



**Volume XV • No. 3 • Summer**

# news 2008

## **Administrative Territorial Division as a Starting Point for Local Self Government Development: Necessity of Reforms**

**Hovhannes Harutyunyan, Rector of the Public Administration Academy of the Republic of Armenia**

Since the time of the promulgation of Armenia's independence, the country's population, authorities and various specialists have attached much importance to the issue of the administrative-territorial division of the republic. This topic has not been underestimated since the adoption of the Constitution and implementation of the new administrative-territorial division of the country.

The assessment of the formation of the local self-governance system in the Republic of Armenia leads us to state that in order to ensure its further development, it is necessary to undertake certain systemic changes within. In particular, the existing administrative-territorial division does not make it possible to expand its influence, but rather it impedes its further progress. Hence, taking into account the importance of the issue under consideration, let us try to present the need for administrative-territorial reform in Armenia, as well as the existing standpoints on its conception.

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The experience of the past years has identified the positive and negative aspects of the existing administrative-territorial division. In our opinion, the positive aspects are as follows:

- Transition from the previously effective governance system executed through councils to the marz and local self-governance system and the enhancement of the importance and role of local self-governance as the foundation for stable development of democratic institutions and the economy;
- Augmentation of administrative territories previously existing i.e. 3 – 4 administrative regions are incorporated in one marz and due to this, the reduction in staff involved in governance functions.

Among the negative aspects are the following:

- The creation of a single-level system of local self-governance and exclusion of the second level (elimination of regions);
- Combined with the augmentation of administrative territories (formation of marzes), it failed to provide wide authorities for local self-governance bodies;
- Creation of small and weak communities lacking the ability to deliver services to the population,
- The declarative nature of authorities granted to marz administrations, lack of mechanisms for their implementation as well as the absence of a law on territorial governance,
- Lack of due consideration to the extremely complex landscape, surface fragmentation, diversity of climate conditions, zoning peculiarities of the republic, absence of a

single transportation system, and remoteness of some communities from marz centres creating difficulties in ensuring regular communication between communities and marz centres, historically formed common infrastructures and certain contradictions between former regions, their customs and characteristic features.

We are convinced that the 1996 administrative-territorial division of the country has adversely affected the social-economic situation in some regions. The administrative centres of the former 37 rural regions, which ceased to be, have moved backwards in all aspects. The fact of being an administrative centre played a key role, not only for the development of the regional centre itself, but also for the settlements under the latter's subordination. However, it would be a mistake to state that the only reason for such a decline is the administrative-territorial division. In fact, it is due to the peculiarities of the transition period. The move from the previous system to the local self-governance system being under formation creates difficulties for efficient governance.

At present, there are two options for administrative-territorial division:

- Return to the territorial division existing prior to 1995 i.e. 37 administrative regions. The advocates of the previous administrative-territorial division do not provide new justifications and arguments, fully convinced of its efficiency;
- Another proposal is made by S. Melkumyan, doctor in geography, Head of the Chair of Economic Geography of the State Economic University of Armenia. He believes that the administrative-territorial

division of the country during a transition period should be implemented through the formation of relatively small units, taking into consideration the features of complicated natural conditions, the generalities of a single transportation system and infrastructure in general, instead of the augmentation of administrative units, such as the existing system. Given the above mentioned requirements, it is suggested to divide the territory of the republic into 19 marzes including Yerevan city, instead of the previous 11. In both options suggested, priority is given to the formation of relatively small units, which, in the opinion of their advocates, would make the state governance more efficient in places. In both cases, emphasis is placed on marz or regional division, through which state governance is executed. Still, neither of these have any provision for local self-governance. Thus, the self-governance system is dropped from the context of administrative-territorial division. In solving the problem of administrative-territorial division, emphasis should be placed on the development of local self-governance, retaining for the marz structures only the solution of state-related problems in regions.

The European Charter is an integral part of the RA legislation; it acts directly and is a serious incentive for further development of local self-government and an administrative-territorial system in Armenia. The principles of the European Charter enhance the local self-governance and administrative-territorial constitutional system, in particular, the right to form community units and unions.



1. The rights of communities: in exercising their authority whereby they are entitled to co-operate within the limits established by law, amalgamate with other communities in order to resolve issues of common interest;
2. The right of communities to form associations in order to protect common interests and goals, as well as co-operate with similar structures of other states for achievement of the said goals.

The development of the RA administrative-territorial system is also documented in the RA Law 'On local self-governance'. Based on the Constitution and the conceptual provisions fixed in the European Charter, the law in turn, fosters the development of the administrative-territorial system. In particular, the community as a subject of private and public law, is acknowledged as a legal entity, whose founder is the community population, while administrative borders are established under the Law on administrative-territorial division, with the following governance bodies: the Head and Council (avagani) of the community elected by the population, their authorities and ownership are prescribed under the law. The community has its own budget.

Another article defines the administrative territory of the community as an administrative-territorial unit comprised of

one or several settlements with consolidated common territory. This provision is the foundation for the process of community augmentation.

One of the self-governance principles is the community's right given to jointly resolve certain problems pursuant to the procedure established by law, as well as the possibility of the formation of inter-community associations.

The law has a separate chapter devoted to the formation of inter-community associations, as well as their governance bodies and authorities, particularly:

- In order to jointly resolve certain community-related problems and reduce the costs associated with them, communities are entitled to initiate inter-community associations acknowledged as legal entities;
- In order to enhance the solution of inter-community problems, an association council will be established, comprising community leaders, who shall elect a chairman from among their members. The council shall appoint an executive manager.

Apart from the above mentioned, the RA Civil Code grants communities, as legal entities, an opportunity to form unions and associations, which complete the legislative prerequisites of administrative-territorial reform.

Another prerequisite for the formation of an optimal administrative-territorial system is the situation in marzes and communities. Marz administrations lacking relevant mechanisms for execution of the authorities granted to them, in fact, intrude into the sphere of local self-governance, thus significantly impeding the activities of communities. The law provides communities, irrespective of their size and financial resources, with the same authority, though small communities are not in a position to exercise a significant part of the powers granted to them. It is in the public's interest that citizens, irrespective of their place of residence, receive quality services. For the efficient solution of this issue, the following factors will have much influence:

1. The grand total of the actual budgets of all RA communities makes up only 5 – 6 % of the consolidated state budget;
2. The number of communities (926) is rather large for the population of Armenia equaling 3 million, due to which, scarce financial resources are scattered. Therefore, small communities (comprising the majority of all communities) with their existing financial resources are not in a position to execute even the mandatory functions delegated to them. This is in direct contradiction with the vital interests of the public.



3. Under the Law on Local Self-Governance, the state delegated a number of powers to communities, which, from 1996 to the present time, have neither been financed, nor had any procedure developed for their actual execution. Therefore, the authorities delegated are not implemented by the majority of communities, or are executed partially by large communities at the expense of their scarce resources. Even if the delegated authorities are financed and their execution procedures developed, the majority of communities will not be able to adequately implement them due to the lack of technical means and relevant specialists.

