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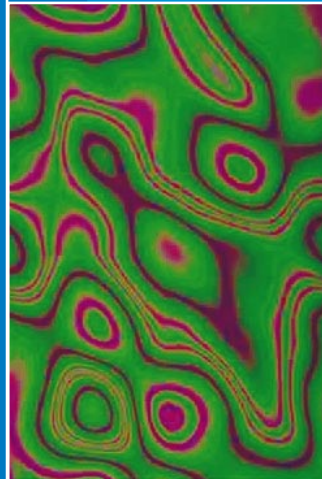
# news 2002

## Decentralisation – the Main Tool of the Public Administration Reform in Slovakia?

Prof. Juraj Nemec, Faculty of Economics, Matej Bel University, Banska Bystrica, Slovakia

It would be really difficult to find any developed or developing country not realising some kind of public administration reform, focusing on better administration for the public, increasing efficiency, and the effectiveness and quality of delivery of public services. Worlds like “better government”, “high quality governance” sound all over the world.

Reform targets are similar, differing mainly because of the different stage of the development of the society and because of different local values, but very difficult to achieve. Political and administrative powers represent in many aspects a monopoly, protecting its own interest, and responding very slowly to any external attempts to change.



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In this situation it would be surprising to find totally similar approaches to public administration reform in two or more countries, and it would be also be surprising to find reform tools and mechanisms with only positive impacts, fully working in any circumstances. The reality is that public administration reform trajectories more or less differ between countries, currently varying from incremental to radical “New Public Management” type of reform. And any reform is usually a story of successes and failures that is independent of what approach it represents.

Many mechanisms and tools are used to achieve expected reform goals in all countries. Some of them are almost universal, some of them relatively frequent, some rare. The success or failure of their implementation is not so simple to predict, because any local situation represents unique conditions, and the same change may cause similar, but also very different impacts.

Decentralisation represents one of the basic and almost universal reform approaches. With some simplification it represents transfer of powers, responsibilities and resources from central to lower level, from state administration to self-government on a macro-level, but also changes in systems of management of organisational units producing public services on a micro-level. Decentralisation is generally accepted as a reform tool with important potential, but also with some limitations. As there is not any only positive reform mechanisms, decentralisation has to be introduced with respect to a concrete reform environment, to

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avoid “unexpected” negative consequences of its implementation. In next text we will focus on the issue of decentralisation in the view of public sector reform in Slovakia.

## Decentralisation – potential and problems

Before coming to the concrete Slovak case, we introduce briefly the basic concepts connected with decentralisation as the tool of public administration reforms. There are many positive expectations connected with increased decentralisation, we mention just some of them.

One of the main principles behind it is the “subsidiarity” principle, telling us that public administration should operate on the lowest possible level to achieve optimum quality. Closer to the public it is expected that administrators and managers would do better to understand specific local needs and react better to them.

Decentralisation is also connected with increased motivation, resulting from a delegation of responsibilities and powers to a lower level, closer to “customers”, frequently uniform, where services are directly produced, and impacts more visible.

Decentralisation is frequently interlined with a higher chance of recipients of public services to control what is delivered, and by this becoming much more motivated to do this, enjoying increased quality and higher efficiency of public services as the result of better public control.

On the other hand decentralisation may increase direct and indirect costs. Economic theories suggest that many public services are connected with decreasing average costs with a growing scale of their delivery, at least to some extent, because of the better use of fixed assets.

Decentralisation may be limited by local capacities. Too small government units are expected to suffer from lack of competence and expertise, but also from lack of resources.

Expected positive impacts of decentralisation might be reversed also by so-called transaction costs. Increased local activity means more voices, sometimes contradicting each other – it would be hard to expect that there is any government intervention with only positive impacts to all affected. To handle the large scale of different interests is not simple, as it is well known, an ideal mechanism of collective voting does not exist in reality.

Finally it is necessary to stress that the success of decentralisation is very much linked to several preconditions that have to exist. For example to “make” subsidiarity principle to work, especially high quality local democracy, accountability and transparency, and many others.

### **Current public administration reform strategies and measures in Slovakia**

The year 2001 represents a period of the preparation of intensive public administration reform and implementation in Slovakia. Current “right-left” coalition set public administration reform as one of the main agendas of its election period, but lost a lot of time with the preparatory phase, and by discussing the contents of proposed measures.

A relatively small group headed by V. Niznansky, government appointee for the public administration reform, representing the liberal wing of the political spectrum prepared the basic concept of the reform. Proposed reform strategies were discussed in many public meetings, and consulted also with external foreign capacities (supported for example by the comprehensive Phare programme), however according to our meaning not all different voices were taken into the account. One of the main problems at this phase was the exclusion of the Ministry of Interior (responsible for public administration branch) from the entire process.

The product “Public Administration Reform Strategy” stressed low quality, too large a scale and inefficiency of public administration system, and proposed to start large decentralisation as the main trajectory to improve performance of public administration.

After publication of this strategy, a large political discussion commenced, and also coalition parties were not able to reach a consensus for a long time. Only one concrete, but highly controversial measure was adopted almost immediately – the target to decrease public employment by 10 % was announced, and a respective government decree issued. Most of the public bodies were able to resist, and the number of employees did not finally decrease, but actually rose.

The discussion about the reform strategy, as could be expected, was connected mainly with political and not factual aspects of the reform. With this, the main questions were protracted because there were a number of regions and election system. In this situation the future of the reform was unclear also at the end of 2000.

In 2001 Prime Minister Dzurinda called the realisation of public administration reform as the main government priority and in very short time all expected basic legislation was approved by the Parliament, especially:

- Civil Service Code (July)
- Public Service Code (July)
- Law on Creation of Territorial Self-Government - Regions (July)
- Law on Elections of Territorial Self-Government Bodies (July)
- Law on Transfer of Competencies of the State to the Regional and Local Self-Administration (September)
- Amendment of the Law on Municipalities (October)
- Amendment of the Law on Municipal Property (October)
- Law on the Property of Territorial Self-Government (October)
- Amendment of the Law on Budgetary Rules (October)
- Law on Remuneration and other Aspects of Performing the Position of the Head of Territorial Self-Government (October)
- Law on Financial Control and Audit (October)
- Law on Ombudsman (December)

From a “technical” point of view the most important was the Law on Transfer of Competencies, defining the set of competencies to be transferred to regional and local self-government. According to the law a really large number of competencies will be transferred in the next two years. Municipalities will get new responsibilities in areas of road communications, water management, evidence of citizens’, social care, environmental protection, education (elementary schools and similar establishments), physical culture, theatres, health care (primary and specialised ambulatory care), regional development and tourism. Regional self-government will be responsible for competencies in areas of road communications, railways, road transportation, civil protection, social care, territorial planning, education (secondary education), physical culture, theatres, museums, galleries, local culture, libraries, health care (polyclinics and local and regional hospitals), pharmacies, regional development, and tourism.

With this, a really large set of responsibilities will be transferred from the state to self-government, with expectations

that democratically elected regional and municipal parliaments will deliver better services to the public than state administration. We have to hope that such expectations will be confirmed by real praxis, at least in the medium and long-term perspective, but there are some serious doubts, as shown by next part.

### Possible barriers and negative consequences

Many experts, and now also Mr. Niznansky, who resigned from his position after the Parliament, voted for eight except of the proposed 12 regions, warned that there are many risks connected with too fast a preparation of respective laws and non-balance of reform measures.

The reform transfers from the state many competencies, some of them really sensitive (education, health care). The question is – will municipalities and regions be better managers than the state? Why?

Local democracy is not effectively developed in Slovakia, yet. Transparency and accountability are not the main public administration values today (for example several municipalities think that records from muni-

pal assembly meeting shall be not accessible by general public and voted for this). Citizen are not prepared to have effective control of local politicians and bureaucrats – after a long period of the former regime it is no surprise (only 26 % came to regional self-government elections in December). There is no external control mechanisms on local self-government level today in Slovakia, municipal controllers cannot do all that is necessary to avoid inefficiencies, and to combat the existence of corruption and clientelism on this level.

The costs to establish new structures will not be small, and might be increased by the allocated inefficiency of a new level of politicians. For example, the newly elected head of the Bratislava region called between urgent priorities and during his first day after the elections, and expressed dissatisfaction with the quality of car he should get to fulfil his tasks.

