



**Volume VI • No 3 • Summer**

# news '99

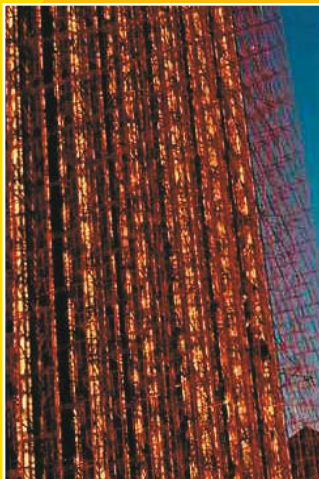
## **International Assistance to the Modernization of the Russian Public Administration - Towards Greater Co-ordination and Sustainability**

**Alexander Kotchegura**

**Tacis Programme, Moscow, Russian Federation**

Starting over a decade ago, the profound transformation of the political and economic system of the former Soviet Union and the subsequent transfer of its legacy to Russia, highlighted the urgency of reforming the country's obsolete administrative structures and creating efficient public management capable of meeting the requirements of a market oriented economy. It was also desirable to provide a democratic form of governance and, equally important, meeting the expectations of ordinary citizens.

The efforts of the Russian government in this direction (though not always consistent) have been supported by the international community which initiated a number of multilateral and bilateral technical assistance programmes designed, in particular, to help Russia modernize its state administration.



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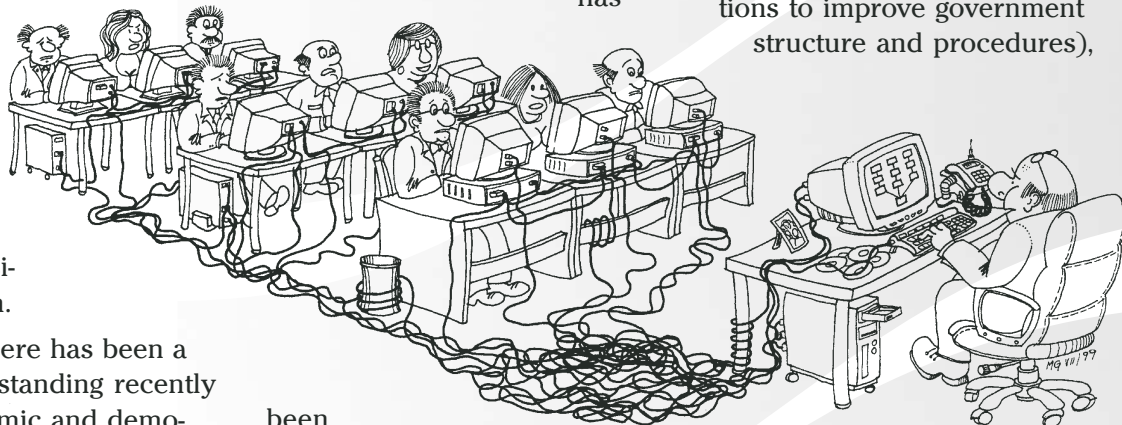
Assistance has been coming from both international organizations - the European Commission, OECD, World Bank, UNDP and separate countries with Great Britain, Canada, Germany, USA, France, and the Netherlands taking the lead in this area.

The volume and forms of assistance to the Russian public administration sector varies with each donor. As a general observation it is necessary to emphasize that the public administration sector has not been considered a main priority in the agenda of foreign technical assistance and lending programmes to the Russian Federation. Major financial, material and human resources have been directed to economic restructuring, privatization, support of SME and social programmes, development of the banking sector and business education.

However, there has been a growing understanding recently that the economic and democratic reforms can hardly succeed if those who manage them at different levels of state administration either are not competent and motivated enough to do it professionally or are guided by vested or selfish interests that lead to the complete distortion of the reform essence and goals. As the World Bank's 1997 World Development Report concludes 'Low state capability in the former Soviet republics is a serious and mounting obstacle to further progress in most areas of economic and social policy'<sup>1</sup>.

Until the late nineties the emphasis of international assistance programmes was put mainly on training of civil servants and instructors (teaching staff) and on institutional development of state ministries, agencies and regional administrations. The coordination among various programmes of assistance was weak, if any, and basically each donor acted in accordance with its own priorities, available resources and specific requests of the beneficiary. Some bilateral programmes, e.g. funded by USAID and the British Council concentrated on assistance to the development of municipalities, local self-government and regional administration. Others, for example the OECD, UNDP - on organizing conferences, workshops and studies of the PA related issues.

An interesting programme has



been implemented by the Canadian International Development Agency, which offers regular courses of intensive training to the Russian high level civil servants introducing them to modern trends in governance and public management.

The contribution of the World Bank has been so far very modest especially compared to its potential and capabilities and has been confined mainly to the institutional development of

separate government agencies (e.g. Federal Tax Service, Privatisation Centre) and the institution of a legal framework facilitating the functioning of market mechanisms. The Programme of Assistance to the Russian Civil Service Improvement and Reform designed by the World Bank and its Economic Development Institute in 1993-1994 for various reasons never materialized.

Throughout all these years the European Commission has been the major donor and leader in delivering assistance to the Russian public administration sector in terms of allocated funds and the scale and diversity of intervention. The technical assistance has been provided within the framework of the Tacis Programme and encompassed the following areas:

Policy advice (e.g. consultations to improve government structure and procedures),

development of a legal framework (e.g. administrative law), training of civil servants and instructors, strengthening the capacities and efficiency of individual ministries, support to regional and municipal management. The overall financial resources committed within the Tacis frames directly to the Russian public administration sector in 1992-1997 amounted to around EURO 47 million.

Most projects at that time were targeted at specific federal executive and legislative agencies, educational institutions and regional governments. As a rule, the benefits of assistance were widely realized in cases when the local partner-organization fully endorsed the project, participated from the very beginning in its preparation and the EU contractor was familiar with the situation in Russia. A good example is the Russian Academy of Civil Service (RACS) to which the Tacis made a considerable contribution through upgrading the qualification of its lecturers, development of training materials and curricula and thus effectively speeding up its transformation into a country's leading institution of civil servants training and a centre of research of public administration issues. This positive experience was disseminated and developed further in six RACS affiliated institutions in other regions of Russia. Within the framework of another recent and successful project the EU experts helped the Russian Parliament update in-house procedures and raise the quality and efficiency of work of its permanent staff.

At the same time the general impact of assistance has been often undermined by the fact that improvements at local, regional level were not accompanied by respective changes in a wider context (federal level). A strong demand is currently felt

for the shift in strategy towards programmes and projects that address sector-wide policy constraints and issues for example the system of personnel management; division of roles and responsibilities among federal, regional and municipal authorities; fragmentation of the civil service; elaboration of sound normative framework; and the status and responsibility of administrative organs.

Needless to say that these efforts should enjoy the full support and commitment of the recipient side and should reinforce a comprehensive programme of civil service development. A good basis for that was set up in March 1998 when the President of the Russian Federation made an announcement about the upcoming administrative reform. Ideally the EU assistance should fit a long-term plan of development of the Russian state administration approved by the Russian authorities and be well coordinated with other foreign donors and lending agencies.

In spite of already achieved progress in many areas of the Russian public administrative system, additional efforts are required to ensure a lasting and countrywide effect of the initiated positive developments. The accumulated experience shows that these efforts should be directed towards:

a) promoting on a greater scale direct links, horizontal relationships, networking be-

tween EU and Russian government agencies, training institutions and administrative organs;

b) addressing more generic, sector wide issues within the context of a large-scale administrative reform.

The implementation of these measures could reinforce the overall impact of the provided assistance and make it more sustainable. Ultimately this will contribute to strengthening of the Russian public administration in terms of its efficiency, accountability and will facilitate democratic and economic reforms in the country.

*The views expressed in the article are those of the author and do not represent the views of the European Commission or Tacis programme.*

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<sup>1</sup> World Bank. 1997. *World Development Report 1997: The State in a Changing World*. New York, N.Y.: Oxford University Press., p.165

## Transforming the Educational Sector to Foster Systemic Reforms – the Polish Experience

**Mirosław Grochowski**

University of Warsaw, Poland

In 1997 the Centre for Russian, Central and East European Studies (CRCEES) at Rutgers, the State University of New Jersey, started a project titled "Public Administration in Poland". The Polish partners for Rutgers were three schools of public administration in Poland: Malopolska School of Public Administration at Krakow Academy of Economics in Krakow, Marie Curie-Sklodowska University (Local Government Program) in Lublin, and the Szczecin School of Public Administration in Szczecin. Implementation of the project was coordinated with the Warsaw Office of Development Alternatives, Inc. (DAI) and funded by a grant from the United States Agency for International Development (USAID) as a part of the "Democratic Governance and Public Administration Program". CRCEES' responsibility included the completion of the following overall tasks: assess current curricula, revise curricula as needed, and recommend new courses; evaluate current teaching practices and propose new methods of teaching; and examine existing student support services and recommend alternatives.