In order to cope with the above mentioned problems, it will firstly be necessary to significantly decentralise financial resources, increasing the ratio of community budgets in the state budget to 20 – 25 per cent. However, it is more important to form an optimal administrative-territorial system of territorial governance and local self-governance, which will enhance an efficient and targeted use of human and financial resources in marzes and communities.

The reform of the local self-governance system is directly linked to the optimal administrative-territorial structure. As a result of administrative-territorial reform, it is necessary to develop legislative amendments, which will suggest a solution to certain issues related to the formation of an optimal governance structure in territories.

Augmentation of communities and marzes:

1. Increase the size of communities through consolidation of merged or neighbouring communities, thus signifi-

cantly reducing their number; centralise financial resources; reduce administrative expenses and as result, increase the financing of mandatory functions. Under the law, marzes should execute state and legal control over the development and implementation of territorial development programs and activities of communities. Resulting from the augmentation of marzes, administrative expenses related to territorial governance will be reduced, along with a decrease in the unnecessary intervention of marz administrations in the affairs of communities.

2. Distinguish and acknowledge as separate independent units the communities which, owing to their financial resources, are capable of fully implementing the entire scope. This would apply to communities with 20,000 population and above;
3. Small communities should be consolidated in inter-community unions, being empowered to execute the functions which small communities are not able to implement on their own.
4. Given the peculiarities of city-related issues, and in order to jointly implement these functions, to form pursuant to the law, a union of Yerevan district communities.

This conception will be fully reflected in the legislation complementing the system of territorial governance and local self-governance. According to this, the following provisions should be documented:

- The principles and mechanisms of augmentation of marzes and communities;
- The list of communities acknowledged as independent units;

- The communities incorporated in inter-community associations and their administrative borders;
- Bodies of inter-community associations and the procedure of their formation;
- Authorities of marz and inter-community associations;
- Bodies of union of Yerevan district communities;
- Authorities of union of Yerevan district communities;
- Sources of budget of the Yerevan district communities union.

After making these changes, based on the reform results, it would be necessary to document the developments of the administrative-territorial system in the Constitution. In our view, it should, in particular, incorporate the following directions:

- Accept the second level of local self-governance and acknowledge inter-community unions as administrative-territorial units, whose governance bodies will be elected by the population via direct elections;
- Form a two-level local self-governance system in Yerevan city, under which the city council (avagani) and mayor, elected through direct voting, will be responsible for the execution of city-related functions, while district functions will be executed by currently acting bodies of district-level local self-governance, also elected through direct elections. Their appointment should be excluded.

Based on the views presented and their separate directions, we believe there is a need for methodological changes in the effective financial reconciliation mechanism.



## to Web Sites



<http://www.garnet-eu.org/Mobility.279.0.html>

GARNET mobility packages are intended to foster the integration of researchers in the network as well as to benefit the joint activities and research areas of the project. GARNET is a European Commission – funded Framework 6 Network of Excellence on “Global Governance, Regionalization and Regulation: The Role of the EU”.

Applications are made jointly by the researcher and the host institution. CPS (Center for Policy Studies Central European University, Budapest, Hungary) would be interested in cooperating with other researchers for the next round of mobility applications. For possible CPS involvement contact Lilla Jakobs, CPS Program Manager, at jakobs@ceu.hu.



<http://www.edumigrom.eu>

The Center for Policy Studies at CEU has just launched **EDUMIGROM**, a three-year research project titled *Ethnic differences in education and diverging prospects for urban youth in an enlarged Europe*. The project aims to conduct a comparative investigation in ethnically diverse communities with second-generation migrants and Roma in nine countries of the European Union. The project is funded through the 7th Framework Program of the European Commission, and was launched on March 1, 2008. The project involves 10 partner institutions from across Europe and is led by the Center for Policy Studies at Central European University in Budapest Hungary.



[http://www.soros.org/initiatives/fellowship/focus\\_areas/guidelines](http://www.soros.org/initiatives/fellowship/focus_areas/guidelines)

The Open Society Institute (OSI) has recently launched a new fellowship program to support outstanding idea entrepreneurs from around the world. The Open Society Fellowship enables innovative professionals – including journalists, activists, scholars, and practitioners – to work on projects that inspire meaningful public debate, shape public policy, as well as generate intellectual ferment within OSI. The fellowship focuses on four areas: National Security and the Open Society; Citizenship, Membership and Marginalization; Strategies and Tools for Advocacy and Citizen Engagement; and Understanding Authoritarianism. Fellows’ projects may include books, articles, outreach for documentary films, online media, and efforts to seed new campaigns and organizations. Applications are reviewed on a rolling basis and there are no deadlines. The fellowship does not fund academic study, including dissertation research.



<http://www.civicwatch.eu>

The Local Government and Public Service Reform Initiative of the Open Society Institute has funded the establishment of a *Network on Structural Funds Impacts and Transparency*. The network is coordinated by the Slovak Governance Institute, and will assist independent experts and civil society groups to monitor the transparency and impact of EU structural funds.

## Calendar of Events

**July 2 – 4, 2008, Conference  
“Economy in Society. Actors,  
Relations, Institutions”**

**Place:** Krakow, Poland

**Organiser:** Research Network of Economic Sociology of the European Sociological Association (ESA); Faculty of Applied Social Sciences, AGH – University of Science and Technology, Krakow, Poland

**Working language:** English

**Contact:**

*Maria Nawojczyk,  
e-mail: maria@list.pl,  
web: [http://www.wnss.agh.edu.pl/esa\\_esrn\\_conference/](http://www.wnss.agh.edu.pl/esa_esrn_conference/)*

**July 7 – 18, 2008, Summer  
School “Central-Europe and the  
European Union”**

**Place:** Győr, Hungary

**Organiser:**

The Batthyány Lajos College

**Working language:** English

**Contact:**

*Dr. Peter Smuk,  
phone: +36-70-207 8797,  
e-mail: blszk@yahoo.com,  
smuk@sze.hu*

*web: [http://www.sze.hu/blszk/sscalls\\_en.htm](http://www.sze.hu/blszk/sscalls_en.htm)*

**August 25 – 29, 2008, Confer-  
ence “The Impact of the Eu-  
ropean Union on Democratic  
Consolidation in Eastern Eu-  
rope”**

**Place:** Freiburg, Germany

**Organiser:** Institut für politische Bildung Wiesneck, Landeszentrale für politische Bildung Baden-Württemberg, Aussenstelle Freiburg Arnold Bergstraesser Institut

**Working language:** English

**Contact:**

*Anitta Orzan,  
e-mail: anitta.orzan@politik.uni-freiburg.de*

**August 25 – 29, 2008, The 4th  
International Summer Institute  
“Measuring Performance in  
Public Administration”**

**Working language:** English

**Place:** Latvia, Tukuma district

**Contact:**

*Mr. Janis Andzans,  
e-mail: janis.andzans@mk.gov.lv,  
The State Chancellery of the  
Republic of Latvia,  
phone: +37106708983,  
web: [www.summerinstitute.eu](http://www.summerinstitute.eu)*

