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news 2009

Competitiveness of Slovenian Strategy

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Policy evaluation usually shows the advantages and disadvantages of selected policies. Better statistical sources in the European Union have increased the possibilities for policy assessment. Now it is easier to compare selected European policies in the longer period. We can monitor the progress by benchmarking policy results among different countries. Dozens of books and articles have been published about the issue of competitiveness, each taking a somewhat different approach to defining, measuring and explaining it. These studies have focused on several different analytical levels: product, firm, industry cluster and nation. Information technologies call for more skills, higher levels of skills and different kinds of skills. Most successful economies are raising the skill content of their labour force. By reducing transportation and communication costs, it links economies and societies in closer, tighter webs. It facilitates the integration of production under common ownership

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(of trans-national companies), allowing access to capital flows, world markets, skills and technology. Slovenia's catch-up with the other EU countries, in terms of welfare and economic growth, is associated with the application of new technology and knowledge imported from the more developed EU countries. The creation of a knowledge-based economy and society and the preparation of respective action plans presuppose that the situation of the Slovenian economy be analysed and deeper insights into the current basis of economic development gained. Only this basis can serve the planning of Slovenia's future in a way that would guarantee rapid economic development and harmonisation of the average wage level in Slovenia with that of the European Union. The development of a knowledge society was declared to be one of the key goals of the European Union at the Lisbon EU summit. This entails both economic and social objectives, according to which Europe seeks to become the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion. For the last two hundred years, neo-classical economics has recognised only two factors of production: labour and capital. This is now changing. Information and knowledge are replacing capital and energy as the primary wealth-creating assets, just as the latter two replaced land and labour 200 years ago. In addition, technological developments in the 20th century have transformed the majority of wealth-creating work from physically-based to "knowledge-based." Technology and knowledge are now the key factors of produc-

tion. With the increased mobility of information and the global work force, knowledge and expertise can be transported instantaneously around the world, and any advantage gained by one company can be eliminated by competitive improvements overnight. The only comparative advantage a company will enjoy will be its process of innovation--combining market and technology know-how with the creative talents of knowledge workers to solve a constant stream of competitive problems--and its ability to derive value from information. We are now an information society in a knowledge economy. The ability to compete in free markets depends increasingly on the ability to incorporate new technologies into manufacturing and services, even in traditional activities; sustained growth, however, calls for a structural change from simple to more advanced technologies. The »bottom line« in the emerging paradigm is clearly competitiveness – the ability of an economy to grow in an open market with advantages that yield rising wages, sustained employment creation and improved working conditions. This requires greater technological, organisational and managerial capabilities on the part of firms – it is firms that compete (Krugman, 1994). Competitiveness depends on many things. One vital determinant – ultimately perhaps the most important determinant - is the level and improvement of workforce skills at all levels. This paper begins with the changing nature of skill needs and describes the role of skills and capabilities from the view of international competitiveness. Traditional modes of competition, based on low costs and prices, are being replaced by competition, driven by quality, reliability and networking (Best, 1990). The ability to create and use economically viable

new products depends mainly on the level of education. The socio-economic development of Slovenia and other new member countries is in direct relation to their ability to raise the level of knowledge required in a competitive economy to the level of that of the countries with higher income, as well as on the ability to produce and implement strategically correct decisions.

Industrial Competitiveness in CEE Countries

Over the last decade, Slovenia has achieved clear and positive macro-economic results that have placed it among the most successful transition countries. The basic indicators reveal that it has been integrating and catching up with European Union member states at an ever-increasing pace. Despite this, the challenges of a global economy, where only innovation and entrepreneurship can compete successfully, and the relative lag in the competitive capacity of our economy behind numerous other countries in the world rankings, require drastic changes to be made to Slovenia's economic structure to adopt as much as possible to the demands of the knowledge-based economy. That means the transformation from an economy with low added value, whose competitiveness is based on low operative costs, into an economy based on production and service activities, whose competitive advantages are high added value, quality, innovation and entrepreneurship. Entrepreneurship and the diffusion of innovation, which considerably increase the speed at which new high-quality and low cost products replace existing products, are two driving forces of the knowledge-based economy and they are changing the economic structure of leading countries. These are also



the two key factors for competitive advantage on a world scale. Slovenia lags behind the most economically successful countries in precisely these areas. Slovenia must therefore become more innovative and more entrepreneurial. Without competitiveness, there will be no stable economic growth, no high quality of living and no social cohesion. Although competitiveness, innovation and entrepreneurship fall within the domain of the private sector, it is also undoubtedly true that business success is dependent on state policy, which sets the conditions for commerce. The new concept of qualitative economic development requires the directing of state policy away from traditional interventionist measures and towards the promotion of the development of knowledge, innovation, information and new technologies (Petrin, 2003). The current wave of the EU integration process has generated widespread interest among candidate countries in the development and upgrading of national competitiveness. Further, the role and significance of local economies has increased, both in developed economies, and elsewhere. This development has been affected by international processes of co-operation which strengthened the identity of local economies as independent and self-responsible economic units. On the other hand, internal structural problems have forced local economies to seek new strategies and operations (Rit-

asila, 1999). Indeed, local economies become more important with globalisation for a number of reasons (Danson, 1998)¹. Argument that globalisation is accompanied by regionalisation is based on reduced transaction costs, which in the era of flexible production rises due to clustering and re-agglomeration activities including linkages between innovative actors (Sternberg, 1999). Despite national consensus on the importance of Slovenia becoming a member of the EU, it is crucial to build along its distinct model of wealth creation which incorporates strategies of regional development². Recently, Porter (1998) introduced a competitiveness theory which