CRCEES developed individual assessments of each school, met individually with faculty and administrative representatives of each school both in Poland and the United States, and prepared and conducted joint workshops and seminars on curriculum development, innovative teaching methods, and student services. Workshops and seminars complemented individual assessments. In the sphere of curriculum development, CRCEES reviewed and assessed existing curricula and courses to determine whether or not the public administration education of each

school met the standards expressed in the mission and goals. Also internships, practicums, and research projects for their value to the academic program were examined. In the faculty development sphere, CRCEES designed and delivered workshops and seminars to focus on course development (syllabi, teaching methods, integration of fieldwork and internships in the classroom), the best use of course



assignments, evaluation of student performance, and effective classroom practice. Two Polish schools requested assistance developing student support services outside the classroom. The specific goals of this component included: support of student internships as an integral part of the curriculum; provision of career development assistance to graduating seniors; and foster an alumni program that encourages continued professional growth of the graduates. During visits to Lublin and Krakow, CRCEES gathered information concerning current support services, met extensively with the faculty members and teaching assistant responsible for developing student programs, and reviewed proposals and plans developed by Polish personnel. Although specific support services were recommended and implemented at each school, CRCEES approached the concept of student services by highlighting the value of such services to academic education. Specific task

recommendations were based on the capacity of the school to begin an alumni database and to build career resource libraries for students about jobs, internships, resume and interview skills, and professional information.

The project implemented by CRCEES of Rutgers and the three Polish universities was unique. First of all the project addressed the field of public administration from both a theoretical and practical perspective. As a result, each school participating in the project adopted revised curricula of public administration courses. The faculty revised teaching methods and adopted more student-teacher interactive teaching techniques. Curriculum changes occurred through the integration of courses with internships, reading materials, and research projects and student support activities were instituted. Each school published a textbook on public administration written by faculty members from each school, that offers a variety of readings for the introductory courses.

It should be mentioned here that implementation of the project faced several serious challenges.

In the United States, public administration has evolved from management and political science disciplines. The field of public administration in Poland is still emerging. In fact, the entire system of public administration is in a state of flux. In Poland, there is a more substantial commitment to one best way to teach public administration rather than the flexible approach used in the United States. Furthermore, the concept of the public in public administration in Poland derives from theories of the state and its power to influence what and how administrators manage its affairs. The

public is the state and refers to state-directed activities and programs. In the United States, the public is the person the administrators serve. Differences in approaches to education are deeply rooted in the Polish tradition of a hierarchical faculty-student relationship that is evidenced by a didactic lecture format and very little class discussion. Faculty opinions are rarely questioned, and collaborative interactions, student-led discussions and deviations from the lecture format do not occur too often.

The project, "Public Administration in Poland" briefly presented here, was concluded with the conference "Public Administration Reform - Educational Challenges" organized in December 1998 in the Polish Parliament. In the course of the conference the idea of an organization supporting cooperation among schools of public administration was voiced many times. Both Polish and American speakers focused on the need to establish an association of public administration schools in Poland whose main goal would be to improve the quality of public administration education. An organizational group formed by representatives of schools from all over Poland after the conference started intensive preparatory work. Rutgers University again offered the technical expertise of its faculty and USAID financial support. As a result of activities performed since January 1999 the founding meeting of the Polish Association of Schools of Public Administration (PASPA) will be held in late June 1999.

Professor Joanna Regulska from Rutgers University was responsible for the overall coordination of the project "Public Administration in Poland". The other members of the team are Dr. Ann Graham, Ms. Connie Burke, and Professor Michael Shafer. In this paper information from the final report prepared by Dr. Ann Graham was used.

## Black Sea University at Age Six

The Black Sea University has accomplished six years in existence. Established in 1993 by the Black Sea University Foundation, a non-governmental, non-political and non-profit organization, Black Sea University has defined its main function in the post-graduate sphere - especially short summer courses - designed for young graduates, professionals, researchers and students in the final years of study.



The University enjoyed the guidance and patronizing of some international governmental organizations, non-governmental organizations and regional ones.

The role paid by the University in the promise of cooperation in the Black Sea Area was acknowledged by the regional organizations BSEC (Black Sea Economic Council) and PABSEC (Parliamentary Assembly of the Black Sea Economic Council) which signed agreements with BSU and included its contribution in their programmes.

About 50 international courses were held each year during the last six years, attended by over 6000 participants from 40 countries.

In 1997 and 1998, the Black Sea University Foundation offered its facilities and experience to new research groups, becoming a common platform for projects and centres e.g. National Centre for Sustainable Development, the Centre for Conflict Prevention, Materials and Advanced Technologies International Study Centre, The Black Sea Innovative Partnership Project, Educational Technologies Laboratory, Modern Industry Research Centre, National Centre for Sustainable Development, Conflict Prevention Centre etc.

The latest initiative of the Black Sea University Foundation, joined by "Ovidius" University, Constantza was to create the Black Sea University Network with headquarters at the University of Constantza. The Network was established in 1998 by a Conference of

rectors; 80 universities have already joined the Network.

One of the main fields of interest for the Black Sea University Foundation is in Public Administration. The BSUF aims at making its contribution to the substantial reform of the public administration in Romania, in accordance with Romania's strategic goal of Euro-Atlantic integration.

The Public Administration Programme of the Black Sea University Foundation addresses, for example, all the structures of the public administration, the development agencies, the education institutions, the media, and the NGOs.

In order to accomplish this goal, the BSUF has already set cooperation partnerships with a series of specialized institutions from Romania and abroad. Along with them, the BSUF has started the organization of seminars, round-tables, symposia, where there were top level decision-making participants from all over Romania (Prefectures, City-Halls, City and County Councils). Among the most successful events, we can mention: **Public Service Management**, the with Institute for Housing and Urban Development Studies Romania SRL, Bucharest; **Computing Systems for Public Administration**, with the Research Institute for Information, Bucharest; **Future of Europe**, with the Luxembourg Institute for European Studies and the European Council.

*For more information, contact please:*

*Alexandru Tănase*

*Program Coordinator for Public Administration*

*The Black Sea University Foundation  
Bd. Primăverii nr. 50, 71297,  
Bucharest-1*

*Tel./ Fax:*

*+ 40 - 1 - 222..41.18, + 40 - 1 - 222.70.0*

*e-mail: bseau@rnc.ro,*

*Home Page: <http://lab2-23k.ici.ro/bsu>*

## Open Society Institute

### Local Government and Public Service Reform Initiative

Nador utca 11, 1051 Budapest, Hungary

Tel: (36 1) 327-3104, Fax: (36 1) 327-3105, <http://www.osi.hu/lgi>

#### LGI Fellowship Program

LGI is seeking applications for the new LGI Fellowship Program to support **policy and reform-oriented research, writing, or activism** in one or more of the following areas:

1. Fiscal decentralization, local financial management and budgeting
2. Local decision making and citizen participation
3. Local economic and regional development
4. Urban planning and land use
5. Social service delivery to the elderly or unemployed
6. Local government's role in multicultural issues and ethnic conflict resolution
7. Ethics, transparency, and corruption in local government
8. Local government administration, legislation and reform

Fellowships in these subject areas may be awarded based on quality of research and writing, the design or implementation of the pilot project, or other efforts to offer new information, insights and ideas concerning issues of importance to the decentralization and reform of subnational governments in CEE, the former Soviet Union, and Mongolia. Awards will be made for projects focused on one country as well as those of a regional nature.

Fellows should be high level civil servants, academics, or practicing policy professionals. A graduate degree or equivalent is required; a PhD is preferred. As a rule, the fellows will be based in their home countries, but alternatively they may spend all or part of a year in Budapest in order to work more closely with LGI's staff. Fellows are expected to continue working at their institution, working on the mutually agreed upon LGI project for fifty percent or less of their work time. They will be provided with a stipend

and money to cover expenses and supplies.