**September 4 – 5, 2008, The 10th  
International Human Resourc-  
es in Public Administration  
Conference**

**Place:** Olomouc, Czech Republic

**Organiser:** Ministry of Interior in cooperation with Palackeho University in Olomouc and the Olomouc Region

**Contact:**

*fmensik@mvo.cz*

**September 25 – 27, 2008, 15th  
Days of Slovene Public Ad-  
ministration: EU and Citizens  
– Partners?**

**Organizer:** Faculty of Administration, University of Ljubljana, Slovenia

**Place:** Portoroz, Slovenia

**Target group:** academics and researchers from universities and scientific institutions as well as practice experts from national and international institutions concerned with the public administration field

**Language:** Slovene and English

**Participation fee:** 450 EUR

**Deadline:** September 11, 2008

**Contact:**

*e-mail: dsu@fu.uni-lj.si*

**October 2 – 3, 2008, The 22nd  
Annual Conference of ENTO  
(European Network of Train-  
ing Organisations for Local and  
Regional Government)**

**The main theme:** For Dynamic Local and Regional Public Policy – Training for Innovation, Innovation in Training

**Working language:** English, French, Italian

**Place:** Desenzano (near Brescia), Hotel Acquaviva del Garda, Italy

**Contact:**

*Jana Voldanova,  
FALA, Czech Republic,  
phone: +420 222 316 878,  
e-mail: voldanova@vcvscr.cz  
or PREFERABLY:*

*Larissa Kireeva,  
Council of Europe, Strasbourg,  
France,*

*phone: +33 388 413 252,*

*fax: +33 388 413 747,*

*e-mail: larissa.kireeva@coe.int,*

*web: [www.entonet.org](http://www.entonet.org)*

**October 10 – 11, 2008, Conference  
“Challenges to Democratic  
Governance in New Democracies in  
CEE and the Balkans”**

**Place:** Budapest, Hungary

**Organiser:** Center for the Study of Imperfections in Democracy (DISC) at Central European University, Freedom House Europe and Junior Chamber International

**Working language:** English

**Contact:**

*e-mail: disc@ceu.hu,  
web: <http://www.disc-ceu.org/events/october-conference>*

**November 2008, Course “EU  
Public Policy: From Agenda  
Setting to Policy Formulation  
and Policy Decision Making  
and Through to Policy Imple-  
mentation”**

**Working language:** English

**Place:** Department of Public Economics, Faculty of Economics and Administration, Masaryk University, Czech Republic

**Contact person:**

*Lenka Jilková,  
e-mail: jilkova@econ.muni.cz*

**November 2008, Course  
“Economic Aspects of the  
Transition Process”**

**Working language:** English

**Place:** Autumn semester 2008, Faculty of Economics and Administration, Masaryk University, Czech Republic



**Contact:**

Libor Zidek,  
e-mail: zidek@econ.muni.cz

### Workshops of LGI/OSI, Hungary

**Working language:** English

**November 3 – 7, 2008, Topical Issues in Curriculum Development Workshop: Incorporating Diversity in Public Administration Higher Education**

**Co-organizers:** Managing Multiethnic Communities Program (MMCP), Local Government and Public Service Reform Initiative (LGI) – Open Society Institute, Center for Policy Studies (CPS) – Central European University and Curriculum Resource Center (CRC) – Central European University

**November 21 – 27, 2008, Training of Diversity Trainers: Basic Skills and Competencies for Teaching Diversity Management**

**Organizer:** Managing Multiethnic Communities Program (MMCP), Local Government and Public Service Reform Initiative (LGI) – Open Society Institute

**November 4 – 8, 2008, Introductory Training for Policy-makers: Ethnic Diversity and Public Service Delivery**

**Organizer:** Managing Multiethnic Communities Program (MMCP), Local Government and Public Service Reform Initiative (LGI) – Open Society Institute

**November 23 – 27, 2008, Ethnic Diversity and Inclusion in the Local Public Policy Process**

**Organizer:** Managing Multiethnic Communities Program (MMCP), Local Government and Public Service Reform Initiative (LGI) – Open Society Institute

**November 23 – 27, 2008, Mainstreaming Minority Rights into the Local Public Policy Process Workshop 2 within the 4<sup>th</sup> MMCP Diversity Management Training Jamboree**

**Organizer:** Managing Multiethnic Communities Program (MMCP), Local Government and Public Service Reform Initiative (LGI) – Open Society Institute

**Contact:**

Meghan Simpson,  
LGI Research Associate,  
e-mail: LGIResearch@osi.hu,  
Timea Toth,  
LGI Program Coordinator,  
e-mail: ttoth@osi.hu

### Events of the Center for Policy Studies Central European University, Budapest, Hungary

**Working language:** English

**June 30 – July 6, 2008, Summer University Course “Climate Change: An Interdisciplinary Inquiry”**

**Contact:**

Borbala Varga,  
phone: 36-1-327-3118,  
fax: 36-1-235-6170,  
e-mail: sun\_climatechange\_2008@ceu.hu  
web: <http://www.sun.ceu.hu/climatechange>

**November 3 – 7, 2008, Workshop: Incorporating Diversity in Public Administration Higher Education**

**Contact:**

Lilla Jakobsz,  
phone: 36-1-327-3132,  
fax: 36-1-235-6170

**Deadline for applications:** September 15, 2008

Applications should be submitted by email

### Events of ReSPA (Regional School of Public Administration), Paris, France

**Working language:** English

**June 17 – 20, 2008, Seminar “Management of Education and Training in Public Administration and Local Government”**

**Organizer:** ReSPA in cooperation with the Greek National Centre for Public Administration and Local Government

**Place:** Athens, Greece

**September 23 – 24, 2008, Workshop – Expenditure Management Training**

**Organizer:** ReSPA in cooperation with the Centre of Excellence in Finance

**Place:** Belgrade, Serbia

**October 13 – 17, 2008, The 3rd ReSPA Annual Conference “Managing the Stock of Legislation”**

**Place:** Ljubljana, Slovenia

**Contact**

Web: <http://www.respaweb.eu/>

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

**October 6 – 8, 2008, Public Private Partnerships (PPP) – Practitioners’ Workshop: Making Public-Private Partnerships Work – A Practical Guide**

**Place:** Maastricht (NL)

**October 9 – 10, 2008, Beyond Community Law: Handling Alternative Instruments in EU Policy**

**Place:** Maastricht (NL)

**October 9 – 10, 2008, Competition Issues and Financial Services**

**Place:** Maastricht (NL)

**October 9 – 10, 2008, Annual Seminar: Legal Aspects of Money**

**Place:** Luxembourg

**October 9 – 10, 2008, The European Social Fund 2007 – 2013: More and Better Jobs – Making Implementation a Success**

**Place:** Milan

**October 13 – 14, 2008, The Role of Intercultural Dialogue on Free Movement of Persons and Relevant Financial Instruments**

**Place:** Maastricht (NL)  
**October 23 – 24, 2008, State Aid Policy and Practice in the European Community – An Integrative and Interactive Approach**