- 1 Those reasons include the following: 1) Global markets will never involve everyone and based on global competition they create global winners and global losers and local economic development can provide productive opportunities. 2) Globalisation creates social and environmental distancing where only local economic development can maintain local networks and social coherence. 3) Globalisation fosters cultural homogenisation, whereas local economic development celebrates and promotes distinctiveness. 4) Globalisation creates economic vulnerability. A vigorous local economic base can give stability in times of restructuring and provide new opportunities for new areas of specialisation and competitive advantage to emerge.
- 2 In fact, since Slovenia successfully negotiated an option of being divided into 3 independent regions after accession, government should start elaborating on how those regions are to be intra and cross border connected.

builds upon an empirical framework. Based on ten in-depth studies of developed economies, he proposed a diamond-shaped framework, which includes four sets of attributes: factor (input) conditions; the context for firm strategy and rivalry; demand conditions and related and supporting industries. He also identifies two residual influences: namely government and chance events. The underlying thesis of his framework is that to understand why nations gain competitive advantage the focus should be on particular competitive industries within the nation. However, for national competitive advantage to occur it is not sufficient to have unconnected competitive industries; it is necessary to develop clusters of home-based industries which are competitive and linked together through a range of common, supporting conditions. It follows that the sustainability of competitive advantages lies in the national potential to initiate cluster formation processes. The conditions which bring about industry clustering grow directly out of determinants of competitive advantage and are a manifestation of their systematic character (Clancy et al, 2001). Porter also argues that a set of strong related and supporting industries is important to the competitiveness of firms. This usually occurs at regional, as opposed to national level (Drnovsek, Kovacic, 2003).

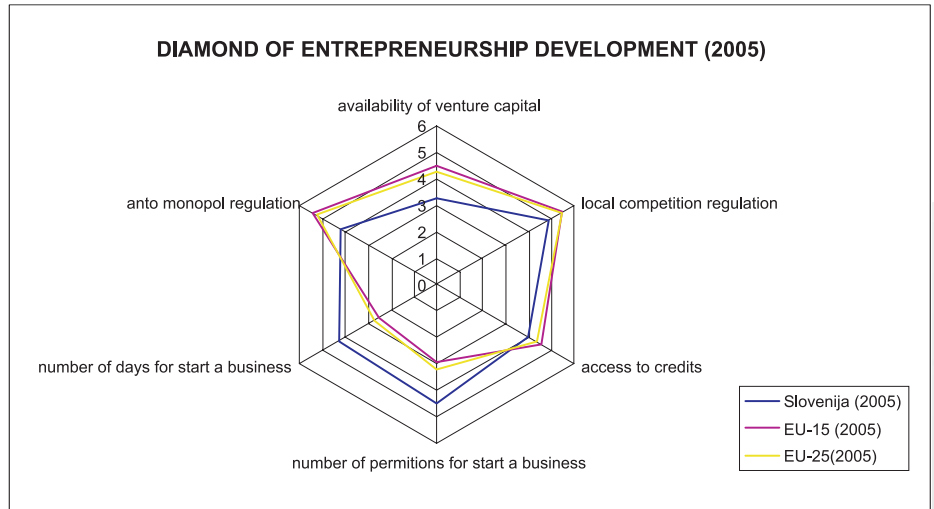
Over the last years we can recognise the growing importance of the enterprise policy in

the EU. The need for enterprise policy within the European business environment is underlined by the fact that over 99.8 per cent of all enterprises within the EU are classified as SMEs.

Traditionally, policymakers have treated SMEs as young, marginal firms needing protection in the face of open competition. This attitude is changing, as many policymakers increasingly recognise that SMEs are among the most dynamic enterprises in the EU and are central in sustaining the EU's competitive position. Measures elaborated in the Strategy for Strengthening the Competitiveness of Slovenian Industry and in the Small Business Development Strategy focus on four categories of priorities: (1) modernisation of enterprises, emphasising the need for greater specialisation of enterprises, (2) promotion of research and development and technological upgrading, (3) promotion of investments, (4) promotion of small- and medium-sized enterprises' development. In the graph the benchmarking of entrepreneurship conditions in Slovenia, Eu-15 and EU-25 can be seen. So Slovenia is lagging from the view of entrepreneurship conditions compared to the European Union.

In the year 2003 we can see a transformation of the banking system in Slovenia. So, the better availability of capital can be seen in the entrepreneurship dynamics.

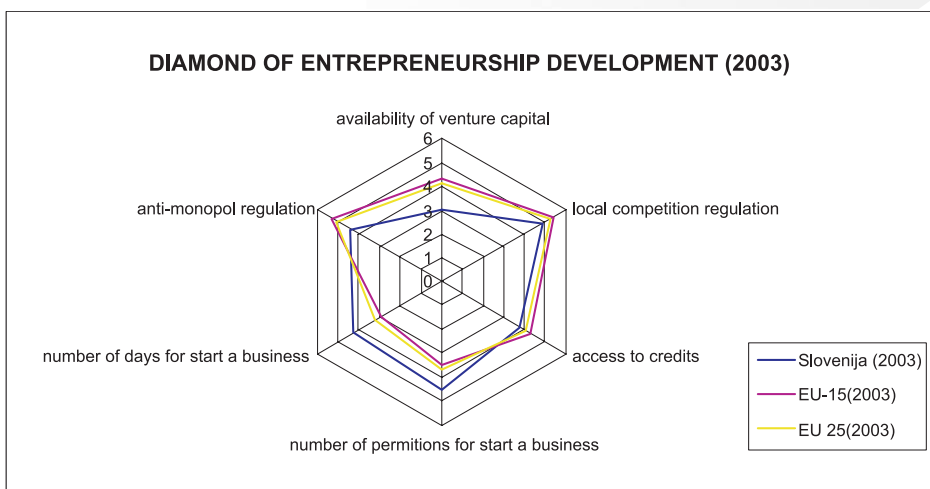
measured as unit values (value per kilo of exports) and the indicators in the standardised form presented here show the percentage deviation of CEECs' export unit values from the aver-