#### Application Requirements and Procedures for the LGI Fellowship Programme

Please submit typed papers with the following information:

##### 1. Personal Information

- Name (full name, specifying family name for clarity)
- Gender (male or female)
- Contact information (address, telephone, fax, email address, and name and contact information of your affiliated organization)
- Citizenship/residency (Applicants must be citizens or residents of Albania, Armenia, Azerbaijan, Belarus, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Macedonia, Moldova, Mongolia, Poland, Romania, Russia, Slovakia, Slovenia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan, or Yugoslavia)
- One page personal statement describing why the LGI Fellowship Program interests you and what you hope to gain from it
- Curriculum Vitae
- List of at least 2 personal references, with complete contact information

##### 2. Project Information

Applicants should send a proposal of no more than 1500 words outlining a project in one of the eight subject areas listed above, specifying the particular topic area. Applicants should also describe how the project matches LGI's mission of reforming local government and public administration in CEE and the former Soviet Union. This proposal should briefly explain the following:

- Project objective and procedures for fulfilling the project

- Time schedule (ideal projects will last between 6 -12 months)
  - If appropriate, an explanation of how the results of the project might be applied broadly to the region as a whole
  - Resources available (in particular, if other funding sources have been approached or provided; in US dollars)
  - Resources needed
  - A well thought out, detailed budget in US dollars. Budgets may include, but are not limited to, the following: personnel costs (list full-time salary/time spent on this project), daily costs, local travel costs, electronic equipment, research materials, photocopying, office supplies (paper, diskettes, etc.), communications expenses (telephone, fax, etc.), publishing, other (please itemize as much as possible)
- ##### 3. Application Procedure
- Language of application (all applications must be in English, and applicants must have advanced proficiency of the English language).
  - Application materials should be sent to LGI in the same package by airmail or courier. The name of the applicant should appear in the upper right hand corner of every page included in the submission. All submissions should be single-sided and typed. Please do not use staples. Applications should be sent to LGI, LGI Fellowship Program, Open Society Institute, Nador utca 11, 1051 Budapest, Hungary.
  - Alternatively, applications may be submitted in electronic format in Word 7.0 or earlier versions. Spreadsheets, if any, should be in Excel 7.0 or earlier versions. Send electronic copies to [lgprog@osi.hu](mailto:lgprog@osi.hu) and write "Fellowship Program" in the subject line.
  - Applications will be reviewed three times a year. The next deadline is September 15, 1999.



## to Web Sites



<http://www.osi.hu/ceupress>

The web site of the Central European University Press. The press's editorial program includes book projects on the political philosophy and practices of open society, gender studies, legal studies, medieval studies, the environment, the art and culture of the countries of Central and Eastern Europe and the former Soviet Union and its neighbours, nationalism, human rights, conflict resolution, open media, and international relations.



<http://www.eipa.nl>

Site of the European Institute of Public Administration, Maastricht, The Netherlands.



<http://www.ul.ie/~govsoc/thematic/index.html>

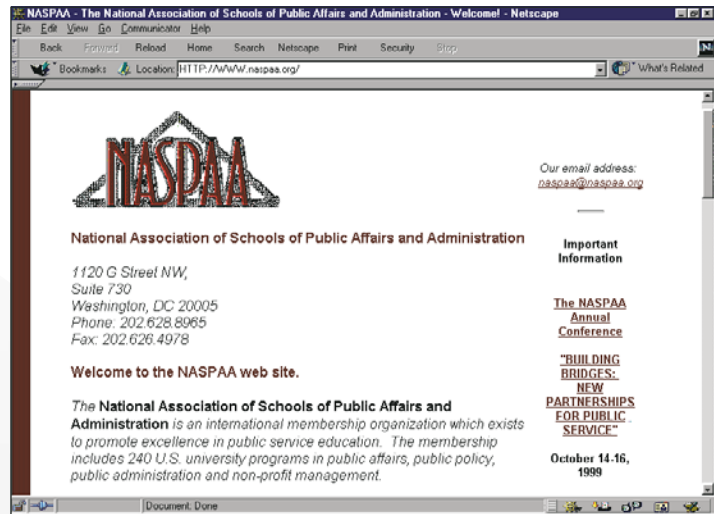
This is the site of The Thematic Network in Public Administration at the University of Limerick, Ireland. Thematic Network Projects represent a new initiative within the structure of the EU SOCRATES programme as a means of providing support for transitional co-operation in higher education.



<http://www.iiasiisa.be/iias/aiacc.htm>

Web site of the International Institute of Administrative Sciences (IIAS), Brussels, Belgium.

<http://www.naspaa.org>



This is a site of the National Association of Schools of Public Affairs and Administration. NASPAA is an international membership organisation which exists to promote excellence in public service education. The membership includes 240 U.S. university programmes in public affairs, public policy, public administration and non-profit management.

<http://europa.eu.int/index-en.htm>



The European Union's server – the main bodies (Parliament, Council, Commission, Court of Justice, Court of Auditors and other).

<http://www.csppt.strath.ac.uk>



CSPP (Centre for the Study of Public Policy) web site at University of Strathclyde, Glasgow, Scotland. It includes the new SEEC (Search Europe Electronically on Concepts) system for searching New Democracies Barometer data on-line and allowing the user to generate thousands of tables to their choice from surveys of Czech Republic, Slovakia, Hungary, Poland, Slovenia, Bulgaria, Romania, Belarus and Ukraine.

## Calendar of Events

### July 5, 1999, Seminar "Cultural Policy and Arts Administration: European Dimension and Bulgarian Reality"

Working language: Bulgarian, English

Contact:

Lidia Varbanova,

Center of Public Administration, New

Bulgarian University, Sofia, Bulgaria,

phone: +359-2-957 1582,

e-mail: baf@mbox.cit.bg

### July 17-19, 1999, Workshop "On Technological Spillovers between Eastern and Western Europe: Qualitative and Quantitative Analysis"

Working language: English

Contact:

Kresimir Zigic, CERGE, Prague, Czech

Republic,

phone: +420-2-240 05 245,

fax: +420-2-242 11 374, 242 27 143,

e-mail: Kresimir.Zigic@cerge.cuni.cz

### September 9-12, 1999, Conference "Societal Changes and Social Policy Responses"

Working language: English

Contact:

Martin Potucek, Institute of Sociological

Studies, Faculty of Social Sciences,

Charles University, Prague, Czech

Republic,

phone: +420-2-2449 1492,

fax: +420-2-2422 7950, 2421 0505,

e-mail: potucek@s.fsv.cuni.cz

### September 12-14, 1999, Conference "Project Management: Problems and Development"

Working language: Russian, English

Contact:

Anatoliy Rybak, Odessa Branch of the

Ukrainian Academy of Public Administra-

tion, Odessa, Ukraine,

phone: +380-482-680 352,

fax: +380-482-639 249,

e-mail: medvedeva@tekom.odessa.ua

### September 20-21, 1999, "Health Management Symposium"

Working language: English

Contact:

Vladimir Krčmery, Trnava University,

Hornopotocna 23, 918 43 Trnava, Slovak

Republic,

phone/fax: +421-805-5511575,

e-mail: vkrcmery@truni.sk,

nemec@econ.umb.sk

### October 22-23, 1999, Conference "Modern Forms of Contracting in Administrative and Civil Law"

Working language: Bulgarian, English,

Turkish

Contact:

Yordanka Nikolova, Law Faculty, Burgas

Free University, Burgas,

Bulgaria,

phone/fax: +359-56-295 67,

e-mail: dana@mx.bfu.bg

### Events organized by Faculty of Science, Charles University, Prague, Czech Republic

Working language: English

### August 22-24, 1999, Conference "1<sup>st</sup> Alumni Convention – The International Summer School in Demography and Geodemography: The Decade of Training and Networking in Population Studies"

Contact:

Tomas Kucera, Eva Kuzelova,

phone: +420-2-2195 2170,

fax: +420-2-296 025,

e-mail: kucera@natur.cuni.cz,

kuzelova@natur.cuni.cz,

<http://labgis.natur.cuni.cz/alumni>

### August 25-26, 1999, Workshop "Round Table – The Position of Demography among other Disciplines"

Contact:

Zdenek Pavlik, Tomas Kucera,

phone: +420-2-2195 2423, 2195 2170, fax:

+420-2-296 025,

e-mail: kucera@natur.cuni.cz,

kuzelova@natur.cuni.cz,

<http://serverz1.natur.cuni.cz/roundt>

### August 4-24, 1999, Summer School "10<sup>th</sup> International Summer School in Demography and Geodemography"

Contact:

Tomas Kucera, Sarka Janisova,

phone: +420-2-2195 2625, 2195 2170, fax:

+420-2-296 025,

e-mail: kucera@natur.cuni.cz,

sajan@natur.cuni.cz,

<http://serverz1.natur.cuni.cz/10issdg>

### Events organized by Academia Istropolitana Nova, Sv. Jur, Slovak Republic

Working language: English

### October 15-16, 1999, Special Course "Global Economic Issues in the World Economy – Economic and Political Consideration for Slovakia"

Contact:

Letkova Z.,

phone: +421-7-44970 453,

fax: +421-7-44970 455,

e-mail: zuzal@ainova.sk

### October 29-30, 1999, Special Course "European Monetary Union and Its Economic and Political Consideration for Slovakia"

Contact:

Letkova Z.,

phone: +421-7-44970 453,

fax: +421-7-44970 455,

e-mail: zuzal@ainova.sk

### October, 1999, Conference "European Monetary Union and Its Economic and Political Consideration for Slovakia"

Contact:

Durkowska K.,

phone: +421-7-44970 453,

fax: +421-7-44970 455,

e-mail: katkad@ainova.sk,

Whayne Dillehay,

e-mail: whayne@icfj.org

### Events organized by UAPA (Ukrainian Academy of Public Administration, Kiev, Ukraine)

Working language: Ukrainian

### June 1999, training course "Local Self-Governments under Transition" - for lecturers teaching in Ukrainian universities and centres for in-service training

Contact:

Rozputenko, I., phone: +380-44-441 7693,

fax: +380-44-446 9357

### September 1999, Workshop "The legislative process in Ukraine" - for lecturers of the Ukrainian Academy of Public Administration

Contact:

Bordeniuk, V.,

phone: +380-44-441- 7684,

fax: +380-44-446 9436

### September-October 1999, Workshop "The Role of NGOs in the Reform of the Health Care System in Ukraine" - for the members of Ukrainian Council of International Cooperation in Health Care

Contact:

Solonenko, I.,

phone: +380-44-441 4677,

fax: +380-44-446 9436

### September-October 1999, Conference "Urgent Issues in Reform of the Health Care System in Ukraine" - for the members of Ukrainian Council of International Cooperation in Health Care

Contact:

Solonenko, I.,

phone: +380-44-441 4677,

fax: +380-44-446 9436

### November 1999, Round table on learning-teaching materials to the course "Public Administration and Management"

Contact :

Nyzhnyk, N.,

phone: +380-44-441 7666,

fax: +380-44-446 9436



**Autumn 1999, Conference "In-Service Training: Experience, Current State of Affairs, Vision for the Future"**

Contact:  
Skoromniuk, M.,  
phone: +380-44-213 7522,  
fax: +380-44-213 7602

**Events organized by Lviv Branch of UAPA (Ukrainian Academy of Public Administration, Kiev, Ukraine)**

Working language: Ukrainian

**September 1999, Workshop "Urban Management System in Ukraine: The Ways for Improving"**

Contact:  
Anatoliy Chemerys,  
phone: +380-322-593 568,  
fax: +380-322-593 463,  
e-mail: chemerys@uapalb.lviv.ua



**October 15, 1999, Seminar "Privatization and Effectiveness of Public Administration"**

Contact:  
Ihor Drobot,  
phone: +380-322-593 135,  
fax: +380-322-593 463,  
e-mail: drobot@uapalb.lviv.ua

**October 1999, Conference "Restructuring in Urban Management: Ukrainian Prospective"**

Contact:  
Anatoliy Chemerys,  
phone: +380-322-593 568,  
fax: +380-322-593 463,  
e-mail: chemerys@uapalb.lviv.ua

**November 2-5, 1999, Conference "Support System for Small and Medium-sized Business: Local Aspects"**

Contact:  
Petro Shevchuk,  
phone: +380-322-593 491, 593 385,  
fax: +380-322-593 385,  
e-mail: admin@uapalb.lviv.ua

**December 7-8, 1999, Conference "Systematic Approaches to Excellence on Training in Public Administration and Local Government"**

Contact:

Petro Shevchuk,  
phone: +380-322-593 491, 593 385,  
fax: +380-322-593 385,  
e-mail: admin@uapalb.lviv.ua

**Events organized by Partners Romania, Foundation for Local Development, Bucharest, Romania**

**August 15-30, "Mediation Skills - Summer School"** Workshop for law students

Working language: Romanian

Contact:  
Nicoleta Rata,  
tel/fax: +401 3126165

**September 18-25, 1999 (1. workshop), November 6-12, 1999 (2. workshop)**

Regional Programme "Working Together" for Capacity Building in Governance and Local Leadership for Central and Eastern European Countries, Advanced Training of Trainers Programme

Working language: English

Contact:  
Ana Vasilache,  
tel/fax: +401 3126165

**September 1999, Workshop "Training of trainers for dissemination of Environmental Advisory Regulation"**

Working language: Romanian

Contact:  
Claudia Pamfil,  
tel/fax: +401 3126165

**November 1999, Workshop "Local Public Finance Law Implementation"**

four regional workshops in Cluj, Iasi, Calarasi, Bucharest (Romania)

Working language: Romanian

Contact:  
Claudia Pamfil,  
tel/fax: +401 3126165

**Events organized by Centre for Development Programmes EMI-ECO, Tallinn, Estonia**

Working language: Estonian

**August 9-11, 1999, Workshop "Public Speaking and Representation"**

**August 25-27, 1999, Seminar "Human Resources Management as Municipal Leaders' Function"**

**August, September, 1999, Workshop "Media Training for Politicians"**

**August 1999 - February 2000, In-Service Training on Development of the Local School Network for the Education Managers of Local Governments**

**September 2-3, 1999, Seminar "Territorial and Administrative Structure"**

**September 20-21, 1999, Seminar "Estonia and the European Union"**

**September 9 - October 1, October 27, 29, November 24-26, December 15-17 1999, "Basic Course for Municipal Building Managers"**

**September 1999 - May 2000, In-Service Training on School Management and Curriculum Design for the Headmasters of the Schools of All Levels**

**November 1999, Seminar "Drawing Up a Local Budget"**

**October 7-8, November 8-9, December 9-10, 1999, Basic Course for Municipal Environmental Managers**

Working language: Estonian, English

**October 1999, Seminar "Accounting in State and Municipal Enterprises"**

**December 10, 1999, Seminar "Work Organization and Salary Policy in Local Government"**

Contact:  
Terje Schmidt,  
phone: +372-6-139 709,  
fax: +372-6-139 708,  
e-mail: emieco@estnet.ee

**Events organized by Kharkiv Branch of the Ukrainian Academy of Public Administration, Kharkiv, Ukraine**

**September, 2, 1999, Scientific - Practical Conference on the basis of the results of the students' internships in June - August:**

Working Language - Ukrainian

Contact:  
Derkach A.O.,  
phone: +380-572-21-3470,  
fax: +380-572-213 266, 213 042,  
e-mail: root@kbuapa.kharkov.ua

**November, 17-18, 1999, International Scientific and Practical Conference "Strategy of Development of Ukraine until 2010: Mechanisms of the Improvement of the Process of Management by the Regions Economic and Social Development"**

Working Language - Ukrainian, English

Contact:  
Myronova N.S.  
phone: +380-572-215 343,  
fax: +380-572- 213 266, 213 042,;  
e-mail: root@kbuapa.kharkov.ua

## Recent Publications:

**“Democracy and Its Alternatives: Understanding Post-Communist Societies,**  
Authors: Richard Rose, William Mishler, Christian Haerpfer

Publisher: Polity / Johns Hopkins Press

Language: English

Price: 13.95 GBP / 16.95 USD

Contact:

fax: +44-141-552 4711

e-mail: [o.j.robertson@strath.ac.uk](mailto:o.j.robertson@strath.ac.uk)

**“Not Only the Market – The Role of the Market, Government and Civic Sector in the Development of Post-Communist Societies”**

Author: Martin Potucek

Publisher: CEU Press

Language: English

Price: 49.95 GBP (cloth) / 31.95 USD (paperback)

Resume: The book examines the balance between sectors and makes useful comparisons with other post-communist countries. Focusing on developmental issues, the book looks at a number of public concerns including social and health care reform, privatization and the emerging patterns of corporatism. The author examines problems such as insufficient legislation, excessive lenience and the incompetence of public administration which has created an unreasonable large space for socio-pathological forces – corruption, Mafia activity and the siphoning of public funds into private hands.