Another important factor undermining the possible success of the decentralisation might be finance. All public sector branches are under-financed in Slovakia today – or at best, public funds allocated cannot cover the full



costs of the provision of services at the current level of efficiency and at a current scale. Health care is the most apparent example - the debt of the branch increases from one day to another. The state promises to transfer services without previous debts, but to keep this promise will be very difficult, if not unrealistic. Also in the most optimistic case nobody can expect that hidden debt (for example in the form of capital non-investments) will be covered, too. More realistic is to expect that self-government will not have enough resources to develop or at least to maintain the transferred public services (comprehensive new rules of fiscal decentralisation were not voted on yet), causing public dissatisfaction.

Regional self-governments cover too small regions to be accepted by the EU as NUTS II. To compete for EU pre-accession and later (hope) structural and cohesion funds they will need to cooperate. Experience proves that this will be not be so simple because of many factors - as minimum transaction costs would increase.

The reform does not include many well-known necessary "micro-mechanism" to support better quality and a higher efficiency of public administration and public services, like the important changes in public financial management rules, rules to manage contracts, accountability mechanisms, real "ex-ante" audit, performance and outcomes management and audit, citizen charters, etc.

Many legislative documents were "developed" too fast. They include apparent mistakes, to be amended as soon as possible. In many cases there is no time to prepare all what is expected. The main example of this is the Civil Service Code, coming in force from April 1, 2002, but the Office for Civil Service will not start its real functioning before the end of 2001. To manage the transfer of

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existing civil servants to a "new" civil service and to introduce performance appraisals in the three remaining months is almost impossible.

### Conclusions

Most if not all experts would agree that decentralisation is important if not the most important tool of public administration reform, but also that it does not represent unique "all treating" medicine. Decentralisation has the same character as most of other reform mechanisms - it can bring both positive and negative effects, depending on local conditions, environment and connected complementary measures.

Slovakia in its current public administration reform stage introduced decentralisation as a dominant tool to change, but very many risks accompany such an approach, as was realised. Neither enough time was allocated to the preparation and later implementation of the necessary legislation, nor many necessary preconditions for success of decentralisation were created. With this, a lot of problems could be expected in the short-term perspective, but this is to some extent a necessary consequence of any reform. The medium and long-term perspective of reform results is non-predictable today. A supplementary missing mechanism might be created relatively fast, new elected regional (and soon also local) politicians might be responsible and accountable, and improvements would appear. We have to hope that this optimistic scenario will become a reality, opposite could very much complicate further steps of the transformation process in Slovakia, that should not lose its good chance to access EU with the first wave (in 2004?). Local capacities to complete the reform do exist, and this gives us some chance for optimism.

## Work Experience Agency for Civil Service Affairs of the Republic of Kazakhstan

The Agency for Civil Service Affairs was established on September 18, 1998 by a Presidential Decree. The Agency was assigned to implement a unified state policy in civil service area.

According to international experts' views, Kazakhstan has achieved significant progress in civil service reform and our approaches have attracted interest from many neighbouring states. To date, Kazakhstan is the only country on the CIS territory that has the most comprehensive democratic legislative framework of civil service with a well-developed management structure guided by a specialised authorised state body.

It is necessary to have two main conditions for the professionalisation of the civil service – personnel stability, to be achieved by effective social and legal protection, and continuous personnel training. All pre-conditions for this have been established in our country, therefore there is strong confidence that the Kazakh civil service will be professional and respond to requirements of the civil society of Kazakhstan.

The Kazakh model combines elements both of the career and position systems of civil service. Our model can approach both to career and position systems through making adjustments into qualification requirements

and rules on the procedure of conducting competitions.

The main features of the Kazakh model are:

- legislative separation of civil service positions into political and administrative
- compulsory competitive recruitment on entering and promotion in the civil service
- social-legal protection
- anti-corruptive nature of civil service legislation
- clear job classification in conformity with acting administration structure
- legal basis for qualification requirements to the administrative civil service posts
- periodic performance appraisal of civil servants

The control for civil service legislation performance, combating corruptive offences and conducting explanatory work with the public are one of the priority directions of the Agency's activity.

In conformity with the schedule, the Agency performs regular revisions in the state entities at the national and sub-national levels on the issues of civil service and anti-corruption legislation observance.

Personnel training and development is a crucial condition for a professional civil service. Civil Servants Training Concept (Government's Resolution No. 1706 dated November 13, 2000) developed by the Agency, proposes improvement of training quality and institu-

tional development of personnel training in the regions. In addition, a further improvement of the activity of the Civil Service Academy and expanding interstate relations in the civil servants training files aimed at the establishment of a comprehensive and effective training system.

For these purposes the Agency and its territorial branches in co-operation with akims of oblasts have established 14 regional civil service training centres. The Civil Service Academy is envisaged to become the Centre of Training Infrastructure aimed at performing personnel training for high managerial level through elite courses.

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By the initiative of the Head of the State, the Agency has started to establish the Eurasian Centre for Civil Servants Training in Astana (by analogy with the Joint Vienna Institute under IMF) on the logistical basis of the Eurasian University for "Training of Trainers" and development of specific training programmes. Currently this project is supported by the European Commission is planned for a three year period of implementation of co-operation with EEC

countries in the civil servants training field. The Agency holds on a regular basis foreign language courses, workshops, seminars and study trips abroad within the framework of implementation of international agreements with such counterparts as France, Spain, Russia, United States, Great Britain, Japan and others.

The Agency is conducting work on improving the legislative framework on the issues of co-ordination of state bodies in the training field, including abroad, development of unified civil service training standards, mechanisms of planning of training and allocation of state bids.

Since January 1, 2000 holding competitions for filling up administrative civil service positions is a compulsory norm implemented by state bodies in conformity with standard qualification requirements. The Agency and territorial branches perform one of the stages of the competition – testing of candidates for filling up vacant positions. During testing the candidates should prove knowledge of the Constitution, Laws “On Combating Corruption”, “On Civil Service”, and the Civil Code. In addition a non-oral logical test is stipulated for candidates.

The introduction of compulsory testing of candidates is an obstacle for non-competent, non-professional people to enter the civil service. State bodies make the final selection of candidates, who

have successfully passed testing.

The Agency is completing implementation of the republican civil service personnel management information system, which will become an effective tool of conducting competitive selection and performance appraisal, personnel management, monitoring and identification of the current status of civil service.

There have already been established 12 regional distance-testing centres except the Information and Testing Centre and by the end of this year there will be centres established in the remaining regions. Currently the Agency is working on the improvement of national tests and testing procedures.

The possibility of conducting testing on the computers connected to the central server of the Agency is provided through distance testing in the regions. This guarantees maximum objectivity and access to testing as tests are delivered from the centre through an “on-line regime” and the final results are given there as well.

The next step will be the introduction of specific tests for each sector specific ministry and agency. Tests will include not only assessment of knowledge of legislation but also help to identify required skills.

Besides, development and implementation of personnel management performance appraisal is currently being finished in the state entities. This mechanism based on

the rating system will be able to assess the activity of personnel departments and disciplinary boards, and to identify civil service needs in strengthening personnel management in the sector and regional aspect.

Civil Service reform aimed at improving the efficiency of the state apparatus is one of the factors facilitating economic development in Kazakhstan. There are two crucial conditions required for professionalising the civil service – stability of personnel, which can be achieved by efficient social and legal protection, and continuous personnel training. All pre-conditions for this have been established in our state, therefore there is strong assurance that Kazakh civil service will be professional and meet the Kazakh civil society needs.

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## Call for LGI Research Interns Summer 2002

LGI is currently accepting applications for our research internship program. Interns will work at the LGI office, located in the Budapest headquarters of the Open Society Institute. The internship cycle will begin in the May and last for a period of four months (from May 15 to September 15, 2002).

### Qualifications

Interns must be native English speakers with excellent writing, research and communication skills and must hold at least a BA degree (MA desirable) in an area related to public policy, public administration or political science. Interns should be knowledgeable about the Central-Eastern European region (or South-eastern Europe or Central Asia), able to work independently and computer literate. Familiarity with online research and a commitment to working in the region are a bonus.

### Application Process

All applications must include the following materials:

1. Resume
2. Cover letter explaining the applicant's qualifications and motivation in applying for the internship.
3. The names and contact information (e-mail and telephone numbers) of two references familiar with your academic or written work.
4. A writing sample no longer than five pages in length.