Source, Eurostat, own calculation

In 2005 we can see that after EU enlargement, Slovenia has better entrepreneurship conditions compared to more developed EU countries. The main problem is the availability of venture capital. The more effective aspects of competitiveness are closely tied with productivity but also with price/quality ratios. The price/quality gap indicator compares the price level of CEECs' exports to the EU with the price level of overall EU imports in the same product category. The price levels are

age EU import unit values in the perspective product category. In 2000/2001 the price/quality gap indicators were negative for manufacturing exports as a whole and for most individual product groups as well, pointing towards lower than average quality of CEECs' exports to the EU in most fields. The only important exception is Hungary, where positive PQ indicators suggest relatively high quality for manufacturing exports as a whole and for certain industries in particular – textiles (DB), leather and leather products (DC), electrical & optical equipment (DL), transport equipment (DM) and manufacturing n.e.c. (DN). The quality level of CEECs' exports to the EU seems to be especially low in machinery and equipment (DK) and rubber and plastic products (DH). On the other hand, if compared to the level of total manufacturing, the quality level is relatively high in many countries for textiles and textile



Source, Eurostat, own calculation

products (DB) and leather and leather products (DC, with the exception of Romania). Broadly speaking, in the technology-intensive sectors, the CEEC seem to concentrate on the low price/quality segment mainly, whilst in the labour-intensive industries they have specialised in the high quality segment. From a dynamic perspective, PQ indicators increased significantly for all CEECs over the period 1995-2001, indicating substantial catching-up in export prices and upgrading the quality of exports to the EU, respectively. The rise of PQ indicators was very pronounced in textiles, leather and leather products, rubber & plastic products, machinery & equipment, electrical & optical equipment and manufacturing n.e.c. Notably, in most countries, the increase of PQ indicators was accompanied by rising EU market shares in the respective field, pointing to improved quality rather than rising relative prices impairing (cost) competitiveness.

Knowledge as a Determinant of Economic Development

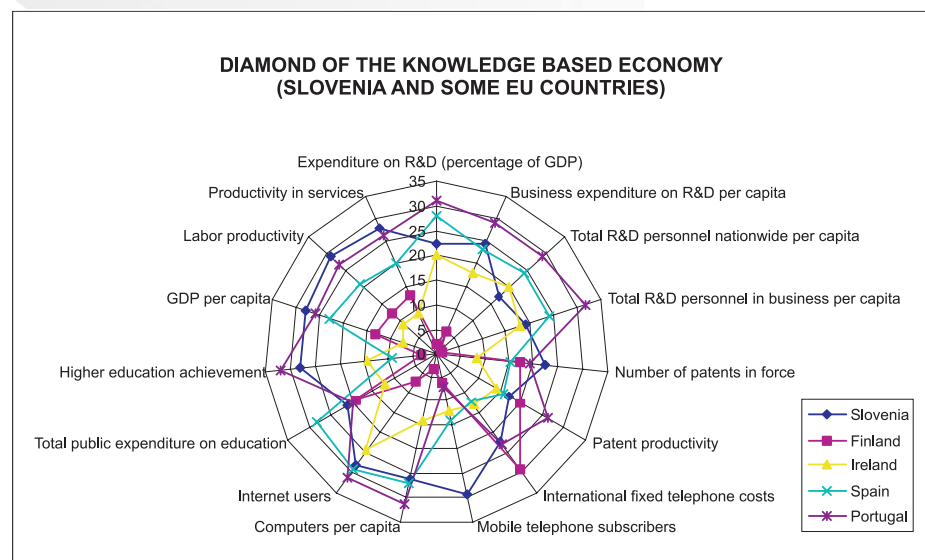
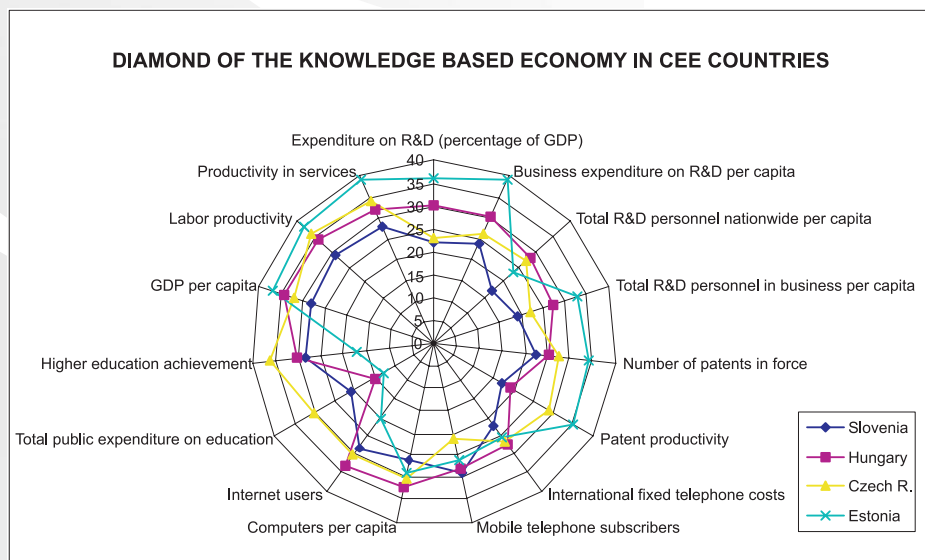
Human capital contributes to economic growth by raising the productivity of workers and facilitating the adoption and use of new technologies. Support for this view is found in research on human capital and productivity, technology and innovation, and endogenous growth. In theory, both education and training are thought to be important (Batra, Tan, 2002). Emerging technologies call for more skills, higher levels of skills and different kinds of skills. The widespread application of information technologies also has to focus on the com-

plexity of education and training needed to handle such technologies. The most successful economies are raising the skills content of their labour force. However, skills should not be equated with formal education. Formal education has to be enhanced by learning, the specific experience of handling particular technologies, solving problems and adapting them to different conditions (Lall 1999). A closer examination of the foundations of labour productivity in Slovenia makes one feel that, compared to the European Union, nearly half of the blame for backwardness of labour productivity in Slovenia can be placed on the low pro-

ductivity in the industrial and public sectors (including education, health and social welfare services).