The causes and consequences of these forces are considered and Potucek provides a blueprint of reform which emphasizes the necessity of a conscious public policy to optimise freedom while still addressing issues of inequality.

Contents

*Part 1: Theoretical Framework: Definition of terms, The market, The government, The civic sector, Citizens, values and ideologies, Seeking a balance*

*Part 2: Problem Areas: Privatization, Corporatism, Corruption and the Mafia, Role of policy-making*  
*Conclusion*

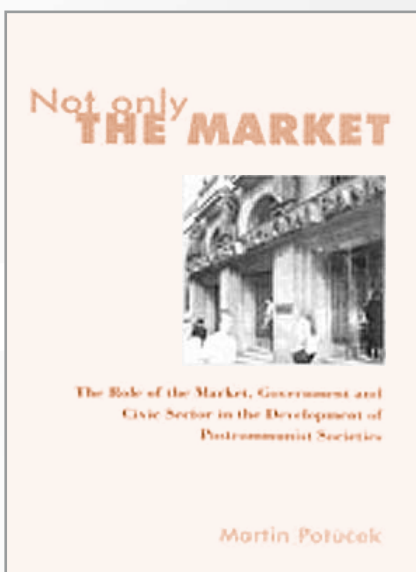
**“Organization of State Administration and Local Government”**

Authors: Edvins Vanags, Inga Vilka

Publisher: University of Latvia, 1999

Language: Latvian

Resume: State administration reform in developed countries and Latvia; organization and economy of local government are shown.



Contact:

phone: +371-7-286 876, fax: +371-7-225 039, e-mail: [lsi@latnet.lv](mailto:lsi@latnet.lv)

**“Poland International Economic Report 1998/99”**

Editor: Marek Lubinski

Publisher: ELIPSA Publishing House

Language: English

Price: 10 USD

Contact:

World Economy Research Institute, Warsaw School of Economy, Warsaw, Poland

phone: +48-22-489 131

fax: +48-22-489 132, 849 5312

e-mail: [weri@sgh.waw.pl](mailto:weri@sgh.waw.pl)

**“Local Self-Government in Kyrghyzstan during Transition Period”**

Authors: A. A. Karashev, O. S. Tarbinskiy

Publisher: Sham Publishing House  
Language: Russian

Contact:

Bolotbek Orokov, Bishkek International School of Management and Business, 237, Panfilov St., 720040 Bishkek, Kyrghyzstan, phone: +996-312-221 385, fax: +996-312-221 391, e-mail: [manager@amp.elcat.kg](mailto:manager@amp.elcat.kg)

**“Population Development in the Czech Republic”**

Authors: Kucera M., Pavlik Z.

Publisher: DemoArt for Charles University of Prague, Czech Republic

Language: English

Price: 10 USD, limited number of publications is available for free)

Resume: The detailed overview of population development in the Czech Republic between 1990 and 1998 by particular demographic and geodemographic processes and the basic results of a new population forecast for the period 2000 – 2030 are presented.

Contact:

Kucera, phone: +420-2-2195 2625, 2195 2170, fax: +420-2-296 025, e-mail: [kucera@natur.cuni.cz](mailto:kucera@natur.cuni.cz)

**Publications of Burgas Free University, Burgas, Bulgaria**

**“Public Administration”**

Author: Emilia Kandeva

Publisher: Ciela Publishing House, Sofia, Bulgaria

Language: Bulgarian

Price: 13 000 BL

Resume: The book is a profound study of the theoretical and practical perspectives of modern public administration. It reflects the continuing evolution and growing importance of administrative science. It conveys to the readers the essential concepts, processes, ideologies and institutions associated with public administration in Bulgaria. Each of the book's parts highlights basic features of public administration. The book is also an effective teaching tool.

**"Law Bulletin"** of the Law School of Burgas University, bi-yearly periodical; a collection of articles, legislation analysis, administrative and judicial practice;

Publisher: Burgas Free University Publishing House, Sofia, Bulgaria

Language: Bulgarian

Contact:

*Yordanka Nikolova, Burgas Free University, phone/fax: +359-56-295 67, e-mail: dana@bfu.bg*

**Publications of Faculty of Political Science, Maria Curie-Skłodowska University, Lublin, Poland**

**"Economy of the Community"**

Author: Waldemar Gorzym-Wilkowski, Andrzej Miszczuk, Magdalena Miszczuk, Krzysztof Zuk

Publisher: Norbertinum, Lublin 1999

Language: Polish

Price: free of charge

Resume: Four basic aspects of the local economy have been addressed: local finances, economic activity of the community, spatial planning and economy of the community, strategy of community's development.

**"Introduction to Public Administration"**, Ed. Agnieszka Pawlowska,

Publisher: Norbertinum, Lublin 1999

Language: Polish

Price: free of charge

Resume: Public Administration has been presented in a context of management. Three spheres of management in PA have been discussed: finances, personnel and information.

Contact:

*Dr. Agnieszka Pawlowska*

*phone: +48-81-532 42 78*

*fax: +48-81-532 66 10*

*e-mail:*

*pawlowsk@socrates.umcs.lublin.pl*

**Publications of the Ukrainian Academy of Public Administration, Kiev, Ukraine**

**"Administrative Procedures and the Supervision of Administration in Hungary, Poland, Bulgaria, Estonia and Albania"**, SIGMA PAPERS No. 17; translation from the SIGMA publication (in French) into Ukrainian.

Resume: The paper focuses on administrative institutions and administrative law in five countries of Central and Eastern Europe. The major objective of the report is to describe the current position of each of the country and to identify area which demand further consideration.

**"Integrating People Management into Public Service Reform"**, PUMA Series - OECD Publications; translation from the PUMA publication (in English) into Ukrainian

Resume: The report presents the results of a study on human resource management reform undertaken by the OECD countries between 1993-1995. Using surveys and selected countries' case studies, the monograph identifies the factors driving human resource management reforms in different countries.

While analyzing lessons drawn from these experiences by practitioners and policy makers, the report identifies promising reform strategies aimed at building more productive, performance-oriented and responsive public service.

**"Civil Service Legislation Contents Checklist"**, SIGMA PAPERS No. 5; translation from the PUMA publication (in English) into Ukrainian

Resume: A permanent and professional public service is the instrument to implement major democratic changes and eco-

conomic reforms in the countries of Eastern and Central Europe. But these countries have no recent tradition of specific public service legislation. The checklist is intended to provide a means of ascertaining whether matters commonly included in public service legislation of OECD countries have been considered and developed in a particular statute or legislation.

### **“Civil Service Systems in the UK, Ukraine, France and Russia : A Comparative Study”**

Y. Poliansky, S. Ozirska; Ukrainian language

Resume : The comparative study applies the unified scheme to look at the institutions, legal-regulatory basis, relationship with political actors and communities, and the reforms of the public service in the four countries. Due - July 1999.

### **“Public Administration and Administrative Law in Contemporary Ukraine: Current Reform Issues”**

I. Koliushko, V. Averianov (editors); Ukrainian language

Resume: In the broad light of the administrative reform the paper looks at the forthcoming changes. It focuses on the following issues: reform of the administrative law, legislative amendments and improvements, restructuring of the central government apparatus, differentiation between political figures and professional public servants, transformation of the system of public control and monitoring to fit into the administrative reform, new forms of management of public servants,

Contact person :

Ms. Olena Kulenkova

Phone: +380-44-446 0452

fax: +380-44-446 9436

e-mail:

ekulenkova@academy.kiev.ua

### **Publications of the Kharkiv Branch of the Ukrainian Academy of Public Administration, Kharkiv, Ukraine**

#### **“Basis of the Theory of Rights”**

Academic handbook; A.A.Nechytailenko; Firm “Consum”; Russian language; Resume: This academic handbook considers issues on the origin and essence of rights; analyses interaction between the legal norms and other social norms which regulate different relations in the society.



#### **“Actual Problems of Public Administration”** Scientific Manual # 1(3),

Resume: assistance to the development in the sphere of science “Public Administration”, exchange of the experience on the problems of public administration and local government (economic, legal, political, sociological, philosophical, educational, social problems).

#### **“Actual Problems of Public Administration”**; Scientific Manual a 2 (4),

Resume: Special issue of this manual contains materials on scientific and practical conference held in Kharkiv on the 12<sup>th</sup> May, 1999 dedicated to theoretical and practical questions of social state formation under present conditions of the Ukrainian society’s transformation.