**The deadline for applications for the summer internship is February 1, 2002.**

Applicants will be notified by February 28, 2002, and will be expected to begin working in Budapest by May 15, 2002. (deadline for application for the period of Fall 2002 is March 15, 2002)

For further information on the Internship Program, please contact Petra Kovacs at  
e-mail: kovacsp@osi.hu

For further information on LGI please, visit our website at  
<http://lgi.osi.hu>

## Call for Papers

The IOR - Institut für Ostrecht München e.V. ([www.ostrecht.de](http://www.ostrecht.de)) calls for papers in the context of a special edition of its renowned JOR – Jahrbuch für Ostrecht. The next volume will be about “Judicial Reforms in Eastern Europe”. English contributions are welcome. The submission deadline is March 2002. It is recommended to contact the editors before the submission of the manuscript ([info@ostrecht.de](mailto:info@ostrecht.de)).

IOR München was founded in 1957 (as a successor of the Breslau institute of 1922) and is the world's largest research institution on East European Law outside Eastern Europe. It publishes on a monthly basis the “Chronik der Rechtsentwicklung in Osteuropa”, the most up-to-date and largest chronicle of Eastern Europe's legal developments worldwide. It is also the chronicle with the longest tradition: for 36 years (1957-1993), it was published in the law journal ROW - Recht in Ost und West; since 1993 it has been appearing in the law journal WiRO - Wirtschaft und Recht in Osteuropa – at the publishing house C.H. Beck München ([www.beck.de](http://www.beck.de)).

IOR-researchers regularly report news from all fields of law: constitutional law, administrative law, tax law, economic law, company law, trade law, civil law, procedural law, penal law, labour law, social law, justice law, international law and European integration.

The chronicle covers fourteen countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Moldova, Poland, Romania, Russia, Slovakia, Slovenia, Yugoslavia - and sometimes Mongolia. Other countries are currently being envisaged.

Hence, the IOR “Chronik der Rechtsentwicklung in Osteuropa” is a valuable and reliable source for researchers on Eastern Europe, and also for lawyers from national and European governments, parliaments, courts, administrations and NGOs and also from companies with an interest in Eastern Europe.

Some current information on the legal developments in Eastern Europe can also be found on the IOR-Homepage.

For further information on the “Chronik der Rechtsentwicklung in Osteuropa” - also on a free monthly online-subscription for public institutions - please contact the IOR.

## Seminar Understanding Decision- Making in the European Union: Principles, Procedures, Practice

**February 21-22, June 6-7,  
September 26-27, November  
21-22, 2002, European Institute  
of Public Administration  
(EIPA), Maastricht (NL)**

These courses provide an intensive introduction to the European institutions and a forward-looking overview of the different ways in which decisions are now reached and implemented in the various spheres of European cooperation.

The seminars will:

- give participants insight into the practices of European decision-making through a combination of lectures, case studies and simulations;
- foster a global approach to the EU system by focusing on both the classic Community method and other processes such as the “Open Method of Coordination”, as well as new developments in Justice and Home Affairs and the common European Security and Defence Policy;
- analyse trends affecting decision-making in the perspective of enlargement and the ongoing debate on EU competences and new forms of European governance.

### Working language

English with simultaneous interpretation in French

### Contact

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web site: <http://www.eipa.nl>



# IREX Programmes

## US University Hosting Opportunity: Young Leader Fellows from Russia

IREX invites US universities and colleges to apply to serve as a host for one or more graduate-level, non-degree students from Russia for the 2002-2003 academic year. The goal of this programme is to promote and support democracy, economic prosperity, and civil society in Russia through fellows' exposure to and involvement with the concepts of public service and social responsibility.

The YLF Programme provides one year of intensive professional and academic training to Russian young leaders, including:

- One year of non-degree academic study at qualified US universities and colleges focusing on the areas of community, government, and corporate affairs, with concentrations ranging from NGO management and international relations to corporate communications;
- Hands-on work that will expose them to the different principles of public service and social responsibility in the United States; and
- A two-month summer professional internship to further build the skills learned through the public service and academic components of the programme.

Russian fellows will be selected in early spring in an open, merit-based competition and will be placed at appropriate host universities in June to begin classes in Fall 2002.

**Deadline: March 1, 2002**

### Contact:

<http://www.irex.org/programs/ylf>

**phone: +1-202-628-8188,**

**e-mail: [ylf@irex.org](mailto:ylf@irex.org)**

### Individual Programme Information

The Regional Scholar Exchange Programme (RSEP) provides opportunities for junior and mid-level university faculty, researchers, scholars, and advanced graduate students from the NIS to conduct research in the United States for four months with the goal of contributing to the further development of higher education and scholarship in their home countries. Research must be in the social sciences or humanities.

### Information:

**e-mail: [rsep@irex.org](mailto:rsep@irex.org),**

**<http://www.irex.org/programs/rsep/nis.htm>**

The FSA Contemporary Issues Fellowship Programme (CI), a program of the Bureau of Educational and Cultural Affairs of the US Department of State, funded under the Freedom Support Act and administered by the International Research & Exchanges Board (IREX), provides opportunities for experienced professionals and specialists from the New Independent States (NIS) to conduct policy-oriented research in the United States for four months. This programme offers the option of an unpaid internship at a different organization during the fourth month.

Research projects address one of the five following categories:

- Sustainable Growth and Economic Development of NIS Economies in Transition
- Democratization, Human Rights, and the Rule of Law
- Political, Military, Security, and Public Policy Issues

- Strengthening Civil Society
- Communications Revolution, and Access to Information

### Information:

**e-mail: [cif@irex.org](mailto:cif@irex.org),**

**<http://www.irex.org/programs/ci/index.htm>**

### Opportunities for US Institutions to Host Fellows from the NIS

IREX is pleased to announce opportunities for US institutions to serve as host institutions for participants of the Regional Scholar Exchange Program (RSEP) and the FSA Contemporary Issues Fellowship Program (CI).

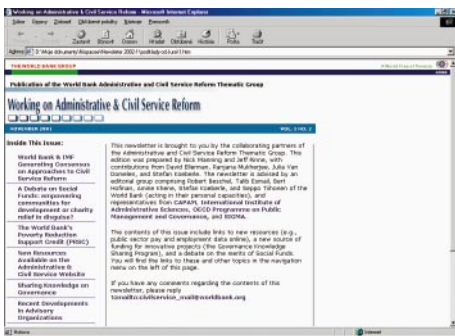
Both programs are for citizens of the New Independent States (NIS) to conduct independent, (advanced) research for four months in US institutions closely related to their area of specialty. US host institution applications are accepted year-round.

Both fellowships are fully funded covering travel, housing, living stipend, medical insurance, and a professional development allowance.

Fellowships are available to citizens of all 12 NIS countries including: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyz Republic, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.



## to Web Sites



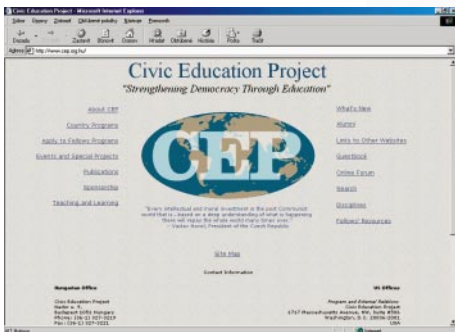
<http://www1.worldbank.org/publicsector/civilservice/acrex/vol1page1.htm>

The second edition of the World Bank's online newsletter „Working on Administrative and Civil Service Reform“ is now available at this site. The newsletter is prepared in the World Bank with contributions from World Bank staff and the partner organizations of the Administrative & Civil Service Reform website (<http://www1.worldbank.org/publicsector/civilservice/index.html>).



[http://www.untcentre.org/other\\_root/newsletters/pmf.html](http://www.untcentre.org/other_root/newsletters/pmf.html)

The Public Management Forum (PMF) - Newsletter for Public Administration Practitioners in Central and Eastern Europe is already available for download at this site.



<http://www.cep.org.hu>

The Civic Education Project (CEP) is an international educational organization dedicated to assisting democratic reform by working with universities and institutions of higher education in Central and Eastern Europe and the former Soviet union. The project is now accepting applications for the fellowship programmes for 2002-2003 academic year.