Slovenia's greatest advantages, compared with other CEE countries, are GDP per capita, labour productivity, productivity in services, R&D personnel nationwide per capita and patent productivity. Slovenia's greatest deficiencies in the light of a knowledge-based economy are low public expenditure on education, internet users and mobile telephone subscribers.

Development has always been "knowledge-based development." However, this fact



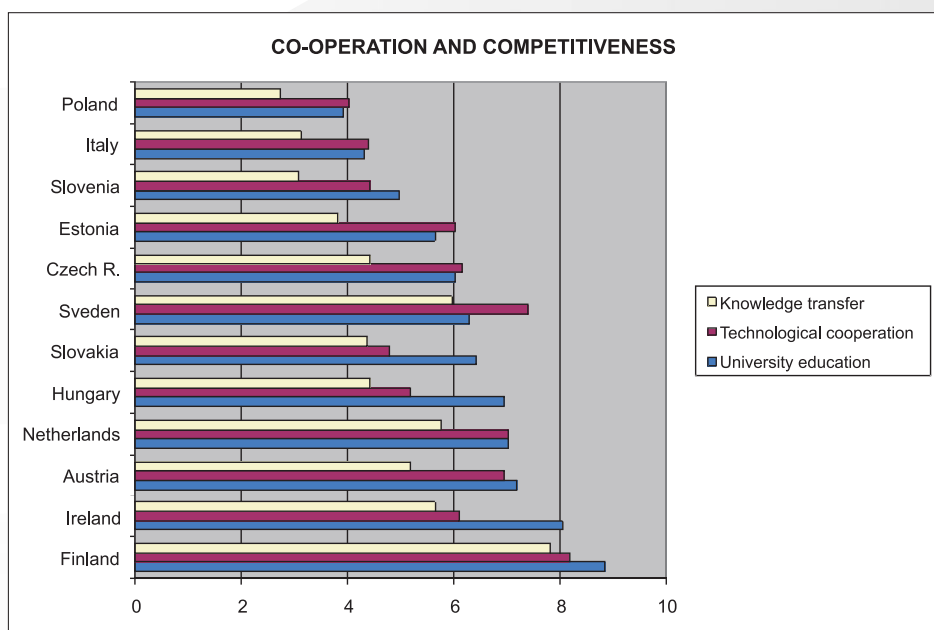
has not always been adequately understood, articulated and integrated into development strategy. The diffusion of advances in information and communication technology requires that some assumptions of development be revisited and adjusted, lest development approaches become part of the problem rather than part of the solution. Knowledge-based development provides a framework for linking the application of information and communication technology to achieving development objectives. It can be understood in the following terms: The capacity of an economy to add value to the factors of production, combining them in a sustainable manner to create and distribute new wealth; to add value to the factors of production involves increasing their information content, and, increasing the information content of the factors of production underscores the central role of human beings as the means and improvement of the human condition, the goal of development, since life-long learning (i.e. access to information and the tools needed to use it to build and apply knowledge to the other factor of production) enhances human factor productivity (including the capacity to increase the information content of the other factors of production) and the capacity to improve the quality of life.

Universities in the Knowledge-Based Economy

The emergence of a knowledge-based economy in the new member countries reflects the transition that is taking place in the region's approach to information and communication technology for development. The economic,

social and political reforms of recent years have provided incentives for increasing access to information and the deployment of information and communication technology. Now a comprehensive approach involving the deployment of these technologies is needed to strengthen the reforms. A wealth of experience has been accumulated, but it must be leveraged in order to have a significant impact in achieving development objectives, including overcoming poverty and "planting new seeds" to replace the corrupt and unjust roots of socio-economic inequality. A growing economy depends in a crucial manner on the rate of accumulation of human capital,

growth (European competitiveness report 2002, EC 2002). Advances in information technology force us to recognise something that has always been true: the relative capacity to innovate in producing, distributing and using information for building and applying knowledge has always been and will continue to differentiate economies. The level of information and knowledge in an economy is not constant as some economists have suggested; governments must work with the private sector and civil society to create conditions that constantly expand the capacity to produce, use, and distribute information to build and apply knowledge.



Source: IMD, 2002, own calculation

and the latter depends on raising the private return to investing in this knowledge. Also, some models emphasise the role of the stock of human capital in economic growth because this constitutes the basis on which innovations are built. Ultimately, the continuous process of human capital accumulation, as well as the stock of human capital, as reflected in the growth of new technological and educational opportunities, sustains economic

From the IMD survey we can see that Slovenian universities are not close to business development. Universities are at the heart of the competitive economy. Not only are they important producers of knowledge, they can also be the important agents of economic growth, responding to the influences of globalisation and new technologies, and the need to interact with business. In particular, universities are increasingly developing strategic



partnerships with business (at regional, national and international levels), setting up science parks and incubators, and spinning out new companies. Co-operation between companies often involves activities such as informal communication between firms along the value chain, or information about innovation being exchanged over or through employees who move from one firm to another. Because of a better understanding of the Slovenian situation we have conducted a comparative analysis with countries which have similar characteristics and face transition problems similar to Slovenia's: Poland, Hungary, Slovakia, Estonia and the Czech Republic. I have included some EU countries, which have good characteristics regarding clustering. Finland is ranked first, followed by Sweden and The Netherlands. Some transition countries (Czech, Estonia, Hungary and Slovakia) are ranked higher compared with Slovenia.