**Place:** Maastricht (NL)

**October 27 – 28, 2008, Better Regulation: An Introduction to Principles, Concepts and Actions**

**Place:** Maastricht (NL)

**October 30 – 31, 2008, Implementing the New Structural Funds Regulations**

**Place:** Maastricht (NL)

**November 3 – 4, 2008, Managing Change in Public Administration**

**Place:** Maastricht (NL)

**November 6 – 7, 2008, Financial Management of EU Structural Funds**

**November 06 – 07, 2008,**

**Place:** Maastricht (NL)

**November 6 – 7, 2008, Public Private Partnerships: PPP Audit – and How to Ensure that Value for Money Really Happens**

**Place:** Maastricht (NL)

**November 13 – 14, 2008, European Company Law**

**Place:** Luxembourg

**November 20 – 21, 2008, European Negotiations II, You and the EU: Techniques to Manage Interpersonal and Intercultural Relationships in European Negotiations**

**Place:** Maastricht (NL)

**November 20 – 21, 2008, European Social Funds (ESF) Support for Public Administrations, Social Partners and SME Development in 2007 – 2013**

**Place:** Maastricht (NL)

**Contact:**

*Joyce Groneschild,*

*e-mail: j.groneschild@eipa-nl.com*

## Grants / Studies / Internships

### Special tender by DAAD for short-term scholarships at German universities

**Institution/Organiser:** Deutscher Akademischer Austauschdienst (DAAD)

**Kind of support:** scholarship

**Duration:** Between March 1, 2008 and January 31, 2009

**Place:** Germany

**Topics:** DAAD offers a special tender for students, graduates, young scholars and professors who are interested in doing scientific research at a German university in the course of this and the beginning of next year. The grants can be used for at least a one-month stay in the above-mentioned period at the German university where requested. Research Scholarships require the work on a scientific topic that was approved by the German host chair where applied for admission.

**Eligibility:** Scholarships for students, graduates and academics from South-East Europe (Western Balkans) for studies or research internships and stays at a German university. The scholarships are primarily for the following countries: Albania, Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia (including Kosovo UNMIK). Scholarships for Stability Pact for South Eastern Europe countries (such as Croatia, Slovenia, Bulgaria, Romania, Hungary, Moldova) can only be requested, when applications from the first-named group are handed in for consideration.

**Deadline:** ongoing

**Contact:**

*Dr. Patricia Schneider,*

*e-mail: schneider@ifsh.de,*

*web: www.ifsh.de*

### Master's in International and Development Economics (MIDE)

**Institution/Organiser:** The FHTW Berlin (Berlin's largest University of Applied Sciences)

**Kind of work:** The programme is a full-time Master's degree programme in "International and Development Economics" (MIDE), taught entirely in English. Designed for students from developing and transition countries as well as from Germany and other developed countries with a special interest in the economic challenges facing "Third World"-countries, the programme prepares students to work in areas related to global economic affairs and development.

**Duration:** Starting on April 1, 2009 (18-months)

**Place:** Berlin, Germany

**Eligibility:** The MIDE programme has been established for students who have a first degree in economics/business administration or in other social sciences with a focus on economics.

**Deadline:** September 30, 2008

**Contact:**

*Prof. Dr. Sebastian Dullien,  
FHTW Berlin – University of Applied Sciences, Fachbereich 3  
Department of Economics I,  
Treskowallee 8, 10313 Berlin,  
Germany,*

*e-mail: dullien@fhtw-berlin.de,  
web:*

*http://www.mide.fhtw-berlin.de  
under "Prospective Students"*



## Recent Publications



### Leadership and Management in the Public Sector: Values, Standards and Competencies in Central and Eastern Europe

Eds. Laszlo Vass, Olena Kulenkova-Orzhel, Christopher Pollitt, 2008

Proceedings from the 15<sup>th</sup> NISPAcee annual conference held in Kyiv, Ukraine, May 17 – 19, 2007 contains selected papers. The main theme was leadership and management in the public sector and how to build a strong public service. While the critical and decisive role of leadership and management in the public sector is almost a cliché, the reality is that there is relatively little knowledge available about the transformation of the earlier dominant and politically determined CEE public leadership into a new, professional, democratic, managing leadership in the post-communist era. Likewise, there is only limited knowledge of how the newly emerged politico-administrative dichotomy in the region has influenced the formation of its managing leadership and how this dichotomy, in turn, has been influenced by the region's leadership and managers.

**Contact:** NISPAcee Secretariat

### NISPAcee Journal of Public Administration and Policy



Volume I, Number 1, 2008,  
Ed. Juraj Nemec, 2008

The first issue of a series of annual volumes devoted to public administration and policy.

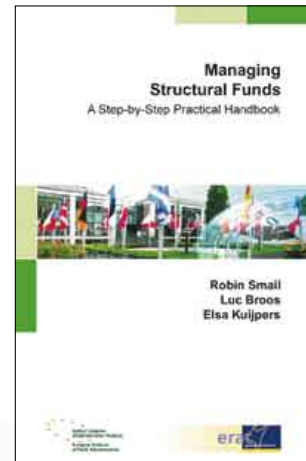
**Contact:** NISPAcee Secretariat

### Transylvanian Review of Administrative Sciences, Nr. 22, February 2008



Publisher: PA Department, Faculty of Political, Administrative and Communication Sciences, Babes-bolyai University, Romania

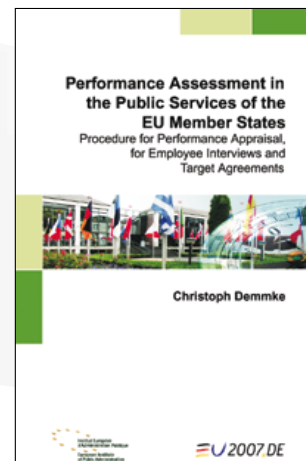
**Contact:**  
Cristina Mora,  
e-mail: [cristina@rtsa.ro](mailto:cristina@rtsa.ro)



### Managing Structural Funds: A Step-by-Step Practical Handbook

**Authors:** Robin Smail, Luc Broos and Elsa Kuijpers

**Publisher:** EIPA, 2008, 262 p.  
ISBN-13 978-90-6779-207-3



### Performance Assessment in the Public Services of the EU Member States: Procedure for Performance Appraisal, for Employee Interviews and Target Agreements

**Author:** Christoph Demmke

**Publisher:** EIPA, 2007, 131 p.  
ISBN-10 978-90-6779-205-9

**Contact:**

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web: [www.eipa.nl](http://www.eipa.nl)

# The 16<sup>th</sup> NISPAcee Annual Conference

## Public Policy and Administration: Challenges and Synergies

May 15 – 17, 2008, Bratislava, Slovak Republic

The 16<sup>th</sup> NISPAcee Annual Conference, organised in co-operation with the Institute of Public Administration, Bratislava, and the Institute of Public Policy, Comenius University, Bratislava, was attended by more than 220 participants from 36 countries from all over the world. This included 18 CEE countries covered by NISPAcee's institutional membership.