<http://www.wkap.nl/journals/comparative.policy>

The Journal of Comparative Public Policy: Research and Practice invites manuscripts that address issues of public policy and public administration that are explicitly comparative. Submitted manuscripts should analyze competing explanatory frameworks and research methods, test models across spatial structure/cultures/organizations/contexts, and compare different instruments for achieving similar ends. Moreover, where appropriate, manuscripts should attempt to depict circumstances in which the domains being compared have certain manipulable policy, program or institutional variables in common. The journal will give priority to comparative studies that 1) contribute to theory development, 2) present theory-based empirical research, 3) offer comparative evaluations of research methods, 4) derive the practical implications of theory-based research, and 5) use conceptual heuristics to interpret practice.

## Calendar of Events

### April 2002, The First Russian Anticrisis Forum „Crisis and Crisis Management“

Working language: English, Russian

Contact:

Barabashev Aleksey G.,  
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Kashirova Anna,  
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### April 12 - 13, 2002, 8<sup>th</sup> International Conference: „Theoretical and Practical Aspects of Public Finance“

Working language: English, Czech, Slovak

Contact:

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University of Economics Prague,  
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130 67 Prague 3  
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fax: +420-2-2422 0820,  
e-mail: lachova@vse.cz

### April 19-20, 2002, Workshop “Ethnic Violence, Crimes against Humanity, and Genocide: the Legal and Political Aspect”

Language: English

Contact:

Zsuzsa Gabor,  
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Budapest,  
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phone: +36-1-235 6183,  
fax: +36-1-235 6170,  
e-mail: gaborzs@ceu.hu

### April, 2002, Conference “Parliamentary Election and Political Parties in the Czech Republic“

Contact:

Bretislav Dancak,  
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Faculty of Social Studies,  
Masaryk University,  
Gorkeho 7,  
602 00 Brno,  
Czech Republic  
e-mail: mpu@fss.muni.cz,  
web: www.iips.cz

### May 16-18, 2002, Conference “The Sense, Functions and Developments of Social Work in Contemporary Middle Europe“

Contact:

Oldrich Chytil,  
Stefan Striezenec,  
Libor Musil,  
Faculty of Social Studies,

Masaryk University,  
Gorkeho 7,  
602 00 Brno,  
Czech Republic  
e-mail: musil@fss.muni.cz

### June 16-22, 2002, International Summer School „Regional and Regional Policy Issues of the EU Enlargement“

Working language: English

Contact:

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phone: +36-72-212 755,  
fax: +36-72-233 704,  
e-mail: sule@dti.rkk.hu

### June 24 - July 5, 2002, Course „International Health Policy and Prospects“

Working language: English

Contact:

Center for Management,  
Robert F. Wagner Graduate School of  
Public Service,  
New York University, USA  
phone: +1-212-998 7450,  
fax: +1-212-995 4164,  
e-mail: cfm.wagner@nyu.edu



### Events of the Training Centre for Public Administration, National School of Political Studies & PA, Bucharest, Romania

#### February 11-15, 2002, Seminar: “Trainers Training” in the Programme EU Regional Training of Romanian Civil Servants

Working language: English

#### February 18-22, February 25 – March 1, March 4-8, 11-15, 2002, Seminar: “Regional Development” in the Programme EU Regional Training of Romanian Civil Servants

Working language: English, Romanian

#### March 18-22, 25 - 29, 2002, Seminar: “EU Project Management” in the Programme EU Regional Training of Romanian Civil Servants

Working language: English, Romanian

Contact:

Lucica Matei,  
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## Visiting Professors

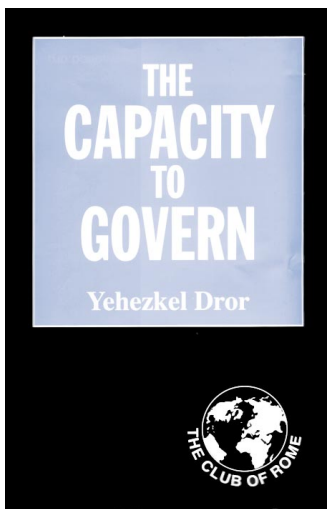
### David Drucker Prof.,

Field of Expertise: social work in the field of supervision and social work practise, in developing of group and community work, and the whole conception of the social work education. Period of visit - autumn semester 2002.

Contact:

Department of Social Policy and Social Work,  
Faculty of Social Studies,  
Masaryk University  
phone: +420-5-416 15 223,  
e-mail: rakoczzyo@fss.muni.cz

## Recent Publications



### The Capacity to Govern A Report to the Club of Rome

Author: Yehezkel Dror  
Language: English  
Price: 35.00 GBP, 49.50 USD

#### Resume:

This book diagnoses contemporary governments as obsolete and proposes changes in values, structures, staffing, public understanding and political culture to equip governance for the radically novel challenges of the twenty-first century. It also discusses the need for radical improvements in global government to cope with dangers such as mass killing terrorism up to the possible necessity for a 'Global Leviathan'. This is the first Report dealing with governance commissioned and approved by the Club of Rome, testifying to the significance of this book.

Orders: Frank Cass Publishers

#### Contact:

*Crown House,*  
*47 Chase Side, Southgate,*  
*London N14 5BP, UK*  
*phone: +44-20-8920 2100,*  
*fax: +44-20-8447 8548,*  
*e-mail: sales@frankcass.com*  
*5824 NE Hassalo Street,*  
*Portland, OR 97213 3644*  
*phone: +1-800-944 6190,*

fax: 1-503-280 8832,  
e-mail: orders@isbs.com,  
web: www.frankcass.com

### Japanese Coordinates of Public Sector Management

Editors: Lucica Matei, Ani Matei  
Publisher: Economica Publishing House, Bucharest,  
2001, 3 volumes  
Language: English, Romanian  
Price: free of charge

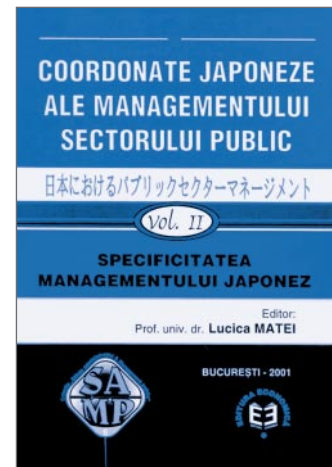
#### Resume:

This publication achieves a brief bibliographical research in three volumes: volume I: The Public Sector, Volume II: Specificity of Japanese Management, Volume III: Comparative Management.



Volume I approaches relevant issues for Japanese public sector. It reveals a series of geographic, historical and demographic data and it develops an analysis of some factors that have contributed to Japan revival after the Second World War. This genuine "economic-social revival" is presented by means of statistics, comparisons, analyses and valuable judgments. This volume presents the current economic situation, the Japanese public sector and the financial public policies.

Volume II concentrates in particular on the aspect concerning the specificity of Japanese management style, on responsibility and authority, the structure



of groups and group orientation, the impact of Japanese culture on management, the concept of Japanese labour.

Volume III marks a re-launch of comparative studies in the area of management, accepting the cultural differences, as well as those of multicultural structures management.

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### Ethics in Public Administration

Author: Liga Zubkane  
Publisher: State Civil Service Administration in co-operation with EU PHARE Programme  
Price: Free of charge  
Language: Latvian

Resume:

The main goal of this brochure is to promote ethical behaviour in public administration and civil servants principles of conduct, and to inform society. Brochure includes explanation about legislation that concerns public officials' activities and behaviour and codes of ethics. In one section reader can find suggestions for public administration institutions, how to encourage ethical behaviour in public sector.

Contact:

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*fax: +371-7-212 502,*  
*e-mail: liga@vcp.gov.lv*

### **Issues of Public Policy Formation in Regional Health Sphere**

Publisher: Odessa Branch of the Ukrainian Academy of Public Administration, Odessa, Ukraine  
Languages: Ukrainian, Russian

Resume:

The collection of scientific works (in 2 volumes) represents the presentations and articles devoted to ways of formation, realization and analysis of regional policy; issues of health care system reforming strategy, training of administrative personnel for health service bodies and establishments.

The publication can be useful for experts in public administration, health protection system, scientists, NGO workers.