Conclusion

Finally, history shows that there is no single recipe for competitiveness. However, despite globalisation, several recent studies continue to underline the key role of nations in shaping the environment in which enterprises operate. First, a significant part of the competitive advantage of nations stems from far-reaching incentive policies emphasising tax breaks

subsidies, which are designed to attract foreign investments. Ireland is an excellent example of such policies. Second, knowledge is the most critical factor of competitiveness. Lately, technological changes impacted education systems; Sweden and Finland are the finest examples of countries which exploited the advent of the internet in providing distance learning and thus remedying geographic barriers (IMD, 2002). Despite structural changes, the Slovenian economy remains disproportionately dependent on traditional industries such as textiles, clothing, metals and transport equipment. The relatively low share of labour and capital deployed in industries considered to be the 21st century vehicle of economic growth-computer and office equipment, communication equipment, semiconductors and biotechnology-hinders long-term development and weakens the long-term competitive prospects for the economy. Simultaneously, new private enterprises are not growing and the share of small enterprises in the new technology industries remains insignificant. Thus, Slovenia's industrial productivity lags far behind most advanced economies and, despite comparatively low wages, the export competitiveness of its manufacturers remains low. In 1998, gross value-added per Slovenian employee remained nearly three times lower than in comparable industries in EU countries (Petrin

et al, 2002). By joining the EU, some Slovenian sectors will be hit very hard. This includes mainly the labour-intensive sectors, as well as some services companies that have enjoyed strong local monopolies. With EU membership, competition is expected to rise significantly, which is a positive thing. After all, competition is the engine of progress, as it forces companies to be efficient, while also acting as a whip for companies that are not able to adjust to the level of competition on the single market (Petrin, 2004). As with the case of Slovenia, the competitive advantage of the other candidate countries lies mainly in the labour intensive and resource intensive industries, whereas the capital and technology intensive industry are relatively uncompetitive. The conclusion to be drawn here is that an open economy and foreign investment do not lead to an automatic change in the structure of the industry towards greater knowledge and skill intensity: rather than that, it is the other way round. Slovenia is losing its competitive advantages of relatively cheap labour and, to a smaller extent, of local raw materials. Moreover, the pace which exports increase is now slowing down, mainly due to quality reasons. Slovenia does not produce sufficient new high-quality products or services.



to Web Sites



www.welttrends.de

WeltTrends – is an academic journal for international politics and comparative studies. It was established in 1993 by German and Polish academics from the University of Potsdam and the Instytut Zachodni in Poznań/Poland. As a foreign policy journal of the Berliner Republik, it is discussing the “new German foreign policy” and the challenges for Germany’s international policies at the beginning of the 21st century. As a German-Polish project, WT especially deals with the politics of the “wider Europe” in a changing world. The domestic developments in the Central, Eastern and South-Eastern European countries and their foreign relations are permanent features in WT editions. It addresses decision-makers in politics, administration, media and civil society. A special target group are scholars and students of universities.



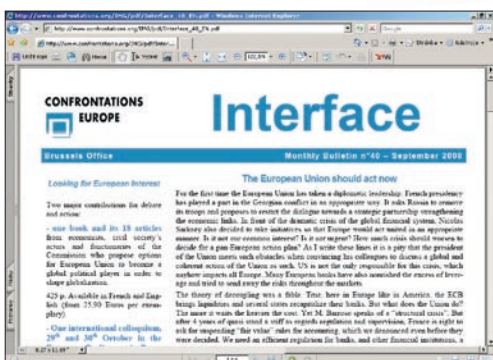
<http://stefanwolff.com/jmasi/call.htm>

Information on the project of 2009 Jean Monnet Advanced Study Institute “Europe’s Evolving Security Architecture: Integration, Cooperation or Confrontation?” The purposes of this Institute are, first, to stimulate excellence in teaching and research in Security Studies in higher education institutions in Europe generally and the CIS particularly; second, to create new opportunities for junior faculty to present the results of their research and teaching activity and exchange ideas; and third, to raise the teaching and research skills of participating young faculty by training in interactive and experiential learning techniques.



<http://www.epin.org>

EPIN is a network of dynamic think tanks and policy institutes focusing on current EU and European political and policy debates. It is a comprehensive network with 30 members in 26 countries, including almost all the EU member states and candidate countries. EPIN aims to contribute to the debate on the Future of Europe through up to the minute, expert analysis and commentary and through providing easy access to understanding the different national debates.



http://www.confrontations.org/IMG/pdf/Interface_40_EN.pdf

The site contains the Confrontation Europe’s *INTEGRACE* magazine No. 40. The Confrontations Europe is a European association bringing together citizens and actors of the civil society of many European countries. It offers a place for work and dialogue to all those who want to take part in the Community agenda (Link: <http://www.confrontations.org/>).

Calendar of Events

February 9–10, 2009, 5th Annual Meeting of the OECD LEED Forum on Partnerships and Local Governance 'Building Strong Partnerships with the Private Sector for Better Jobs and Inclusion'

Language: English
Place: Vienna, Austria

Contact:
Jana Machacova,
OECD LEED Forum on
Partnerships and Local Governance,
Forum office at ZSI (Centre for
Social Innovation, Vienna, Austria),
phone: +43-1-4950 442 – 48,
fax: +43-1-4950 442 – 40,
e-mail: machacova@forum.zsi.at

Registration:
<http://registration-5th-forum-meeting.zsi.at/>, no later than 12 January 2009.