Contact:

Grigoriy Mostovyi, phone: +380-572- 218 691, fax: +380-572-213

266, e-mail:

kpuapa@cki.ipri.kiev.ua

### **Publications of the Lviv Branch of the Ukrainian Academy of Public Administration, Lviv, Ukraine**

**“Intro to Political Science”**, Vol. 4; Borys Kuhta, Orest Krasivskyi, Andriy Lipentsev, Anatoliy Chemerys, Publisher: Kalvaria; Language: Ukrainian; Price: 12 UAH

Resume: The following subjects of Political Science are considered: Geopolitical measures of international politics, comparative analysis of political systems, political conflicts, safety issues, political forecasting, and some actual problems of Ukrainian foreign policy.

**“Basics of Political Science”**, Crib 4, International Politics; Boris Kuhta; Publisher: Kalvaria; Language: Ukrainian; Price: 3 UAH; Resume: The content of this crib corresponds to the content of the 4<sup>th</sup> part of a set of lectures “Basics of Political Science” and serves as a methodological guide to it.

**“Organizational Basis of European and World Integration”**, Yaroslav Malyk, Orest Krasivskyi; Publisher: UAPA; Language: Ukrainian; Price: 10 UAH; Resume: Organizational, political and legislative basis of European and world integration are being considered, role of NATO, OON, EU, CIS in this process, links of Ukraine with different international structures.

**“Theory and Practice of the State Consolidation in Ukraine: History and Modernity”** – proceedings of the conference held on May 7, 1999; Anatoliy Chemerys (Ed); Publisher: UAPA; Language: Ukrainian

Contact:

Natalia Parasiuk, phone: +380-322-593 463, fax: +380-322-593 463, e-mail: [ih-paras@city-adm.lviv.ua](mailto:ih-paras@city-adm.lviv.ua)

Publications of the PARTNERS ROMANIA, Foundation for Local Development, Bucharest, Romania

**“The Councillor as Guardian of the Environment”**, translation from the United Nations Centre for Human Settlements (Habitat) publication 1997 (in English) into Romanian language  
Resume: An essay and workshop for local elected leaders on environmental governance with emphasis on adopting environmentally sound technologies

**“Total Quality Maintenance in Local Government Operation and Maintenance”**, translation from the Training Materials Series of United Nations Centre for Human Settlements (Habitat) into Romanian language  
Resume: Urban Management Programme, in order to assist participants, working in teams, to learn more about TQMn, develop analytical and problem solving skills by taking in-depth look at one Operation and Maintenance problem situation from their own organization and hand-on approach to learning.

Contact person :

Ms. Ana Vasilache

Phone: +40-1-312 6165

fax: +40-1-310 0092

e-mail: [fdlsp@mail.sfos.ro](mailto:fdlsp@mail.sfos.ro)

## Visiting Professors



**Aaronson W. E., Associate Professor of Healthcare Management,** Dept. of Risk, Insurance &

Healthcare Management, The Fox School of Business & Management, Temple University, Philadelphia, USA

Professional & Research Interests:

- International health services research and management – focused interest on CEE, New Independent States of the former Soviet Union; particular interest in policy incentives and behavioural effects during market and health system reforms in former communist countries. Telemedicine and system development.
- Organisation and financing of chronic care services with focus on information systems, care coordination and case management; organisation of health and health related professionals.

Courses taught

- Health Services Organisation and Management
- Epidemiology and Public Health (Managerial Epidemiology)
- Medical Care Organisation
- Organisation of the Health Services System

Languages:

- Conversational Russian with greater proficiency in written Russian; Understanding of other Slavic languages (Polish, Slovak, Serbo-Croat)

Dr. Aaronson has received a Fulbright Senior Scholars Award for the University of Matej Bel, Banska Bystrica, Slovak Republic for the Fall, 1999 term.

Contact:

Faculty of Economics,  
University of Matej Bel,  
Tajovskeho 10,  
975 90 Banska Bystrica,  
Slovak Republic  
phone: +421-88-446 321, 446 2313  
fax: +421-88-4152 788

e-mail: [nemec@econ.umb.sk](mailto:nemec@econ.umb.sk),  
[waaron@sbm.temple.edu](mailto:waaron@sbm.temple.edu)

**Munday Dr.**, Field of Expertise: Obligation Law, University of Cambridge, UK, Period of the visit: September 1999

Contact: Yordanka Nikolova, Law Faculty, Burgas Free University, Burgas, Bulgaria, phone/fax: +359-56-295 67, e-mail: [dana@mx.bfu.bg](mailto:dana@mx.bfu.bg)

**Ashmore Dennis**, Field of Expertise: European Law, University of Cambridge, UK, Period of the visit: October 1999

Contact: Yordanka Nikolova, Law Faculty, Burgas Free University, Burgas, Bulgaria, phone/fax: +359-56-295 67, e-mail: [dana@mx.bfu.bg](mailto:dana@mx.bfu.bg)

**Visiting Professors at Academia Istropolitana Nova, Sv. Jur, Slovak Republic**

**Horvath Julius**, Field of Expertise: Macroeconomics, Econometrics, Central European University, Budapest, Hungary, Period of the visit: one year

**Klisz Christopher**, Field of Expertise: Macroeconomics, University of Pittsburgh, USA Period of the visit: two years

**Owen Thomas H.**, Field of Expertise: Public Administration, Environmental Information Law, Environmental Auditing and Liability, General Environmental Policy, Harvard University, Harvard Institute of International Development, USA, Period of the visit: two years

**Tegze Miron**, Field of Expertise: Microeconomics, Charles University, Prague, Czech Republic, Period of the visit: two years

Contact:

AI Nova, Prostredna 13,  
900 21 Svaty Jur,  
Slovak Republic,  
phone: +421-7-44970 453,  
fax: +421-7-44970 455,  
e-mail: [ainova@ainova.sk](mailto:ainova@ainova.sk)

## NISPAcee Occasional Papers Call For Papers

NISPAcee is working on launching its academic publication series called "OCCASIONAL PAPERS in Public Administration and Public Policy" which will be published quarterly and distributed together with NISPAcee Newsletter starting from the Fall of 1999.

Papers should be written on relevant public administration and public policy issues based on empirical investigation carried out in CEE countries. If a paper is written in a native language, a three-page long English language summary could be submitted with the bibliography of the

referred literature, and with information about the length of the whole paper. Those authors whose papers are selected for publication will receive a modest honorarium.

Contributors are invited to send their papers (hard copy and an electronic format as well) to the NISPAcee secretariat before these deadlines in 1999:

- September 31, 1999
- December 31, 1999

Further information available from the NISPAcee Secretariat.

## Announcement of a Discussion Papers Series

### Published by the Local Government and Public Service Reform Initiative (Affiliated with the Open Society Institute)

Areas of particular interest:

- Sub-national governmental finance, fiscal decentralisation, and financial management; local development; legislative frameworks for decentralisation; local decision-making and citizen participation; corruption, transparency and ethics; social service delivery, particularly to the elderly and the unemployed; ethnic conflict, multicultural politics, and local governance; urban services and infrastructure; and organisations management.

Interested individuals are requested to send a three-page English summary of

their papers. If a paper is selected for publication, LGI will arrange for its translation from the national language into English. Please send proposals to:

*Dr. Bohdan Krawchenko (LGI)  
Ukrainian Academy of Public Administration, 20 Eugene Pottier Street, 252057  
Kiev, Ukraine  
Tel.: (380-44) 446-0452,  
fax: (380-44) 446-9436,  
E-mail: bk@ipa.freenet.kiev.ua  
Local Government and Public Service Reform Initiative (affiliated with the Open Society Institute), Nador utca 11,  
1051 Budapest, Hungary*

## Sigma And Other Publications - Translation Into CEE National Languages

NISPAcee announces the extension of the project for 1999 with the following deadlines:

- September 30, 1999
- December 31, 1999

Goal of this project is to translate SIGMA\* and other relevant publications from English to CEE national languages based on requests and needs of governmental institutions or NISPAcee member institutions from CEE countries.

### How to apply:

- Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in CEE.
- 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).

Please send letters of inquiry and applications to NISPAcee Secretariat.

## Alena Brunovská Award For Teaching Excellence In Public Administration

The NISPAcee Secretariat must receive nominations by 1<sup>st</sup> December of the year preceding the award (e.g. 1 December 1999 for the award presented in 2000).