NISPAcee would like to thank the local organisers, the Institute of Public Administration, represented by Dr. Stanislav Konecny and his colleagues, and the Institute of Public Policy, represented by Assoc. Prof. Ludmila Malikova and her colleagues, for the great organisation of the conference, financial support and preparation of social events which created a very amicable and pleasant background for conference participants.

NISPAcee would also like to thank the Local Government and Public Service Reform Initiative affiliated with the Open Society Institute, Budapest, Hungary that financially supported the meetings of the several working groups and contributed to the success of the conference.

We must also extend our appreciation to programme coordinators of the different conference sessions and working groups for their contribution to the high scientific and academic value of the entire event.

The conference began with welcoming and opening speeches presented by *Mzia Mikeladze*, NISPAcee President, Centre for

Training and Consultancy, Tbilisi, Georgia, *Stanislav Konecny*, Director of the Institute of Public Administration, Slovakia, *Andrea Elchekova-Matisova*, Head of representation of the European Commission in the Slovak Republic on behalf of Jan Figel, European Commissioner for Education, Training, Culture and Youth, *Pawel Swianiewicz*, LGI Steering Committee Representative, University of Warsaw, Poland, *Ben Slay*, Director of

The morning plenary session ended with the presentation of the NISPAcee **Alena Brunovska Award for Teaching Excellence in Public Administration** to *Prof. Attila Agh*, Corvinus University of Budapest, Hungary who delivered a paper "Synergies and Conflicts between Policy Regimes and Political Systems".

The next part of the conference programme consisted of **the working sessions** on the main



From the left: *Andrea Elchekova-Matisova*, *Pawel Swianiewicz*, *Mzia Mikeladze*, *Ben Slay*, *Almaz Atnafu*, *Stanislav Konecny*

UNDP Regional Centre, Slovakia and *Almaz Atnafu* on behalf of Guido Bertucci, the Director of DPADM, UNDESA, New York, USA, followed by presentation by Slovak expert, *Emilia Sicakova-Bebelava*, President of Transparency International Slovakia.

The keynote presentation was made by *Barbara Kudrycka*, Minister of Science and Higher Education, Poland.

conference theme, general sessions, meetings of **seven working groups and Panel Sessions and Forums** which enriched the programme of the conference with new information, presentation of new initiatives and new opportunities for collaboration with external organisations as well as within NISPAcee:

- **Forum of Heads of Schools and Institutes of Public Administration**
- **Panel on Getting Public Administration Reform to Work**
- **Panel on the European Accreditation of Public Administration Programmes**
- **Panel on Policy Analysis Development Issues**
- **Panel on Governance Practices and Public Services in Transylvania**
- **Panel of Health Policies and their Implementation**
- **Panel of the Institute of Public Administration, Bratislava**

The NISPAAce Business Meeting was, as usual, on the conference programme. The annual reports (activities, finances) and future plans were presented to representatives of the NISPAAce members and other participating guests.

The election of a new NISPAAce President was an important part of the programme. To replace **Mzia Mikeladze**, Georgia, who finished her term as President but still remains a Steering Committee member, the NISPAAce Steering Committee members elected **Gyorgy Jenei**, Corvinus University of Budapest, Hungary.

The closing plenary session was open by **Mzia Mikeladze** and reports from all sessions and working groups (short summary below) and the report of the conference general rapporteur, **Jak Jabes**, National University of Singapore were presented.

The Award for NISPAAce Best Graduate Student Paper was presented to the winner **Ms. Astghik Mavisakalyan**, Armenia, PhD student at the University of Sydney, Australia for her paper "Development priorities in an emerging decentralised economy: The case of Armenia local development programs".

## Report of Panels and Forums

Several panel sessions and forums were included in the conference programme.



*From the left: Ludmila Gajdosova, NISPAAce Executive Director, Mzia Mikeladze, NISPAAce President, Barbara Kudrycka, Minister of Science and Higher Education, Poland, Attila Agh, Budapest, Corvinus University, Hungary*

The overall objective was the presentation of different projects and relevant activities, as well as to enable and facilitate an exchange of views, experiences and good practices among participants, institutions and countries.

### General Session

#### Chairs:

Wolfgang Drechsler, Tallinn Technical University, Tallinn, Estonia

Gyorgy Jenei, Corvinus University of Budapest, Budapest, Hungary

#### Speaker:

B. Guy Peters, University of Pittsburgh, Pittsburgh, United States

Presented papers covered various topics but all of them used the possibility to present the most interesting and recent

research results that they wanted to share and discuss with an international and knowledgeable audience. The presentations were followed by vivid discussions and the presenters received many comments and recommendations for the continuation of

their research projects. The session provided a comprehensive view on the various approaches to the main dilemmas connected to the changing role of modern governments in the Euro-Atlantic culture.

### Panel on Getting Public Administration Reform to Work

#### Chairs:

Michiel de Vries, Radboud University Nijmegen, Nijmegen, Netherlands

Veronica Junjan, University of Twente, AE Enschede, The Netherlands.

The goal of the Panel was to bring together the experiences of practitioners in public administration reform (consultants, local and foreign advisors) and research carried out by scholars in Public Administration on the



topic of public administrative reform and how to make it work.

The Panel was enthusiastically received: five papers were presented and over thirty attendees engaged in a lively discussion.



*The winner of NISPAcee Best Graduate Student Paper – Ms. Astghik Mavisakalyan, Armenia.*

The richness of the theme was reflected by the issues addressed in the papers: monitoring and evaluation, assessment of excellence, provision of technical assistance, the introduction of the position of public managers through a training programme, as well as an overview of the decentralisation process. Given the success of the panel in terms of the quality of the papers and interest shown by other conference participants, this dialogue is to be continued in the future.



*The winner of NISPAcee Alena Brunovska Award for Teaching Excellence in Public Administration – Prof. Attila Agh, Hungary*

## Panel on Health Policies and their Implementation

### Moderator:

Juraj Nemec, University of Matej Bel, Banska Bystrica, Slovakia

### Chair:

James Bjorkman, Institute of Social Studies, The Hague, The Netherlands.

The Panel's main focus was CEE health care policy and reforms and their specifics. Five papers were prepared for this panel; three of them connected dominantly to the main theme and two focused on selected delivery issues (e-health and marketing in hospitals).

The important part of the WS meeting was the discussion about future research projects in the area and possibilities to co-ordinate NISPAcee activities with other main international bodies, especially with IPSA RC 25 activities. All participants expressed the need to meet again during the next NISPAcee conference in Montenegro.

## Panel on Governance Practices and Public Services in Transylvania

### Chair:

Calin Hintea, Babes-Bolyai University, Cluj-Napoca, Romania

Twenty graduate students in public administration and public policy from

the School of Urban Affairs & Public Policy, University of Delaware and the Faculty of Public Administration, Babes-Bolyai University completed a two-week joint study of governance practices and public services in Transylvania, which is unique in higher education. Representatives from both universities presented collected information from jointly prepared research papers.