Further information:
http://www.oecd.org/document/54/0,3343,en_2649_34417_41681398_1_1_1,00.html

February 18–20, 2009, The 9th International Postgraduate Conference on Central and Eastern Europe "Perpetual Motion? Transformation and Transition in Central, Eastern Europe and Russia"

Place: London, UK
Organiser: The School of Slavonic and East European Studies, University College London
Language: English
Deadline: July 11, 2008

Contact:
conference2009@ssees.ucl.ac.uk

February 20–22, 2009, The 6th Annual Graduate Student Conference "Ties that Bind and Ties that Divide: Cultural, Economic and Political Linkages in Eastern Europe, Russia and Central Asia"

Place: Pittsburgh, USA
Organiser: GOSECA (Graduate Organization for the Study of Europe and Central Asia), University of Pittsburgh

Language: English
Contact:
Samantha Hryciuk,
e-mail:
gosecaconference@yahoo.com,
web: <http://www.pitt.edu/~sorcl/goseca/Goseca2009>

March 6–7, 2009, The European Social Model in a Global Perspective

Place: Luxembourg
Organiser: Cultural Centre of Neumünster
Language: English

Contact:
Centre for Sociological Research (CESO), IMPALLA secretariat, Leuven, Belgium

e-mail:
Impalla2009@soc.kuleuven.be,
web: <http://soc.kuleuven.be/cesol/impalla/ESPANET/description/description.html>

March 19–22, 2009, East European versus West European Mentalities: Can We Hope to Understand One Another?

Place: Vienna, Austria
Organiser: Sigmund Freud University, Vienna
Language: English, German, Russian

Contact:
Ekaterina Makarova,
Sigmund Freud University, Eastern European Institute, Vienna, Austria,
phone: +43 1 798 4098,
fax: +43 1 798 409820,
e-mail:
ekaterina.makarova@sfu.ac.at,
web: <http://www.sfu.ac.at/english>

April 1–4, 2009, VIIth International Conference "Economic Integrations, Competition and Cooperation"

Organizer: University of Rijeka, Croatia
Place: Opatija, Croatia

Contact:
Vinko Kandzija,
e-mail: kandzija@efri.hr,
web: http://www.efri.hr/english/prikaz.asp?txt_id=5407

April 7–9, 2009, The 10th International Academic Conference on Economic and Social Development in Russia

Place: Moscow, Russia
Organiser:
Higher School of Economics
Language: English, Russian
Contact:
<http://HSEconf2009.hse.ru>

April 14–19, 2009, The Role of Transnational Experts in European Integration: Recharging the Debate

Place: Lisbon, Portugal
Organiser:
ECPR (European Consortium for Political Research)

Language: English
Contact:
Angela Wigger,
Department of Political Science,
Radboud University Nijmegen,
The Netherlands,
phone: +31(0) 24 3611978
fax: +31(0) 24 3612379,
e-mail: a.wigger@fm.ru.nl,
web: http://www.ecpr.org.uk/lisbon/documents/ws9_000.pdf

April 16–18, 2009, The 5th International Interuniversity Scientific Conference "Russia and Modern World: Problems of Political Development"

Place: Moscow, Russia
Organiser: The International Sociological Organization
Language: Russian, English
Contact:
phone:
+7 (495) 912-06-46 (ext.157),
e-mail: ibp-polit@list.ru,
web: <http://www.isa-sociology.org/cforp375.htm>

April 17 – 19, 2009, Workshop "Post-Soviet State and Nation Building in the Caucasus Region: Challenges and Perspectives"

Place: Yerevan, Armenia
Language: English
Contact:
Dr. Alexander Markarov,
YSU International Cooperation Office,

phone: +374 10 550 612,
fax: +374 10 55 46 41,
e-mail: amarkarov@ysu.am

**April 17 – 19, 2009, Conference:
Small States and the 'State'**

Organizers: The Institute of Public Administration at Tallinn University of Technology and the journal *Halduskultuur. Administrative Culture*

Place: Tallinn, Estonia

Contact:

Prof. Tiina Randma-Liiv,
e-mail: tiina.randma-liiv@ttu.ee

April 25–26, 2008, International Conference "Exploration, Education, Progress in the Third Millennium"

Place: Dunarea de Jos University Galați, Romania, The Faculty of Law

Deadline: for submissions:

February 28, 2009, a 300 word abstract by e-mail: (florin.tudor@ugal.ro)

Contact:

phone/fax: +40-236-493 370,
e-mail: florin.tudor@ugal.ro,
web: www.drept.ugal.ro

April 26–28, 2009, 10th Annual International Conference of the Polish Association for Public Administration Education

Place: Bialowieza, Poland

Organizers: Polish Association for Public Administration Education, Faculty of Law, Bialystok University and Stanislaw Staszic School of Public Administration in Bialystok

More information:

web: www.patologie.wsap.edu.pl,
e-mail: seap@seap.org.pl

May 5–8, 2009, World Civic Forum 2009, Main Theme: Building Our Humanitarian Planet, Key Themes: Civic Values for Global Justice, Civic Engagement in Public and Global Governance, Civic Action for the Global Agenda

Organizers: Kyung Hee University and the United Nations Department of Economic and Social Affairs (UNDESA)

Place: Seoul, Republic of Korea

Contact:

e-mail: ongm@un.org,
http://www.wcf2009.org/callpaper_form.php

May 8–9, 2009, International Conference "Enlargement – Five Years After: The State of European Integration and New Challenges for the Discipline"

Place: Budapest, Hungary

Organiser: Arbeitskreis Integration, Deutsche Vereinigung für Politische Wissenschaft (AKI-DVPW), University Association for Contemporary European Studies (UACES)