Contact:

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*22 Genuevka Street, Odessa,*  
*65009 Ukraine,*  
*phone: +380-482-638772,*  
*fax: +380-482-639249,*  
*e-mail: korvet@sky.od.ua*

### **Where Corruption Lives**

Editors: Gerald E. Caiden, O.P. Dwivedi and Joseph Jabbra  
Publisher: Kumarian Press, 2001, 288 pages  
Price: US\$ 24.95 paperback, US\$ 60.00 cloth (IASIA members are entitled to a discount of 25% off the price of the book)

Resume:

The book presents an up to date and comprehensive global survey of the presence of official corruption in governance. It links theoretical perspectives to common practices found throughout the world, examining both liberal democracies with their relatively clean governance and autocracies where corruption is institutionalized. The contributors explore the initiatives being taken by national governments and international organizations to combat and reduce corrupt practices, and assess their chances of success or failure. No comparable comparative study of official corruption exists, and this book will be essential reading for students of comparative politics, public administration, and public ethics.

Contact:

*Kumarian Press,*  
*1294 Blue Hills Avenue,*  
*Bloomfield, CT 06002, USA*  
*phone: +1-860- 243 2098,*  
*fax: +1 860 243 2867,*  
*e-mail: kpbooks@aol.com,*  
*web: www.kpbooks.com*

### **Ethnic Monitoring and Data Protection: The European Context**

Editor: Andrea Krizsán  
Publisher: Central European University – INDOK, Human Rights Information and Documentation Centre  
Language: English

Resume:

The volume addresses the need for accurate ethnic statistics to enforce minority rights, and

especially for protection from discrimination on the basis of race or ethnic origin in light of the compatibility of principles of personal data protection and the collection of ethnic data. The volume contains studies on relevant practices utilised by two international bodies: the Council of Europe and the UN Commission for the Elimination of All Forms of Racial Discrimination. The second section of the volume consists of country reports on related practices in the following European countries: Great Britain, Bulgaria, the Czech Republic, Germany, Hungary, Latvia, Romania and Spain. The concluding comparative study points out some common characteristics and major differences in the law and practice of the examined European countries and also attempts to formulate some conclusions and recommendations regarding the problems discussed in the country reports of the book.

Contact:

*International Distributor:*  
*CEU Press*

*A limited number of complimentary copies are available, please write to:*

*Lilla Jeri*  
*e-mail: jerilil@ceu.hu*

### **Minorities and Marginalized Groups in the Czech Republic**

Author: Sirovatka, T.  
Publisher: Faculty of Social Studies, Masaryk University, Brno 2002  
Language: Czech

Contact:

*phone: +420-5-4112 1151,*  
*fax: +420-5-4161 5100,*  
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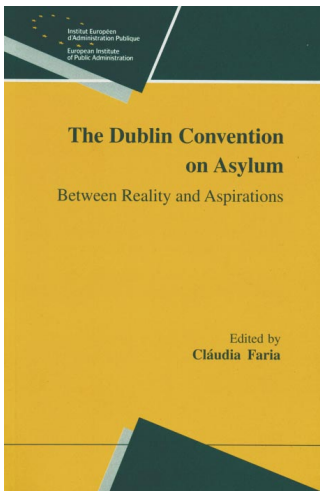
### **Publications of the University of Economics, Prague, Czech Republic**

Language: Czech  
The Evaluation of Public Projects and Public Procurements

Author: Frantisek Ochraha  
Publisher: ASPI Publishing,  
Prague, 2001, 220 pp  
Czech Tax System 2001  
Authors: Alena Vancurova Alena  
et al.  
Publisher: VOX, Prague 2001  
*Contact:*  
*University of Economics,*  
*Prague, Czech Republic*  
*phone: +420-2-2409 5108,*  
*2409 5128,*  
*fax: +420-2-2422 0820,*  
*e-mail: kubatova@vse.cz*

## **Publications of the European Institute of PA (EIPA), Maastricht, The Netherlands**

The Dublin Convention on  
Asylum: Between Reality and  
Aspirations  
Editors: Claudia Faria  
Price: NLG 25, EUR 11.34  
Language: English, French



**Resume:**  
This book is a compilation of key texts in English and French written by practitioners (including judges in this latest publication) and academics on the contents of the Dublin Convention, its implementation, relevant case law in the EU Member States, and the future prospects for the Convention, in particular its replacement by an instrument of Community law following the entry into force of the Amsterdam Treaty, the realisation of which was the subject of a recent

proposal by the European Commission. The publication has been conceived as a valuable working tool for those involved in the application of the Convention, for practitioners from the candidate countries, as well as trainers and all others interested in the topic. It also includes in its annexes the full text of the Dublin Convention and the decisions on its implementation with useful cross-references, as well as several other relevant instruments.

## **Asylum, Immigration and Schengen Post-Amsterdam: A First Assessment**

Editor: Clotilde Marinho  
Price: NLG 60, EUR 27.22  
Language: English, French

**Resume:**  
This publication gathers together their contributions on the following selected issues: the output so far in the core areas of asylum and immigration which were communitarised; the strategic priorities and operational developments in the field of external action in justice and home affairs; the impact of the incorporation of Schengen; the effects of flexibility – the most problematic aspect of the reform; and perspectives for the enlargement process in the justice and home affairs areas.

## **The Common Agricultural Policy and the Environmental Challenge: Instruments, Problems and Opportunities from Different Perspectives**

Editors: Pavlos D. Pezaros and  
Martin Unfried  
Price: NLG 70, EUR 31.76  
Language: English

**Resume:**  
The book gives an overview of the different aspects of and recent discussions on environmental policy integration in the agricultural sector. It also in-

cludes views from different actors involved.

## **The EU and Crisis Management: Development and Prospects**

Editor: Simon Duke  
Price: NLG 60, EUR 27.22  
Language: English

**Resume:**  
The book attempts to accomplish three basic tasks. The first is to give an insight into the evolution of EU crisis management mechanisms, both civilian and military. Second, is to explain what progress has been made up to the present, especially the institutional adaptations that have been necessary to accommodate the EU's growing responsibilities. Finally, EU crisis management is very much an ongoing project, most notably the Common European Security and Defence Policy (CESDP). The last section assesses how much progress has been made and, more importantly, what remains to be done.

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# The Summer Academy of Public Administration

## “The Evaluation of 10 Years of Self-governance at the Municipal Level in Poland”

**Anetta Jurczuk, Bialystok School of Public Administration, Poland**

The Summer Academy was held in Kharkiv in August 15-26, 2001 and organised by the Bialystok School of Public Administration jointly with the Ukrainian Academy of Public Administration, Kharkiv Branch.

This programme was delivered by Prof. Michal Kulesza (the project manager) from Warsaw University, Dr. Mieczyslaw Janowski, Senator of the Republic of Poland, Prof. Marek Debicki, Bialystok School of Public Administration and University of Manitoba, Ms. Janina Filipek, City Treasurer of Rzeszow and Ms. Anetta Jurczuk (Polish co-ordinator).



Our objective was to present our programme of reforms and indicate the problems and in that way those who also want to introduce changes could learn from our mistakes. Participants were drawn from Kiev and branches in Kharkiv, Odessa, Lviv, Dnipropetrovsk as well as Russia and a contingent of Polish students from our School. This wide geographic distribution of participants provided additional value in exchanging contacts and information from very different places.

Prof. Kulesza, one of the drafters of the Polish reforms, gave the students a first hand description of the legislative process. Senator Janowski who was the Chairperson of the Senate Committee on Administration and Local Government gave the politicians a perspective of the relationships between the centre and periphery. He spoke about his experience on the floor of the Senate. Ms. Filipek put reforms into the context which “makes or breaks” any reforms – money. Prof. Debicki gave some of the models and tools of thinking about local governments in the context of building a democratic society. He also used case study method based on cases specially prepared for this programme.

I used video self-presentations based on scenarios dealing with typical situations in which local officials find themselves. I increasingly use video as a teaching tool. For the purpose of this part, a situation were constructed in which civil servants had to explain to the citizens some unpopular decisions, or to finance from their own pockets some necessary projects for which the local government had no funds. We had some ten scenarios so that there was as little repetition as possible. Students at first are uncomfortable in front of camera but in the end it gives them a feedback about their performance that cannot be provided in any other way. Case studies were a tool unfamiliar to most of our participants. Another new technique was the usage of Oxford debates



as a means of teaching students to develop contradictory arguments and argue points with which they might disagree.

As the programme progressed, participants were increasingly arguing and contributing their own experiences.