## Forum of Heads of Schools and Institutes of Public Administration

Advantages and Pitfalls of Using Innovative Delivery Methods in Teaching Public Administration and Public Policy

**1/ Topic:** Presentation of the experience of the Institute of Public Policy in using e-learning to teach public policy

### Chair:

Ludmila Malikova, Comenius University, Bratislava, Slovakia

**2/ Topic:** Good Practices to Mainstream Diversity into PA Education

### Chair:

Tamar Abdaladze, Zurab Zhvania School of Public Administration, Kutaisi, Georgia

## Report of Working session on the Main Conference Theme

### Coordinators:

Laszlo Vass, Budapest School of Communication and Business, Budapest, Hungary

Katarina Staronova, Comenius University, Bratislava, Slovakia

Six papers were presented at the main conference theme ses-

sion. Herrington Bryce raised the question of ethics in the policy process. Una Kelly gave an insight into Albanian Europeanisation, emphasising the role of the political leaders in the institutionalisation of an effective policy-coordination. Vladimir Benacek introduced the case of CzechInvest, a privatisation agency managing development policy. Terry Cox provided us with the first outcomes of a policy research in Hungary, and György Hajnal discussed the problems of the policy failure mechanisms in Hungary. Finally, Lesya Il'chenko-Syuyva and Olexandr Kiliievych shared their experiences about the policy-making process in Ukraine.

## Reports of Working Groups

### Working Group on Local Government

#### Coordinators:

Gabor Soos, Tocqueville Research Centre, Budapest, Hungary

Markku Temmes, University of Helsinki, Helsinki, Finland

The papers presented the experiences of local government and decentralisation in the 12 CEE countries. The scope of the themes was also wide from the general experiences in reorganising local government to many specific themes of local activities and decentralisation.

The presentations and discussions in the working group proved that much development had already taken place in local government development in CEE countries. It was also clear that this development had created more differences between national local government models between these countries. The need to have more comparative

research and analysis of successes and failures in various countries was obvious.

### Working Group on E-Government

#### Coordinators:

Ignace Snellen, University of Rotterdam, The Netherlands

Ljupčo Todorovski, University of Ljubljana, Slovenia

The focus of the workgroup

menting these strategies; some of them also analysed the effects of implementing the strategies. The paper from the Czech

Republic reports on a comprehensive analysis of benchmarking e-government, identified a number of limitations thereof, and proposed approaches to overcome them.

The paper from Slovenia was an empirical study of efforts for



*Working Group on Integrity in Public Governance*

in 2008 was planned to build up on an overview of the e-government development in Central and Eastern Europe, mainly by documenting good e-government practices in these countries, where good practices included both e-government projects and national strategies for development of e-government.

The papers were grouped into three sessions – two of them were dedicated to the theme of evaluation of e-government projects and national-level strategies and one to future prospects of e-government development. Authors from Bulgaria, Poland, Romania, and Turkey analysed the national-level e-government strategies in their countries. They mainly focused on identifying the critical issues in imple-

digital archiving of documents in the Slovene public sector, while the Austrian paper provided a glimpse into the usability of trusted computing platforms for improving the security of e-government projects.

In Bratislava, about 30 participants in total were present at our sessions.

Two major problems were identified with the e-government workgroup this year that we will attempt to address in future. First, there is an obvious lack of comparative studies that would go into the analysis of projects/strategies from different countries; namely, all the papers presented focus on a single country. The second problem is the inability of potential participants to attend the conference due

to financial issues. We plan to address both issues by proposing a new workgroup program that would focus on building an e-government learning platform. The platform to be built by the workgroup members would include a collection of innovative e-government projects from CEE countries and would allow workgroup members to conduct comparative studies and identify critical development (success and failure) factors. Next year's Call for Papers will be planned to encourage contributions to the learning platform. We will also apply for financial support for the workgroup, which would further motivate participation.

## Working Group on Integrity in Public Governance

### Coordinators:

Patrycja Joanna Suwaj, Polish Association for Public Administration Education, Bialystok, Poland  
Hans Rieger, DBB Akademie, Bonn, Germany.

In the working group, several dimensions of "Integrity Management" were discussed.

After a joint introduction of the programme and the participants, during the first presentations on Thursday 15<sup>th</sup> May, the group heard about and discussed the different problems in public procurement – the experience and the recommendations. We also discussed the possibility of a handbook and guidelines for Integrity Management.

The 2<sup>nd</sup> day began with a discussion on ethics. We spoke about the demands on ethical behaviour in the public service and especially on decision-making. Following this, there was a discussion on the ethics of taxpayers. In the afternoon, the idea for a handbook and guide-

lines were discussed and the first ideas were collected.

During the last working block on the 17<sup>th</sup> of May, the group came together to present and discuss an IT tool for procurement in Serbia. The tool, based on the regulations and recommendations for public procurement, showed the possibility to influence ethical behaviour through instruments such as this IT solution. In the last presentation, the current situation in different countries for combating corruption was analysed and discussed.

The group decided to continue the work on the "Handbook and Integrity Management". The possibility of joint work for a publication is now under preparation.

Administration, NAPA, Odessa, Ukraine

Michael Brintnall, American Political Science Association (APSA), Washington DC, United States

The Working Group studies how public administration education and public policy can improve multi-ethnic democracy. Papers this year examined public institutions: the ombudsman in Bulgaria, the minority self-government in Hungary, limitations of civil society in Uzbekistan and how EU rules may advantage stronger minorities over weaker ones, as faced by Tatars in Ukraine. We found language issues central, though variable, depending on the group's sense of discrimination and ability to mobilise resources. The group heard about PA education in Es-



*Panel of the Institute of Public Administration, Bratislava – Speaker: B. Guy Peters, USA*

## Working Group on Democratic Governance of Multi-ethnic Communities

### Coordinators:

Tamar Abdaladze, Zurab Zhvania School of Public Administration, Kutaisi, Georgia  
Natalya Kolisnichenko, Odessa Regional Institute of Public

tonia and Georgia and met with the Forum of Deans and Rectors of Schools. We find there continue to be too few resources to bridge social, economic, political and linguistic inequalities that limit the access of minorities to PA education.



## Working Group on Public Sector Finance and Accounting

### Coordinators:

Lucie Sedmihradská, University of Economics of Prague, Czech Republic

Mihály Lados, Centre for Regional Studies of the Hungarian Academy of Sciences

The objective of the 8<sup>th</sup> meeting of the Working Group was to look at local property tax in the context of local government revenue systems in light of fiscal decentralisation and to identify the main barriers of a more effective use of this local tax in CEE and CIS countries. Eleven papers from 8 countries were presented. Each presentation was based on a joint research protocol. Papers focused on tax on immobile property and we discussed who the taxpayers are, what the object of the tax is, what kind of rating is used and what the future prospects are for local property tax in each country.

Participants discussed the potential topic of the Working Group for the NISPAcee Annual Conference in 2009. More options emerged from the discussion, ensuring the activity of the Working Group for years. Finally, the group accepted the theme on municipal asset management for the next year.