Language: English

Contact:

e-mail: euconf2009@ceu.hu,
web: <http://www.events.myzen.co.uk/conferences/index.php/ceulbudapest>

May 21–23, 2009, 5th International Conference of Market Functionality and Institutional Reforms

Place: Tirana, Albania

Language: English

Contact:

Prof. Dr. Sulo Haderi,
Deputy Dean, Faculty of Economy,
University of Tirana, Albania,
phone/fax: +355-4-2345 789,
e-mail: haderi@yahoo.com

May 28–31, 2009, The Russian field: A View from Abroad

Place: St. Petersburg, Russian Federation

Organiser: The Centre for Independent Social Research

Language: Russian, English

Contact:

Elena Bogdanova,
Centre for Independent Social Research, St. Petersburg,
phone: +7-812-718-3796,
fax: +7-812-718-3796,
e-mail: russianfield.info@gmail.com,
web: <http://www.russianfield.info>

June 11–13, 2009, ASPA-EGPA Fifth Transatlantic Dialogue on "The Future of Governance in Europe and the U.S."

Language: English

Place: Trachtenberg School of Public Policy and Administration, Washington D. C., USA

Contact:

Marc Holzer,
e-mail: mholzer@rutgers.edu,
web: <http://spaa.newark.rutgers.edu/5TAD/>

June 14–16, 2009, Conference "Economies of Central and Eastern Europe: Convergence, Opportunities and Challenges"

Place: Tallinn, Estonia

Organiser: Tallinn School of Economics and Business Administration of the Tallinn University of Technology

Language: English

Deadline: March 15, 2009

Contact:

Mrs. Marianne Kallaste,
Conference Secretary,
Tallinn School of Economics and Business Administration,
Kopli 101–210, 11712 Tallinn,
Estonia,

phone: +372 6 203 945,
e-mail: conference@tv.ttu.ee,
web: <http://tseba.ttu.ee/ECEE>

June 18–19, 2009, 8th International Congress of the International Association on Public and Non-profit Marketing (IAPNM 2009)

Language: English

Place: Valencia, Spain

Contact:

Prof. Dr. Amparo Cervera,
phone: +34 963828964,
fax: +34 963828333,
e-mail: amparo.cervera@uv.es,
web: www.adeit.uv.es/aimpnl2009

June 22–25, 2009, 7th International Conference on Politics and International Affairs

Place: Athens, Greece

Organiser: The Politics Research Unit of the Athens Institute for Education and Research (AT. I.N.E.R.)

Language: English

Contact:

Dr. Ioannis Stivachtis,
Politics & International Affairs Research Unit, ATINER, Athens,

Greece,
phone: + 30 210 3634210,
fax: + 30 210 3634209,
e-mail: atiner@atiner.gr,
web: <http://www.atiner.gr/docs/Politics.htm>

June 23–26, 2009, Shaping Europe in a Globalized World? – Protest Movements and the Rise of a Transnational Civil Society?

Place: Zurich, Switzerland
Organiser: The University of Zurich, Department of German with the support of the European Commission

Language: English

Contact:

Rebekka Weinel, Coordinator EU Project Administration, University of Heidelberg, Center for American Studies, Heidelberg, Germany,
e-mail: mail@protest-research.eu,
web: <http://www.protest-research.eu>

June 23–26, 2009, XII International Colloquium on Regional Sciences

Language: Czech, Slovak, English

Place: Pavlov, Czech Republic

Contact:

Ms. Viktorie Klímová,
e-mail: klimova@econ.muni.cz

June 29 – July 02, 2009, 8th International Conference on Health Economics, Management and Policy

Place: Athens, Greece

Organiser: The University of Athens (School of Law, Economics and Political Science) in collaboration with the Health Research Unit of the Athens Institute for Education and Research (ATINER)

Language: English

Contact:

Dr. John Yfantopoulos, School of Law, Economics and Political Science, University of Athens, Greece,
phone: + 30 210 363-4210,
fax: + 30 210 3634209,
e-mail: health@atiner.gr,

web: <http://www.atiner.gr/docs/Health.htm>

July 06–10, 2009, Summer School “Modes of European Integration”

Place: Twente, Netherlands

Organiser:

The European Summer School
Topics: The programme offers scientific reflection and discourse on key policy issues in European higher education, European energy, and European safety governance by key European academics and public officials. The programme offers a balanced mix of lectures, interactive discussion/debate and exercises.

Language: English

Deadline: ongoing

Contact:

Ms. Adrie Dassen,
phone: +31 53 489.3364,
e-mail: a.dassen@utwente.nl,
web: http://www.utwente.nl/cheps/summer_school

July 26–31, 2010, The VIII World Congress of the International Council for Central and East European Studies “Eurasia: Prospects for Wider Cooperation”

Place: Stockholm, Sweden

Organiser: The International Council for Central and East European Studies, The Swedish Society for the Study of Russia, Central and Eastern Europe and Central Asia

Language: English

Deadline: February 28, 2009

Contact:

phone: +46-8-54651500,
fax: +46-8-5465 1599,
e-mail: mci@iccees2010.se,
proposals@iccees2010.se,
web: www.iccees2010.se

July 27–31, 2009, Summer School “Civil Society in Central and Eastern Europe before and after the End of Socialism”

Place: Kiev, Ukraine

Organiser: the Research Centre for East European Studies, University of Bremen and The EU Institute for Security Studies,

National University of “Kyiv – Mohyla Academy”

Language: English

Contact:

e-mail: orga@changing-europe.de,
web:
<http://www.changing-europe.de>

Events of the Academy of Public Administration under the aegis of the President of the Republic of Belarus

