizens or the Adventures of "Citizenisation": The Perspectives of the Emerging European Demos), and Prof. John Clarke from the Open University of London (Citizen-Customers: Hyphenation, Identification, De-politicisation).

The active, colourful and substantial discussions dealt with the following questions:

- Who is the citizen? Who is the customer? Who should government serve?
- Citizens vs. customers: Is there anything more to it than semantics?
- Values of citizenship vs. values of the customer.
- Differences across countries in the use and interpretation of citizen/customer terminology.

- Dominant discourses in policy documents on customer orientation; what trade-offs are made between rights and duties?
- Proactive public services – how far should or can the government go?
- The role of government in behavioural change: challenges, limits, dangers.
- Marketing of public services – how, when? Values?
- Is customer satisfaction a valid and useful outcome indicator?
- Citizen engagement vs. customer feedback
- Citizen-customer role-switching
- Do citizens and customers want choice?
- The role of publishing information and customer choice

- What are the recent innovations in working with customers in the public sector?
- Marketisation of public services, and the effects on customer service, democracy and citizenship
- What about weak and vulnerable customers and citizens and equal treatment?
- How acceptable is selectivity in public service provision?

Mr. Heikki Joustie, Director of the Ministry of Finance, Head of the Finnish public administration reform process joined the discussion with a very interesting insight into the Finnish reform experiences, passing on useful knowledge to the participants of the Finnish formula of the citizen-oriented administrative reform.

The keynote papers and the contributions of the participants will be published in the NISPAcee Journal by the end of 2009.

Invitation & Call for papers
The 18ᵗʰ NISPAcee Annual Conference
Public Administration in Times of Crisis

May 13–15, 2010, Warsaw, Poland

Organised in Co-operation with The National School of Public Administration, Warsaw, Poland

The annual conferences of NISPAcee focus upon a significant theme, which facilitates a better understanding of important issues regarding the administrative development and policymaking capacity in Central and Eastern Europe and Central Asia. The Conference includes experts, scholars and practitioners who work in the field of public administration in Central and Eastern Europe (including all countries covered by the NISPAcee membership, the Russian Federation, Caucasus and Central Asia), as well as from many other regions and countries of the world.

The Conference programme will include the opening and closing plenary sessions, general sessions, working sessions on the main conference theme, specialised panels and forums and meetings of NISPAcee Working Groups, which will run in parallel.

Papers are invited on the Main Conference Theme, for the General Session, or on the themes of the following Working Groups:

I. **Working Group on Local Government**
II. **Working Group on E-Government**
III. **Working Group on Civil Service**
IV. **Working Group on PA Reform**
V. **Working Group on Public Sector Finance and Accounting**
VI. **Working Group on Internationalization and Networking of a Public Administration Studies and Civil Servant's Training Systems**
VII. **Working Group on Policy Analysis**

Deadline for applications to present papers: October 15, 2009

New Working Groups

A new working group could be proposed by a team of academics/researchers and could be included in the conference programme after being accepted by the NISPAcee Steering Committee. The proposal should include:

• Field of work/research, aims and objectives of the work/research, work plan, Call for papers for the WG meeting held in Warsaw;

• Name and CV(s) of the working group's coordinator(s).

Please submit any new proposal to the NISPAcee Secretariat, email:wallnerova@nispa.org by **October 15, 2009**

New Panels and Forums

Several Panel Sessions and Forums are planned to be included in the conference programme.

The overall objective is the presentation of different projects and relevant activities as well as to enable and facilitate the exchange of views, experiences and good practices among participants, institutions and countries. **Proposals** with the identified topic and presentations are welcome (**on-line access via Application with the Paper** or please send to Email:wallnerova@nispa.org) and will be considered by the Conference Committee.

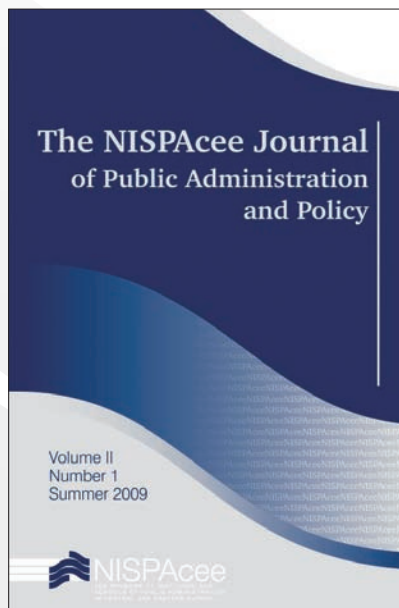**Deadline for proposals for Panels and Forums: October 15, 2009**

All additional information about next year's conference will be published on the NISPAcee website: **www.NISPA.org**

The NISPAcee Journal of Public Administration and Policy

Call for Papers

The NISPAcee Journal is predominantly devoted to public administration and public policy issues in Central and Eastern Europe. The main goal is to publish top quality papers based on own empirical research carried out in Central and Eastern Europe, theoretical papers developing general public administration and public policy theory, or their specific dimensions in the region.

The Journal serves all interested parties – academicians, politicians and public officials – to help develop public administration and public policy theory and practice in the region. A high quality standard review process is the principal quality assurance tool of the Journal and the intention is to become one of the top periodicals in the area.

The Journal is published twice per year. The first issue includes selected peer-reviewed articles. The second issue is based on papers from TED (EGPA/NISPAcee Trans-European Dialogue). The TED is an annual scholarly high-level focused conference on a timely topic in Public Administration. We invite colleagues to submit their research papers in English for consideration. Manuscripts should be sent in electronic form at whatever time.

Editorial correspondence, including manuscripts for submission, should be addressed to Mr. Juraj Sklenar, managing editor, e-mail: sklenar@nispa.org.

Information:
http://www.nispa.org/_portal/journal.php

Translation of Selected Publications into CEE National Languages

The publiThe publication project is supported by the LGPSRI/OSI (Local Government and Public Service Reform Initiative affiliated with the Open Society Institute), Budapest, Hungary.

The goal of this project is to translate relevant publications from the field from English to CEE national languages based on requests and needs of institutions from CEE countries.

The objective of the project is to make publications, which were developed and published with an aim to provide decision-makers, civil servants as well as academics from CEE countries with a tool which could help them in the transition period and reform efforts, accessible for them in their native language.

The project Selection Committee will approve proposals on a competitive basis within a month after each deadline. The Selection Committee will consider each proposal individually.

Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe; Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs; Priority will be given to institutions, which will distribute the publication at their own expense; Applicants should determine clear overall calculation of costs of translation (checking/ editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

Applications should contain the following information: grant recipient (name of institution, address, contacts, responsible person); description of goals and objectives (purpose of translation, who will use the translated materials, language of translation); distribution (number of copies, distribution policy – in details); list of selected publications for translation (to rank them according to their importance; request for a grant including detailed budget of translation and printed costs (maximum price per page for translation, editing and printing could be 10 EUR per page).

Please send letters of inquiry and applications to NISPAcee Secretariat.

The deadline:
November 15, 2009

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NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 126 Institutional members (from 23 countries), 27 Associate members (from 14 countries), 14 Individual members (from 7 countries).

New Institutional members of the NISPAcee

Department of Administrative Sciences, Deak Ferenc Faculty of Law and Political Sciences, Szechenyi Istvan University, Gyor, Hungary

NISPAcee NEWS is published with the support of the Local Government and Public Service Reform Initiative (Affiliated with the Open Society Institute), Nador ut. 11, 1525 Budapest 114, Hungary.

NISPAcee News is published quarterly. We invite individuals as well as organisations to contribute to the first issue of volume XVI. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is November 15, 2009.