Further information is possible to obtain from previous issue of Newsletter, NISPAcee web site (<http://www.nispa.sk/news>) or directly from the NISPAcee Secretariat.

### Call for Donors to the monetary prize of Alena Brunovská

Interested donors are invited to contribute. Contributions can be accepted by cheque, credit card, or bank transfer in USD.

Accepted credit cards:

American Express, Visa, Eurocard / MasterCard  
(contact NISPAcee secretariat for bank information)

## NISPAcee Summer School 2000 in Estonia

### “Ethics and Responsibility”

14 th-29th July, 2000

From the year 2000, NISPAcee would like to continue organizing summer school but with a special focus on young university teachers with the aim to encourage new methods of teaching and to provide a forum for the exchange of ideas and the development of research methods.

NISPAcee Steering Committee selected the topic, “**Ethics and Responsibility**” for the Summer School 2000 and initiated an international summer school offering the co-operation to the Estonian Institution of Public Administration and the Department of Public Administration and Social Policy at Tartu Univer-

sity. The purpose of which, considering the above mentioned problems, to help in overcoming these shortcomings and to promote the quality of teaching ethics.

The international summer school can contribute to this purpose through its two tighter goals.

First, the summer school is focused on young teachers, preferably in their graduate studies, who are working on the development of an ethics course. Participants are drawn from NISPAcee member institutions from all CEE countries. This contributes to the meeting of different empirical experiences, and enables the comparison and

to supplement various curricula, and also to exchange knowledge and ideas on research methods.

Secondly, young teachers as a focal group of the international summer school, form a strong basis for the training of instructors in near the future in their homeland. This contributes to dispersing the consciousness of ethics as an academic discipline as well as comprehension of ethical conduct principles among wider publicity.

#### *Application:*

All relevant information and application forms for the Summer School 2000 will be available from the NISPAcee Secretariat and on the web site <http://www.NISPA.SK/events.html> in **SEPTEMBER 1999**

## Call for Participation

### Working Group on Better Quality Administration for the Public

The core research problem for the Working Group is *how to improve the quality of public administration in the service of the ‘citizen’* - a term which covers individual citizens, non-governmental organisations (NGOs) and small and medium sized enterprises (SMEs). (See last issue for details on the establishment of the Working Group). The Working Group will focus on a set of core research questions in carrying out comparative empirical research, which will initially be restricted to a limited number of fields:

#### **Research questions**

How does the public administration in transition countries:

- tailor its actions to the expectations and needs of the public?

- assess the quality of its actions?
- incorporate information about its performance?
- deliver better quality policies, decisions and services to its public?

#### **Research fields**

- policy making processes (information, consultation, impact assessment)
- promotion of entrepreneurship (reducing administrative burdens, public/private partnerships, regional and local economic development)
- service delivery (assessing needs and preferences, third sector delivery, ensuring choice and equal access)
- training and human resource management (performance

indicators, incentive structures, awareness raising)

A set of detailed ‘Guidelines for Research’ to be conducted under the auspices of the Working Group will be made available on the NISPAcee website together with a ‘Call for Papers’ (to be found at [www.nispa.sk](http://www.nispa.sk) under ‘News’ then ‘Events’). If you are interested in participating in the Working Group please contact the co-ordinators, at the email addresses below.

#### *Co-ordinators of the working group:*

*Joanne Caddy, SIGMA, Paris, France*

*e-mail: [joanne.caddy@oecd.org](mailto:joanne.caddy@oecd.org)*

*Mirko Vintar, University of Ljubljana, Slovenia*

*e-mail: [mirko.vintar@vus.uni-lj.si](mailto:mirko.vintar@vus.uni-lj.si)*

## The 8th NISPAcee Annual Conference

# Call for Papers

### “Ten Years of Transition: Prospects and Challenges of the Future for Public Administration”

Budapest, Hungary, 13<sup>th</sup>-15<sup>th</sup> April, 2000

The NISPAcee Annual Conference is a forum for experts, scholars, researchers, public servants and practitioners of public administration and management in Central and Eastern Europe (CEE). The focus of the 8th NISPAcee conference will be on the state of public administration in CEE countries after ten years' transition and, at the same time, on the challenges that public administrations in these countries will face at the beginning of the next century, including the European integration process as an impetus of reform in many CEE countries. The conference's objectives are to analyse the lessons learnt, to identify the principal challenges that remain and, most importantly, to develop viable solutions.

The conference will consist of two working sessions with a direct focus on the conference theme and several working groups on topics that generated considerable interest among NISPAcee members. The working sessions and working groups will be led by specialists who will run interactive discussions directed at exploring the subject and reaching conclusions regarding future research and directions. The conference language is English.

### WORKING SESSIONS

#### A. Working Session: European Integration as an Agent of Public Administration Reform: Impact on Countries in Transition

Many of the countries who have applied to become EU members have progressed quite far in meeting the requirements of the Association Partnerships in terms of incorporating many parts of the *acquis* and transposing many of the Community's legal rules into their national law.



In this working session NISPAcee aims to analyse the effects of these legal changes, identify the many remaining challenges for CEE public administrations to integrate successfully with the EU, and analyse the relevance, advantages and disadvantages of this process for the NIS countries, if applicable. The tempo of reform engendered by the EU accession process has placed the changes in the CEE pre-accession countries at the vanguard of the entire agenda of public administration reform.

The working session programme will be structured around the following themes:

#### Developing Administrative Capacity to Meet the Requirements of EU Membership

What efforts have been made to upgrade general administrative capacities to meet the demands and criteria of EU membership? The area of necessary reform is large: increasing the performance orientation of management; attracting and retaining highly qualified staff; ensuring the impartiality of the civil service; improving human resource management; strengthening public confidence in the public service; reducing the opportunities for corruption; changing civil service laws to integrate European service and ethical considerations; embedding civil service values in administrative institutions; improving the effectiveness of institutional structures; improving the quality of legal regulations; and more. What barriers have been encountered? Even though countries are at different points on the reform path, what prospects and plans for future reform are shared? To what extent will the OECD/SIGMA's definition of a "European Administrative Space" help in planning, measuring and prioritising reform?



### **Developing Sustainable Training Systems**

Training systems are an essential component of other assistance measures, such as the Twinning programme, whose benefits may be captured only with a strong training system and improved human resource capacities. The subject of much debate in recent years, training remains, however, an obdurate area of organisational reform. What is necessary to go from plan to action in the area of training for European integration? Can too much planning stifle action? What mechanisms have proven necessary for the institutionalisation of successful long-term training of civil servants?

### **Facing Dilemmas and Resolving Conflicts**

The urgency of the integration process and the enormity of tasks that are necessary to complete may create distortions. Can the haste to conform to EU priorities draw resources and energy from the tasks of public administration modernisation? Are academic and training investments balanced in view of the long-term healthy development of public administration capacity? Is it possible to maintain historical peculiarities – culturally determined institutions and procedures – given the pressures towards harmonisation? Is the “Europeanisation” of the transformation process a purely healthy phenomenon? Also, are the standards demanded by the EU reasonable and

realistic? And are there other, better ways to categorise and assess progress in the pre-accession process?

### **B. Working Session: Learning from Transition & Challenges of the Future**

Ten years of transition has led to different achievements in different countries. Examples of successful Public Administration progress and reform, as well as failures vary from one country to another. The candidate countries to EU have to deal with *aquis communautaire* and the specific challenges of EU integration on their public administration systems. What are the challenges faced by all states in the CEE and NIS regions? All have undergone post-communist transformations and are fundamentally reforming their political, economic and administrative institutions, although not all in view of EU membership. But how similar is this process from country to country? The relative advances of several CEE countries are serving as models for some of the less-advantaged states. Reforms and solutions to difficulties developed in the CEE countries could be of utmost relevance to the NIS states due to the historical and institutional similarities between the transition countries.

The working session programme will be structured around the following themes:

### **Developing Public Administrative Capacity: Successes and Failures**

What has been achieved? What are the lessons learned from successive waves of public administration in a given country or in the region? What are the tasks for the development of sustainable and successful training systems? This working session will also address the issue of how to increase systemic capacity for learning from experience – both failure and success – for the benefit of future public administration reform.

### **“Europeanisation” without the EU? The Effects on the Newly Independent States**

What is the relevance, the advantages and disadvantages of this process of European integration in CEE for the NIS countries? Designing administrative mechanisms for the effective implementation of new laws and improving the reliability of the public service is a common necessity throughout the region. Training is a universal need. To what extent are the developments in the NIS states affected by the developments in CEE and the impact of a broader process of “Europeanisation.”