## Working Group on Capacity Building of a Civil Servants' Training System According to EU Requirements

### Coordinators:

Eugenijus Chlivickas, Training Centre, Vilnius, Lithuania

Borissas Melnikas, Vilnius Gediminas Technical University, Vilnius, Lithuania

The following relevant problems were discussed: new challenges

to develop a public servants' training system under conditions of globalisation; EU enlargement and a knowledge society establishment; progressive experience of public servant's training accumulated through international practice; establishment and development of public servants' training systems and the development and implementation of national and international strategies for improvement of such systems.

It was decided that the content of the training and in-service training has to be relevant to the new requirements, pre-determined by EU enlargement and prospects of co-operation between the EU and other countries; the quality of training and in-service training has to comply with international standards and the latest requirements; processes of training and in-service training have to be increasingly internationalised.

## Working Group on Public Sector Transparency

### Coordinators:

Emilia Sičáková-Beblavá, Institute of Public Policy, Comenius University, Transparency International Slovakia, Bratislava, Slovakia

Katarína Staroňová, Institute of Public Policy, Comenius University, Bratislava, Slovakia

### Discussant:

Ronald Maclean Abaroa, World Bank

The working group session began with a discussion on the classification of anti-corruption tools from the perspective of policy instruments stressing legal, information, economic and administrative tools. As for the information tools, eight papers were presented and discussed. They focused on the implementation of access to information

acts in Slovakia and Poland, lobbying, transparency of political party financing, participation of central and local in the decision-making process, the use of web sites by local governments as well as the use of annual reports to increase the transparency of the central government level. Within the framework of economic anti-corruption tools, the anti-corruption effects of the 2004 active labour market policy reform in Slovakia was discussed. The approach to corruption by the utilisation of economic tools was also discussed in concrete practice in Columbia and Romania. Both presentations stressed the importance of leadership and anti-corruption education of local leaders who have the power to implement and enforce anti-corruption tools. Also two anti-corruption administrative tools were presented – the institute of special courts and court management.

The working group concluded with a discussion on anti-corruption tools.

Last, but not least, is the issue of sustainability. We found that the level of controversy is not a good guide to sustainability of the reforms. Surprisingly, the ideologically charged changes have high levels of sustainability even when they were initially controversial and the steps that have proven to be less sustainable are those where specific interest groups remain opposed and where the reform has not managed to create a powerful constituency in favour of the new status quo.

This Working group was supported by The Slovak Research and Development Agency.

## Policy Challenges in Central and Eastern Europe

Report by Jak Jabes, conference general rapporteur, Lee Kuan Yew School of Public Policy, National University of Singapore

The 16<sup>th</sup> Annual Conference of NISPAcee on the topic of Public Policy and Administration: Challenges and Synergies was a display of ideas, projects, presentations, new publications and the launching and first issue of a journal. This vibrant meeting bringing together some 200 plus academics from the region and elsewhere provides signs of an organization maturing into adulthood.

A number of indicators attest to the progress that NISPAcee has made. Membership has increased tremendously both in terms of numbers but also in terms of geography, conference locations are known years in advance, papers focus on strategic issues of the region with rigorous application of method and scientific approach, and interest lies in transition as well as accession issues.

While the call for papers had a long list of paper topics, in the end most submissions in one way or another revolved around issues of accession. How to learn from policy reforms targeting accession, how learning could be transferred; the impact of administrative reforms especially when they fail and the role of civil society occupied participants and presenters. The lively and animated dialogue following paper presentations and the panel discussions lead me to raise three issues which in my view catch the essence of the 2008 conference.

1. How to understand, explain and learn from success about and more importantly failure of our policies and our efforts

to improve governance especially in the CEE region?

Some presenters referred to the elitist nature of policies, policy making or institution building, citing this sometimes as a reason for failure as well. Understanding the motives that lead to failure is useful. Failures are due to disproportionately petty, self serving interests of policy makers, but also due regulatory impotence (wanting to be so lawful that you end up doing nothing) and because of implementation deals between authorities (often a form of corruption or integrity problem).<sup>1</sup> Policies, often fail, because those that design them or implement them fail us.

In his guest lecture Guy Peters said that we face the dilemma between decentralization and refocusing central government.<sup>2</sup> In many parts of Asia decentralization has been in the forefront of the policy reform process in governance for a long time now, and is seen as a panacea by local politicians and many citizens. I am not sure it has delivered on the promise, and Peters' suggestion of softer governance needs to be heeded.

The CEE region, as well as the whole geography covered by NISPAcee has to confront the realities of multi-ethnic communities. Co-existence is never easy and Europe has not been a model. There is need

for more policy work here in central Europe. Diversity enriches and we need to study what has failed in our policies and what can succeed and I hope that the working group that deals with this issue continues to find the support it needs for conducting such work.

2. How should accession be factored into our work?

If you have become a member of the EU there is no carrot anymore, none of the levers that led to the reform of public administration systems are there anymore. But there is a state of mind called "ACCESSION", and it's a state of mind shared by those who have accessed, those who are waiting to access and those who would like to access but know they never will.

Atilla Agh in his acceptance speech for the Alena Brunowska award led us on the subject. A keen EU observer, he referred to the "post accession crisis" as a serious crisis that required attention.<sup>3</sup> And this crisis has been faced by all the new EU states.

One of the key reasons for the accession crisis according to Agh is the lack of human capacity to take the newly acceding countries onto Europe. Additionally, there is reform fatigue due to 20 years of reforms, some of which were indigenous and some imposed by Europe. This has had effects on the Public Administrations of countries leading to re-polarization of the civil services, a capacity deficit to take in and ably use EU transfers, and the emergence in many ways of a class society among the civil servants, i.e. the Europeanized ones

1 Gyorgy Hajnal, Policy problems in Hungary: In search of new failure mechanisms

2 B. Guy Peters, address to the General Session

3 Attila Agh, Synergies and Conflicts between Policy Regimes and Political Systems

and those whose knowledge remain domestically focused only. A paper by Otola giving as an example a Polish municipality pointed out clearly that local civil servants needed to know methods of programming, monitoring and evaluation in order to be able to absorb EU funds.<sup>4</sup> This becomes a major problem when you start to multiply the amount of knowledge transfer needed to those that need to know.

Interestingly, researchers have been talking of the effects of EU, of the preparations required for membership, of what needs to be done, how institutions need to be transformed, but few have discussed and studied the change process itself. As we all know, a major literature exists on changing and developing organizations. Social scientists have put in place theory and practice, and published many success and few failure stories about the subject. It is now time to observe this process and explain it. In one of the papers, Kelly made the point clearly that accession while a political project, depends on administrative effectiveness for its success.<sup>5</sup> And so, what type of institution should you put in place or how do you transform an existing one is really an issue of change management, for which countries have little capacity, and Europe little interest because change management is never part of the assessment process. I guess I am making a plea here for some research dealing with the softer side of accession.