We have learned also in a very direct way about the problems and solutions of our neighbours. We think that the Polish experience is more valuable to our Ukrainian partners and students since we have a somewhat similar history and background.

On a purely personal level it is very important that our students meet Ukrainian students and become friends and understand each other. In future it is possible that they will have a chance to work on joint projects or administer cross border issues and such personal contacts will be very valuable. For the teachers designing new programmes and trying new techniques has also benefits for our “regular teaching”.

Judging by the evaluations and our own impressions the programme was successful and we were asked to conduct similar programmes in the future.

# XVI. International Congress on the Training and Development of Senior Civil Servants

June 27-29, 2001, National School of Public Administration, Warsaw, Poland

The theme of the 2001 Congress was “The role of senior civil servants – leading and managing at the start of the 21<sup>st</sup> century”. This Congress brought together over one hundred participants from 26 European countries and Canada.



The Prime Minister of Poland, Mr. Jerzy Buzek, opened the Congress. The Congress was organised in such a way that plenary sessions were designed to give a synthesis of some of the most important issues facing those who lead and manage public services. Benita Plesch, former Director General in the Office, introduced the main theme of the Congress for the Senior Public Service in the Netherlands. The ideas contained in her speech were later developed during three plenary sessions:

1. Society, government and senior civil service - the challenge of changing relationships; Keynote Address by Helene Gadriot-Renard, Head of Division, Governance and Role of the State, PUMA, OECD
2. Senior civil services in transition - new strategies for recruitment and development; Keynote Addresses by Peter C. Humphreys, Head of Research, Institute of Public Administration, Ireland, and Jan Pastwa, Head of Civil Service, Office for Civil Service, Poland

3. Information society and e-government - shaping the future; Keynote Address by Senator Franco Bassanini, Italy

Each plenary session was followed by three working groups during which the participants had an opportunity to further explore the themes introduced in keynote speeches. These speeches dealt with the ever-changing relationships and ways in which democratic societies govern and administer them. In a way they were a discussion about democracy itself and the role of the public service in the process of giving new content to that ancient notion.

It is commonly recognised that in the 21<sup>st</sup> century we are undergoing significant global changes that call for not only management but also leadership of the senior civil servants. How to develop leaders capable of facing very difficult challenges was one of the very interesting issues raised in several papers and discussions. It was accentuated that the development of leadership capacities is particularly important in case of „young democracies“ attempting to find new legal instruments and methods of application of tools used in the corporate world.

It was agreed that the central objective of development of senior civil servants is managing not only people but first and foremost managing new „quality of life“ by continuously and creatively improving services offered to the public. Quality of these services is directly responsible for the degree of trust in public administration.

One of the most important areas of discussion was the consideration of the relationship between

ethics and leadership. In discussions it was apparent that ethical principles, openness, rule of law cannot be present only in legal documents or codes of ethics even if supported by structural arrangements (such as an Ombudsman) but must become part of the administrative and political culture. Each and every public servant must have sense of individual responsibility for his own and institutional actions.

New information technology was viewed as a major tool in changing the relationships between the society, government and senior



civil servants. It was interesting to note that together with the great enthusiasm in accepting and utilising new technological capabilities there were voices of caution. Some participants raised an issue of the necessity to balance the need for usage of new technologies and personal contacts between public servants and citizens.

Another challenge facing leaders and managers of public administration is the creation of better communication channels between those who govern and the society.



# International Conference Japanese Coordinates of Public Sector Management

**Prof. Ani Matei, National School of Political Studies and Public Administration,  
Bucharest, Romania**

The international conference took place at the National Military Chamber, Bucharest on 19 and 20 November 2001.



The conference was organised with the support of The Japan Foundation and the Embassy of Japan to Bucharest. It concludes a broad programme of activities achieved by the Training Centre for Public Administration - National School of Political Studies and Public Administration. The overall objective is focused on acquiring knowledge about Nippon design and experience concerning the development of public sector management, as well as underlining the values and practices adaptable to public reform in Romania.

For the time being, Romania, as other Central and Eastern European countries are during the transition period to market economy, involving among other things the redesign and resizing of public sector, focusing on organisation and management, and introducing specific economic mechanisms.

In this respect, governmental organisations, training and education institutions are involved in the development of specific and accurate objectives concerning the training needs for the specialists in public sector and the contents of the training process. The current trends

emphasise new dimensions of public - private partnership in achieving civil services, extending and diversification of public policies that lead to the self-assertion of public management methods and techniques.

At the same time, economic phenomena, i.e. globalisation focus on the public sector, with the effects both on the economy and management of public sector. In this view, it is fruitful to turn into account the experience of Japan concerning the design and development of its own public sector, namely acquiring knowledge about public sector management, developing comparative studies and synthetic materials. First of all, these publications will be disseminated to decision-making bodies in Romanian public sector reform and secondly, the knowledge and experiences will be included in the contents of the training process for personnel in central and local public administration.

## Objectives

- Setting up an organised framework for a professional approach of the modality of design and organisation of Japanese public sector;
- Involving prestigious specialists from Japan, some European countries and Romania in order to achieve a full and complex image on public sector in Japan;
- Achieving the logistic possibilities for dissemination of outcomes and studies; including the practical and conceptual experiences, with a universal value for Nippon public sector management within undergraduate and postgraduate curricula;
- Establishing well-structured relations of collaboration

between acknowledged specialists and institutions from Japanese and Romanian public sectors.

The professional structure of the participants at this conference was various and at the same time, prestigious for the conference objectives, comprising of representatives of academic environment from Romania, Japan, France, Denmark, Greece, Romanian Government and Parliament, and NGOs in Romania.



The conference was comprised of five plenary sessions of debates:

- Global Trends of Public Sector Development;
- Public Sector in Japan – A Millenary History;
- Public Sector Management in European Union Member States;
- Reform and Tradition. Managerial Experiences and Practices in Japan and Romania;
- Public Sector Economics and Management in Front of Globalisation.

Within the debates, 33 papers were lectured, covering a broad area of aspects concerning public sector management.

## Distance Learning Programmes in Public Administration

**Prof. Ani Matei, National School of Political Studies and Public Administration, Bucharest, Romania**

The official opening of the new university year for Distance Learning Programmes in Public Administration, organised by the Faculty of Public Administration – National School of Political Studies and Public Administration took place at the beginning of October 2001.



### Premises for Distance Learning Programmes Development

Designed and developed according to the recent Romanian Government Decision, distance learning programmes represent a practical response of the academic environment to the Romanian public authorities' preoccupations concerning the reform of central and local public administration. Strengthening the administrative capacity in order to undertake and implement *acquis communautaire* depends certainly on the quality and level of education of current and future civil servants, as well as on bringing into line the undergraduate and postgraduate educational policies to practices and experiences of developed European countries.

The educational offer of the Faculty of Public Administration was positively received by central and local structures of public administration or by other organisations belonging to public sector.

This fact is proved by the great number of students attending the undergraduate and postgraduate distance learning educational programmes, as well as by their structure.

### Opening Ceremony

Held on Saturday, October 6 2001 in Bucharest, the opening ceremony represented an occasion for hundreds of students to meet with the teachers and guests at this event.

A wide delegation from EUC NORD – Denmark and Royal Danish Ministry of Education attended this event. The Training Centre for Public Administration and the Distance Learning Department for Public Administration have developed an excellent collaboration with the Danish partners in bilateral programmes for public administration. Senator George Pruteanu, Vice-president of Commission for Education and Science of Senate of Romania, Mr. Rene Dinesen, Affairs Attaché of Royal Danish Embassy to Bucharest, Prof. Dr. Ioan Alexandru, State Secretary-Ministry of Justice, Dean of Faculty of Public Administration, Mr. Jens Thuesen, Head of Department, Royal Danish Ministry of Education and Mr. Palle Damkjaer - Director of EUC NORD – Denmark gave speeches at this event.

The presentations highlighted the importance of distance learning programmes for public administration reform, as well as the necessity to extend the international collaboration in order to comply to exigencies and practices, accredited in the European Union.

### Complementary Programmes

This event was held simultaneous with other activities comprised in programmes developed together with our Danish partners:

- The bilateral Romanian-Danish project, financed by Royal Danish Ministry of Foreign Affairs "EU Regional Training of Romanian Civil Servants, as a Part of the Pre-accession Programme" has the following Romanian partners: Braşov Prefecture, County Council Galaţi, City Hall Tulcea, County Council Teleorman, City Halls of District 2 and 3 – Bucharest Municipality.