### **Steering Public Administration into the next Century**

What are the main challenges for public administrations in CEE and NIS countries in the years ahead? Promoting democratic consolidation and economic development while preserving

social unity, pluralist societies, and the rule of law are likely to be enduring ones. The capacity to adapt to changing external conditions and the ability to attract and retain the human potential are just two of the key factors which will determine the quality of public administrations in the region.

## WORKING GROUPS

Three working groups have been established under NISPAcee's auspices on topics that generated considerable interest in past conferences. The working groups aim to meet and discuss results of research conducted in the previous year during the annual conference. These working groups are open to new contributors and have issued a call for participation and papers in the topics listed below (more detailed information about the working groups may be found in the Spring 1999 issue of the NISPAcee Newsletter or on the NISPAcee website).

Proposals for new working groups on topics, which generated considerable interest among NISPAcee members, could be also considered within the deadline announced below. The



proposals have to be submitted by the working group co-ordinator and must include:

- The theme of a working group
- Identification of coordinators, including their CVs

- Description of the content, goals and objectives
- List of working group participants, and each participant has to apply individually for participation in the conference with all required documents described below, including an abstract of a paper

### 1. Working Group on Politico-Administrative Relations

Co-ordinators:

*Tony Verheijen*

*UNDP, Slovak Republic*

Contact:

*Tel: +421-7-5933 7111*

*Fax: +421-7-5933 7451*

*e-mail: Tony.Verheijen@UNDP.org*

*Alexandra Rabrenovic, Belgrade*

*University, Yugoslavia*

Contact:

*Tel: +381-11-3241 505*

*Fax: +381-11-3221 299*

*e-mail: saska@nomos.ius.bg.ac.yu*

The aim of this WG is a multi-disciplinary analysis of the main causes of the stalemate in the development of politico-administrative relations in Central and Eastern Europe, drawing on insights from history, law, political science and sociology, using comparative analytical methods.

The working group's activities started with the development of the comparative protocol for the study of politico-administrative relations carried out by the co-chairs in April-June 1998.

This was followed by

the production of a first set of country studies and a comparative analytical paper, all presented at the NISPAcee Annual conference in Sofia (March 1999). At this conference several areas for thematic studies were identi-

fied, and a sub-group on thematic papers will start working for now.

If you are interested in participating in the Working Group please contact the co-ordinators.

### 2. Working Group on Better Quality Administration for the Public

Co-ordinators:

*Joanne Caddy, SIGMA, Paris, France*

Contact:

*Tel: + 33-1-45 24 13 77*

*Fax: + 33-1-45 24 13 00*

*e-mail: Joanne.Caddy@oecd.org*

*Mirko Vintar, University of Ljubljana, Slovenia*

Contact:

*Tel: +386-61-168 6374*

*Fax: +386-61-168 6204*

*e-mail: Mirko.Vintar@uni-lj.si*

Ensuring quality requires the public administration to: tailor its actions to the expectations and needs of the public it serves; assess its performance; and incorporate this information into efforts to bring about improvements. Among the issues to be addressed by this Working Group are: promoting and measuring quality within the public administration, the role of public consultation in improving the quality of policy-making, and reducing administrative burdens (such as those generated by EU accession).

A set of detailed 'Guidelines for Research' to be conducted by the Working Group will soon be available on the NISPAcee website together with a 'Call for Papers' setting out the schedule by which the work will be carried out.

If you are interested in participating in the Working Group please contact the co-ordinators.

### 3. Working Group on System of Social Security with Special Emphasis on Problems of Unemployment, Poverty and Gender

Co-ordinator:

*Janos Hoos, BUES, Budapest, Hungary*

Contact:

Tel: +36-1-121 620 16

Fax: +36-1-121 620 16

e-mail: [janos.hoos@jku.bke.hu](mailto:janos.hoos@jku.bke.hu)

In the former socialist countries in Eastern-Central Europe and the former Soviet Union, one of the key issues is how to build a sound and efficient social security system compatible with a modern market economy. In the face of severe social problems, in part inherited from the old



system and in part engendered by the process of the economic and political transformation, there is a pressing need for solutions. This Working Group seeks to make a contribution towards this goal through its research activity which will focus on: systems of social security with special emphasis on unemployment, poverty, and youth and gender problems in transition countries.

The Working Group recognises that its "comparative advantage" lies in its first-hand knowledge of the conditions in the region, and bases its work on field studies to produce country case studies. The case studies

integrate theoretical considerations of social security policy and systems, the lessons of the advanced market economies and the field studies conducted in the countries of group members. These studies constitute the basis for the exchange of knowledge on social security systems in a range of countries and for developing recommendations for future policy-making.

If you are interested in participating in the Working Group please contact the co-ordinator.

#### APPLICATION PROCEDURE

##### The participants

Scholars and practitioners of public administration/public policy are invited to submit

analytical papers.

Junior researchers (Ph.D. candidates and research assistants) are particularly encouraged to apply. Participants can be of any nationality, however funding for travel and accommodation costs can be offered (on a

limited basis) only to nationals of NISPAcee member countries.

##### Applications

Applicants are to submit an abstract of a paper that fits one of the Working Session or Working Group themes (maximum two pages), a completed application form (available on the NISPAcee homepage or from the NISPAcee secretariat), and their curriculum vitae, all in English, in electronic form (could be sent via e-mail), by fax or regular mail.

Abstracts are to contain the following components:

- First sentence: a statement of the objective of the paper or project

- A statement of the hypothesis
- A description of the methodology of analysis
- A description of the expected findings/conclusions

##### Selection criteria

The NISPAcee Steering Committee will select the papers to be presented according to the following criteria:

- The nature of the topic and its relevance to the working session/working groups
- The specificity of the research topic and/or case example
- The scholarly quality of the paper (is it concise, clear, and structured?)
- Strong preference will be given to analytical papers based on empirical evidence

##### Deadlines

The deadline for submitting applications is **15<sup>th</sup> October 1999**. The NISPAcee Steering Committee will select papers by the end of November 1999, and inform all applicants before December 20. Final versions of the selected papers are to be sent to NISPAcee Secretariat by March 15, 2000. Papers will be distributed to participants and co-ordinators of working sessions and working groups before the conference. This will enable necessary preparation for active in-depth discussions during the conference.

##### Contact person

*Applications and inquiries are to be addressed to:*

*Viera Wallnerova*

*NISPAcee*

*Hanulova 5/B*

*840 02 Bratislava 42*

*Slovak Republic*

*Tel/Fax: +421-7-642 85 557,+421-7-*

*642 85 357*

*e-mail: [viera@nispa.sk](mailto:viera@nispa.sk)*

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## **NISPAcee**

is an international, non-governmental and non-profit organization. Its mission is to foster the development of public administration education and training programmes in post-Communist countries.

## **NISPAcee Membership**

Presently, the NISPAcee enlists 88 Institutional members (from 19 countries), 23 Associate members (from 14 countries), and 128 Observers (from 27 countries).

## **New Institutional members of the NISPAcee:**

Club "Economika 2000", Sofia, Bulgaria;

American University in Kyrgyzstan, Bishkek, Kyrgyzstan;

Viitorul Foundation, Chisinau, Moldova;

Institute of Regional Economics & Management, St. Petersburg State University, St. Petersburg, Russia

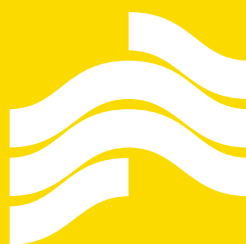
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- The Local Government and Public Service Reform Initiative, Open Society Institute, Budapest, Hungary - The Austrian Federal Chancellery in particular the Austrian Federal Academy of Public Administration, Vienna, Austria - SIGMA/OECD, Paris, France (SIGMA-Support for Improvement in Governance and Management in Central and Eastern European Countries is a joint initiative of OECD/CCET and EU/PHARE mainly financed by EU/PHARE) - The Pew Charitable Trusts, Philadelphia, Pennsylvania, USA - National Association of Schools of Public Affairs and Administration, Washington D.C., USA.

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 fourth issue of volume VI. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is September 15, 1999.



## **NISPAcee Secretariat**

Hanulova 5/B

840 02 Bratislava 42

Slovak Republic

tel/fax: +421 (7) 6428 5357, 6428 5557

e-mail: [nispa@nispa.sk](mailto:nispa@nispa.sk)

<http://www.nispa.sk>