3. What is the space where politicians and civil servants can iron out their *modus operandi*?

Barbara Kudrycka, whom I know holds the subject close to her heart because she links it to ethics and integrity, led us on the subject with her opening speech of the conference and the issue has surfaced again during the workshops and discussion.<sup>6</sup>

Public policies require effective administration at all stages we were told by Pawel Swianiewicz.<sup>7</sup> And it is true that from formulation, to implementation to evaluation, we are after all in the hands of politicians and public servants. If it is the state's responsibility to serve its citizens, and undertake the policy cycle adequately then not only the quality of its public administration, but the relation that gets established between its politicians and civil servants is crucial. Sometimes this relation is well established through tradition or law, sometimes it degenerates into behavioral aberrations that must be avoided, which is what Minister Kudrycka tried to impress on us. Specially, addressing herself to the most senior civil servants, she simply said that it is time they behave well, as they are the models for the middle and lower level. In work done in Canada, we referred to these strata as the culture carriers in the public service ministries and agencies.<sup>8</sup>

Civil service issues have been key aspects of the NISPAcee

conferences in the past years. The focus used to be on civil service laws and structure of civil services, but now it has shifted to behavioral observations of key concerns, and there are two working groups dealing with integrity and transparency as such examples.

NISPAcee, during its conferences organizes two sessions, one called the main theme, and another called General Session. These sessions take place alongside the working group meetings. In the General session this year 7 papers were presented. Presentations from Bulgaria, Romania, Poland and the Czech Republic dealt among others on the fight against corruption, the impact of demographic decline, the role of public administration in the improvement of the economic competitiveness. The conclusion we can draw from these papers is that they do not deal with success stories. Gyorgy Jenei, the convener of the general session says, "No *panacea magna* exists. We have to be problem oriented and have to find the optimal combination of theories for mitigating or solving the problems of the region."<sup>9</sup>

I believe that these 3 points raised during this Conference can be framed as questions that the NISPAcee membership could address in upcoming conferences as well. They are questions that have been with us, in one way or another since NISPAcee existence, since the momentous changes of the post 89-90 period. They are not going away because they are central to the concern of this Network, which is improving public administration in the CEE region of the world.

9 Gyorgy Jenei, personal communication

4 Iwona Otola, Local development: The natural environment protection aspects  
5 Una Kelly, Relations between change management in government and policy coordination in light of EU integration

6 Barbara Kudrycka, Keynote address to 16<sup>th</sup> NISPAcee Conference

7 Pawel Swianiewicz, Opening Speech in Plenary session, 16<sup>th</sup> NISPAcee Conference

8 D. Zussman and J. Jabes, *The Vertical Solitude*, Halifax, Nova Scotia: The Institute for Research on Public Policy, 1989



## Invitation to

# the 17<sup>th</sup> NISPAcee Annual Conference

## “State and Administration in a Changing World”

Montenegro, April / May, 2009



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 various Working Groups, which will be announced for the conference.

### Main Conference Theme

The 17<sup>th</sup> NISPAcee Annual Conference invites papers discussing the role of state and public administration in the regions of Central and Eastern Europe and Central Asia and the Caucasus. The floor is open for theoretical and practical approaches, case studies and general analyses.

Far-reaching developments in the economic, social and political environment of the state have us revisiting basic issues on government, what its role and functions should be, what state and administration can and cannot do, what the failures and the successes are and how best to accomplish the latter. In the past decade, governments were able to solve many problems. They helped to deliver substantial improvements in education and health care and reductions in social inequality but government strategies and actions also led to some very poor outcomes. Today, states and administrations have many worries that they will not be able to adapt to social, political and economic demands

and challenges – both imagined and real.

Since the collapse of the totalitarian or authoritarian states, coupled with command and control economic systems, contrasting developments have been taking place in the former Soviet Union and Central and Eastern Europe. In some countries, governments are able to maintain a functioning market economy and a consolidated liberal democracy. In others, partially in response to the apparent failures of government interventions, states have opted for reforms minimising the role of the state. In a third group of countries, the stability of the state is threatened by economic difficulties, poverty and political tensions.

Only an effective state with its ability to enforce the rule of law can provide an adequate response to the challenges. Development requires that states play a catalytic, facilitating role, encouraging the activities of private businesses and civil society organisations. Neither state-dominated nor stateless development, seem to be viable options.

The role of the state and public administration as a partner, catalyst and facilitator differs in the countries of our region. The differences in size, ethnic make-up, culture, income, and political systems, etc. make every state unique.

What are the lessons of history and recent experiences? How can the state contribute more effectively to economic and social development? What are the crucial tasks and challenges

for state and administration? How can we find opportunities and how can we avoid failures? These are the key questions of the conference.

### General Session

In order to include a wide array of potential contributors and to make the NISPAcee Annual Conference even more attractive to Public Administration and Policy scholars, experts, and practitioners and to further enhance its position as one of the most important meetings in the field internationally, the 17<sup>th</sup> NISPAcee Annual Conference will include General Sessions, in which papers that cover topics,

which go beyond the conference or working group themes, can be presented. The only criteria for acceptance are (a) scholarly quality, (b) interest of the topic and (c) "from or about the region", i.e. papers should come from Central and Eastern Europe, Central Asia, and the Caucasus, or be about that region. Such sessions are intended to give scholars the possibility to present their most interesting and recent research which they would wish to share and discuss with an international and knowledgeable audience – and to give them the option to do this in the NISPAcee framework. As with all sessions, the

best papers will be published in the Conference Proceedings or NISPAcee Journal.

### Working Groups

The call for papers for Working Groups, which will be included in next year's conference, will be announced by the end of July, 2008.

### Deadline for applications to present papers: September 30, 2008

All additional information about next year's conference will be published on the NISPAcee website: [www.NISPA.sk](http://www.NISPA.sk)

## NISPAcee Journal of Public Administration and Policy

### Call for Papers

We invite colleagues to submit their research papers in English for review. Papers should be written on relevant public administration and public policy issues based on empirical investigation carried out in central and eastern European countries.

Manuscripts should be sent in electronic form at whatever time.

### Editor-in-chief

**Juraj Nemec**, Matej Bel University, Banska Bystrica, Slovakia

### Members of Editorial Board

**Geert Bouckaert**, Catholic University, Leuven, Belgium;

**Wolfgang Drechsler**, Tallin Technical University, Tallinn, Estonia;

**Gyorgy Jenei**, Corvinus University of Budapest, Budapest, Hungary.

Editorial correspondence, including manuscripts for submission, should be addressed to Mr. Juraj Sklenar, managing editor, e-mail: [sklenar@nisp.sk](mailto:sklenar@nisp.sk).

Manuscripts should be sent in electronic form. Guidelines for authors are available at the NISPAcee website.

More information: [www.nisp.sk](http://www.nisp.sk)

## Translation of Selected Publications into CEE National Languages

Goal of this project is to translate 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 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).

Please send letters of inquiry and applications to NISPAcee Secretariat.

### The deadline:

August 31, 2008

# news NISPAcee news news

## **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 128 Institutional members (from 23 countries), 32 Associate members (from 20 countries).

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

Crimean Center for Training and Enhancement of Public Servants, Local Government Servants, Public Enterprises and Public Agencies officers, Simferopol, Ukraine

**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 second issue of volume XII. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is August 31, 2008.



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