The main activities of the project are focused on trainers training courses and training of civil servants from the institutions partners in this project on the specific theme of this project, being structured in five modules:

- EU Project Management;
- Regional Development;
- Structural Funds;
- Human Resource Development;
- Public Procurement.

The Danish trainers' acknowledged expertise on European level creates the premises for a better understanding of *acquis communautaire* in administration, the methods and practices already accredited in European Union concerning project management, utilisation of Structural Funds targeting the local development, so necessary in Romania:

- "Leonardo da Vinci project- The European Virtual City for Education and Training" launched for the first time in Romania the programme "European Computer Driving Licence (ECDL)" and the IT product: "the virtual classroom" for the distance learning educational programmes in public administration



ECDL certificate indicates that its holder has passed:

- A theoretical test – evaluating knowledge about fundamental concepts of information technology;
- six practical tests – evaluating the basic skills to use the computer in a wide variety of applications.

# Workshop on Strategies for Revitalising East European Cities

Michal Illner, Institute of Sociology, Academy of Sciences of the Czech Republic

The collapse of communism in Central and East European countries left a difficult legacy in terms of their economic, social and political structures, which could not easily be adapted to Western notions of politics and economics. Many are now in the process of joining the EU and preparing for the implementation of community legislation and to meet the requirements of the European social and political model essential to membership of the Union. Considerable effort has been put into ensuring the attainment of these conditions with regard to the national legal, political and economic systems of these countries. More recently, considerable attention has been focused also on the issues of regional development in the East and Central European countries, particularly on regional disparities and regional policy.

Less attention has been, however, given to the problems which communism bequeathed to the Central and East European cities. Many of them have been confronting environmental degradation, housing shortage, neglected infrastructure, and alienation of their citizens. New problems accompanying the post-communist transformation have been added to this difficult heritage in some the East and Central European cities after 1989 – 1990, such as unemployment, poverty, social segregation, crisis of urban planning, uncontrolled urban sprawl. At the same time, the new democratically elected city governments have been taking great pains to deal with these issues, many with considerable success.

To contribute to redressing this deficit and to discuss the problems and strategies of urban revitalisation in East and Central Europe a

workshop was organised in Prague, Czech Republic on September 21 – 22, 2001. This was held jointly by the European Urban Research Association (EURA) and the Institute of Sociology, Academy of Sciences of the Czech Republic. Thirty five urban sociologists, geographers, urban planners and architects from five East and Central European countries (Czech Republic, Hungary, Latvia, Poland, Russian Federation), four West European countries (Germany, Norway, Sweden, United Kingdom) as well as from Mexico, Canada and the USA - established academicians, doctoral students as well as practitioners, met to hear and discuss twenty four papers. The programme was structured into several thematic blocks dealing with:

**Metropolitan developmental plans and strategies** – both on a more general terms as well as in the specific contexts of Prague and Budapest, revitalisation of city centres and old residential areas and management of the urban growth. Papers were presented by Ivan Plicka and Milan Turba from the Prague Municipal Office – City Development Section, Ivan Tosics – Metropolitan Research Institute in Budapest, Marc Weiss – Woodrow Wilson International Center for Scholars in Washington D.C., Vladimíra Šilhánková – University of Technology in Brno, Annett Steinfuehrer – UFZ Centre for Environmental Research in Leipzig and Halle, Alfonso Valenzuela – Universidad Autonomma del Estado de Morelos in Cuernavaca, Morelos-Mexico, Luděk. Sýkora and Hedvika Hrychová – both from Dept.of Social Geography, Charles University in Prague.

**The housing problems in the post-communist cities and the specific issues of revitalisation of the communist era housing projects.** Contributions by Karel Maier – Faculty of Architecture, Czech Technological University in Prague, jointly with Taťana Štědrá from the Prague Municipal Office – its City Development Section, by Sigrun Kabisch - UFZ Centre for Environmental Research in Leipzig and Halle, Sandor Erdosi and Eszter Somogyi - Metropolitan Research Institute in Budapest, jointly with Judith Vida – ELTE-BTK, Budapest).

**The economic aspects of urban development.** Presentations by Francisco Serrano – University of Glasgow, Jorn Holm-Hansen – Norwegian Institute for Urban and Regional Research in Oslo, and Olga Kaganova – The Urban Institute in Washington D.C.

**Issues of governance and citizens' participation in the post-communist cities.** Contributions by Pawel Swianiewicz – European Institute of Regional and Local Development, University of Warsaw, by Adam Fagin – University of London, Yelena Shomina – Russian Academy of Sciences in Moscow, Martin Horak – University of Toronto.

One workshop was devoted to presentations based upon research conducted by **cultural anthropologists** in the Baltic, Russian and Polish cities Contributions by Karl-Olov Arnstberg, Ulla Berglund, Eleonora Havrylyuk and Thomas Borén – all from Sodertorn University College in Stockholm, and by Andreas Langenohl – Institut fuer Soziologie at the University in Giessen.

# International Conference Civil Service Reform in Sovereign Kazakhstan: Experience, Goals and Perspectives

**Zautbek K. Turisbekov, Chairman of the Agency for Civil Service Affairs of the Republic of Kazakhstan, Astana, Kazakhstan**

In Astana in November 2001 the Agency for Civil Service Affairs of the Republic of Kazakhstan in co-operation with the Civil Service Academy of the Republic of Kazakhstan under support of UNDP, “Soros – Kazakhstan” Foundation and ICMA/USAID held an International Conference “Civil Service Reform in sovereign Kazakhstan: experience, goals and perspectives”.

Our conference was held in a jubilee year - Kazakhstan gained independence 10 years ago. During this period of time under the management of President N.A. Nazarbayev, significant transformations have been implemented in various fields of social life aimed at the establishment of a basis for a democratic, social and legal state which enabled Kazakhstan to become an equal member of the world community.

The participants of the conference were representatives of the Kazakh Presidential Administration, Prime Minister’s Chancellery, Chambers of the Parliament, heads of personnel departments of all state entities and regional civil servants training centres of Kazakhstan.

Also we had delegations from CIS countries and abroad: Russian Academy of Public Administration under the President of Russia Federation; National Institute of Public Administration of Spain (INAP); UNDP Regional Bureau for Europe and CIS; Latvian School of Public Admin-

istration; Administration Academy under the President of Belorussia; Chief Civil Service Department of Ukraine; Ukrainian Academy of Public Administration and Civil Service Academy of Kyrgyz Republic.

The following sections were held within the framework of the conference:

1. Improving the civil service system.
2. Civil Service Ethics and Image.
3. Civil Servants Training.
4. Social and Legal provision of civil servants.
5. Regional civil service aspects.
6. Management in civil service.

7. Public Administration: perspectives of development.

The conference participants had an opportunity to present their vision of perspectives of the development of an efficient civil service in our state and give their recommendations. This will enable us to examine more deeply domestic and international experience accumulated in the civil service improvement and modernisation area.



## NISP Acee Training Course “How to be a Better Policy Advisor”

Within the pilot project “Building advisory capacities in Slovakia and other ECIS States” supported by the UNDP Regional Support Centre NISP Acee implemented two training courses “How to be a better policy advisor” in October 2001:

- in Bratislava, Slovakia (in English language), trainers: Katarina Staronova (Slovakia), Gyorgy Gajduschek (Hungary) and Sorin Dan Sandor (Romania)
- in Almaty, Kazakhstan (in Russian language), trainers: Meruert Makhmutova (Kazakhstan), Zulfiya Tukhtakhodjaeva (Uzbekistan), Ieva Lazareviciute (Lithuania)

During the courses the manual “How to be a better policy advisor”, which had been developed within the project was tested. NISP Acee will publish the manual at the beginning of 2002.

NISP Acee believes in the continuation of this activity in the year 2002. Those who could be interested, please, follow NISP Acee announcements and NISP Acee web-site.

### Some of the participants' reflections:

**Pobeda Loukanova, Bulgaria  
Institute of Economics at  
Bulgarian Academy of  
Sciences, The University of  
Veliko Turnovo, Club  
“Economika 2000”**

The need of such training is outstanding, especially in the course of ongoing fundamental changes in a states' organisation. It is grounded in the necessity to democratise and add transparency to the policy-making. The initial stages of these processes require broad knowledge about the nature and the problems arising in the course of

public sector reforms. Undoubtedly, this knowledge comes from the research sector.

The overcoming of the difficulties in the process of implementation of the reforms in public administration again insists on involvement of research fellows. They have to enhance the potential of the government to find out alternatives, optimise the solutions of current problems and determine the procedures for their implementation.

The mechanisms for the transfer of experience and knowledge to policy-makers in countries in Central and Eastern Europe still remain underdeveloped. It seems that there is a shortage of specialists who are able to play proactive roles and provide advice to the governments on policy-making.

For all these reasons, the training on policy advising had the aim to develop specific skills and provide knowledge on how to establish new working relationships between clients, defined as governments, and providers from academia and universities. At the end of the course the participants were expected to be familiar with the main guidelines on what to do and how to be better policy advisors.

The course programme and the methods of instruction and the professional background of the participants were all elaborated and selected by taking into consideration the overall aim of the training. The larger part of the participants included university professors who had experience in policy advising. Experts at central

and local governments took part, as well.

During the course the trainers applied the interactive teaching method in combination with short introductory lectures.



*Bratislava*

A useful training material was the manual: “How to be a Better Policy Advisor”, written by Mirek Grochowski (Poland) and Michal Ben-Gera (Israel) and its appendix “Techniques and Methods of Policy Analysis” written by Katarina Staronova (Slovakia). The two materials were sent to the participants in advance. In this way, they could use them for acquiring a systemised knowledge on the course. Also they could establish realistic expectations towards the content of the training course and to benefit from it in the best way.

The common opinion of the participants was that the training was useful, well organised and well presented, including in terms of training materials and resources. This was due to the well co-ordinated teamwork of the experienced instructors, the good organisational skills of the representatives of NISP Acee, the hospitality of UNDP and the active response of the participants during the all three days of the seminar.

**Zdravko Pečar, Slovenia**

**University of Ljubljana, School of Public Administration**

Thanks to the organisers. The training course "How to be a better policy advisor" covers the important grey area of our Public Administrations. All of us who attended the three-day course, have greatly improved our skills and through "learning by doing" discovered many new insights from this field.

Since the policies are the starting points of the real transition changes, I hope that the group of trainers will continue their mission of dissemination of knowledge and skills.



*Almaty*

**Eliko Pedastsaar, Estonia**

**Tallinn University of Educational Sciences**

I found the manual of the training course very useful and already one week after the training course I used some of the acquired knowledge in my work. During the course I had an opportunity to develop my skills that are essential for an advisor. Several simulation exercises and role-plays helped me to understand better the positions of different parties. I strongly recommend to both practising and potential advisors to participate in this course.

**Lesya Ilchenko-Syuyva, Ukraine**

**Ukrainian Academy of Public Administration, Office of the President of Ukraine**

The course gave me a chance to improve or adjust my work as an Analyst. Sharing experiences with

advisors from different CEE countries contributed a great deal to my further career development. Despite some small slips that usually exist while launching pilot initiatives, the course was very fruitful and a thought provoking one. Organisation of the course was excellent and I thank you a lot for giving me an opportunity to be among the course participants.

**Gulnara Ismukhanova, Kazakhstan**

**Institute of Social Research**

I am grateful to the team of trainers and especially to Ieva Lazareviciute for the high quality of training. Our

Institute, starting from 2000 year, initiated the conducting of the training on Public Policy for NGO, teachers and researchers of the Universities. It is necessary to recognise that prepared materials of training and reference book are the result of a great and dedi-

cated previous work. The accumulated experience of NISPAcee project participants will render invaluable assistance in development of educational programmes and research projects on public policy in Kazakhstan.

**Askat Dukenbaev, Kyrgyzstan**  
**American University in Kyrgyzstan, International and Comparative Politics**

I have found the course useful as it was organised professionally both in terms of training and regarding the spare time of the participants. I had an opportunity to learn new ideas and deepen my knowledge in the field (as far as it is possible within a three-day seminar). I also acquired new a experience regarding to the realities of the public policy and gained a lot from my meetings with practitioners from Kazakhstan, Kyrgyzstan, Latvia,

Russia Tajikistan and Uzbekistan. In short, the seminar has helped me to broaden my understanding of the process of policy advising and contributed to my Public Policy Analysis class I have been teaching for the undergraduate students at the American University in Kyrgyzstan (AUK). I also hope my knowledge helps me to become a skilful policy advisor to the key decision-makers in my university - the AUK - the unique educational institution throughout Central Asia.

**Ildar Zoukarnaev, Russia**  
**State University of Bashkortostan**

The days spent in Almaty on the training course were very useful for me and I think will be very fruitful in my further work. Before that course, my work as an adviser was on a periphery of my research work in the sphere of Public Administration. Now I feel a certain balance between these two sides of my work in that sphere. This is owing to the next things. I not only acquired a new knowledge but also some skills in an adviser work in the process of the training samples. I could see my weak points as an adviser and now know I see in what way I should improve myself.

**Bahrom Isoev, Tajikistan**

**Tajik Institute of Management**

Training course „How to be a better policy advisor“ was organised on a high methodical and practical level and there were given more practical materials such case studies as situations with „triffids“. As for me I find it much more interesting in the sphere of public advice, consulting and in public administration. So I would like to express my great thanks to our trainers: Ieva Lazareviciute, Meruert Makhmutova, and Zulfiya Tukhtakhodjaeva and a special thanks to the organisers of this training.



## NISPAcee Occasional Papers 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. The papers should not exceed 40 pages in length. 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. Each author can propose two reviewers for their submitted paper, but the final decision to select the reviewers remains at the discretion of the Editor. 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 (contact information on the last page of the Newsletter).

If you feel you would need further information, please contact the NISPAcee Secretariat.

### Publications Available:

**Vol. I, No. 1, Winter 2000**

**Vol. I, No. 2, Spring 2000**

**Vol. I, No. 3, Summer 2000**

**Vol. I, No. 4, Autumn 2000**

**Vol. II, No. 1, Winter 2001**

**Vol. II, No. 2, Spring 2001**

**Vol. II, No. 3, Summer 2001**

**Vol. II, No. 4, Autumn 2001**

**Vol. III, No. 1, Winter 2002**

## SIGMA and Other Publications – Translation into CEE National Languages

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

### How to apply:

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 the costs of translation (checking/editing) and publishing.

NISPAcee made a general agreement with the EIPA (European Institute of Public Administration, Maastricht, The Netherlands) for the translation of EIPA publications within this project. All institutions interested in translation of the EIPA publications are invited to apply for the translation grants to NISPAcee. Information about the publication you can find at the homepage of EIPA <http://www.eipa.nl>

Please send letters of inquiry and applications to NISPAcee Secretariat.

### The deadline:

- February 28, 2002

## Announcement Joint NASPAA - NISPAcee Project

### (Grant Opportunities, Next Deadlines)

NISPAcee announces the continuation in the NASPAA - NISPAcee project: "The Co-operative Governance Improvement and Technical Assistance Project" which has been developed in co-operation with NASPAA (National Association of Schools of Public Affairs and Administration), USA and is funded through a grant by USAID for a three year period.

The primary activity of the project is to implement a programme of applied policy research and management studies, linking governments and high education in Central and Eastern Europe.

### Next deadline: March 15, 2002

The second activity which could be supported within this project involves the provision of technical assistance to programmes of NISPAcee member institutions to help build curricula, establish and evaluate missions, market academics programmes, and locate and develop teaching materials.

### Next deadline: February 28, 2002

Applications are to be developed according to the project guidelines. Application forms and project guidelines for submitting proposals are available on the web-site <http://www.nispa.sk/news/projectnn.html> or by the Project Manager (Elena Zakova, tel.: + 421 2 6428 5435, fax: + 421 2 6428 5557, e-mail: [zakova@nispa.sk](mailto:zakova@nispa.sk))

# news NISPAcee news news

## **NISPAcee**

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

## **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 113 Institutional members (from 21 countries), 32 Associate members (from 15 countries), and 210 Observers (from 35 countries).

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

Institute of Economy and Management  
Development of the Pavlodar Region, Pavlodar  
University, Pavlodar, Kazakhstan Agency for  
Public Administration Development,  
Government of Serbia, Belgrade, Yugoslavia

## **NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:**

- The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary - The Austrian Federal Chancellery, in particular the 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.

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

The deadline for the next issue is February 28, 2002.



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