March 2009, 13th Republican Research Conference “Theoretical, Methodological and Applied Aspects of Public Administration in the Republic of Belarus and Internationally”

Contact:

e-mail: igu@pacademy.edu.by,
post@pacademy.edu.by

April 2009, 5th International Research Conference “State Regulation of the Economy and Efficiency Enhancement of Economic Entities”

Organized by the Department of Enterprise Economics

Contact:

phone: + 375 222 83 43,
e-mail: post@pacademy.edu.by

April 2009, 13th Republican Research Conference for young scientists “Basic Issues of Public Administration”

Contact:

e-mail: bogush@pacademy.edu.by

May 2009, 7th International Research Conference “Information Resources Management”

Contact:

phone: + 375 17 222 76 96,
e-mail: post@pacademy.edu.by

May 2009, Research Workshop “Theoretical, Methodological and Applied Issues of Public Administration”

Organized jointly with the National Academy of Sciences

Contact:

e-mail: bogush@pacademy.edu.by

Summer Schools of the Central European University (CEU), Budapest, Hungary

June 29 – July 8, 2009, **Managing for Integrity: Strategies and Approaches**

Topics: This course meets a need for critical and strategic approaches to successfully reform institutions to improve levels of governance and integrity. It is aimed at managers, internal control specialists as well as civil society. It will also be open to academics interested in offering similar courses at their own universities. The approach offered by the course is interdisciplinary, straddling law, economics, business, public administration, public sector ethics, as well as politics, statistical and ethnographic approaches. The course will familiarize participants with core ingredients to a strategic and critical approach for effective and sustainable organizational integrity reform.

Language: English

Deadline: March 13, 2009

June 29 – July 10, 2009, **Public Management of Urban Change in Transnational Cities**

Topics: The course will review the theoretical underpinnings of current urban policy, planning and management practices and provide course participants with a broad range of international case studies and practices that reflect the current state of the discipline. The course's geographical relevance will be broader than Central and Eastern Europe and will help young faculty and practitioners to better understand challenges faced by public policymakers and managers, NGOs and the private sector in rapidly changing urban environments.

Language: English

Deadline: February 16, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/urban/index-urban.php>

June 29 – July 10, 2009, **Work and Inequality in a Global Economy**

Topics: The course will provide participants with high level research-based and policy relevant training in the areas of employment relations, social inequalities and accountability in a global economy. This training will rely on critical analysis of cutting-edge interdisciplinary scholarship and instruction by leading regional and international scholars and practitioners. The course is organized around three analytic modules focused on emergent labour practices, social inequalities, and regulatory mechanisms in the global economy.

Language: English

Deadline: February 16, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/work/index-work.php>

June 29 – July 15, 2009, **Media, Democratization and International Development: Foundations for a More Robust Research Agenda**

Topics: This intensive summer school on media development is designed to help early-stage researchers gain an understanding of the history, theory, practice, and current trends in the media development sector. In the program, students will be exposed to a wide range of theoretical, methodological, and applied/practitioner perspectives from academics and professionals in the media development arena.

Language: English

Deadline: February 16, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/medial/index-media.php>

July 5–11, 2009, **Integrating Sustainability Thinking Into Academic Curricula**

Topics: The course is built on three core objectives: to facilitate transfer of knowledge on emerging policy/research areas and cross-cutting issues of environmental science; to build capacity for adequate, efficient and oriented towards the international research community environmental research, based on multidisciplinary approaches and concepts, most recent findings and state-of-art and policy relevant research objectives; to demonstrate what constitutes a good MSc program / PhD research proposals in environment, and how nonacademic objectives integrated into a program syllabus contribute to academic excellence. Following the objectives, the summer course will split into two sections: thematic discussions on emerging policy/research areas and cross-cutting issues of environmental science; discussion on "quality", "academic excellence" and general issues of research planning (with particular focus on PhD projects) and curriculum development for graduate environmental training. The course specifically targets PhD students and young researchers who are just about to develop their careers in the field, therefore the thematic sessions will be enhanced by talks and workshops on research methodology and development.

Language: English

Deadline: February 16, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/thinking/index-thinking.php>

July 6–17, 2009, **Writing in the Humanities after the Fall of Communism**

Topics: The objective of the course is to reflect critically upon the preconditions of writing in the humanities, particularly in the context of communism as an intellectual burden, still relevant after twenty years. The course considers a basic dilemma of the

humanities in Central-Eastern Europe: numerous areas of study are condemned to the task of implementing the intellectual and methodological overthrow of the regime, as well as re-evaluating the categories it had imposed on their discourses. Crucial parts of the analysis concern the status of the visual arts in the face of the post-communist experience (globalism, neoliberalism, democratization). The condition of literature and philosophy (such as post-Marxism) will also be discussed.

Language: English

Deadline: February 16, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/writing/index-writing.php>

July 06–17, 2009, Sustainable Human Development: From International Frameworks to Regional Policies

Topics: The aim of this summer school is to address the deficits in understanding and applying the concept of sustainable human development to development challenges in the region. It will consist of several mutually reinforcing topics and will be conducted involving a wide range of actors – experts from Bratislava Regional Centre, universities in the region, UNDP country offices. Experience so far suggests that a combination of theoretical exposure and practical experience makes the course unique and interesting for participants not just from Europe and CIS but also beyond the region.

Language: English

Deadline: February 16, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/sustainable/index-sustain.php>

July 13–24, 2009, New Regionalisms, Emergent Powers and the Future of Security and Governance

Topics: This research-based seminar aims to contribute to the advancement of new cross-disci-

plinary knowledge by introducing participants to and immersing them in cutting-edge research utilizing new perspectives for explaining and understanding the dynamic and interdependent processes of social, economic and political change and transformation at play in the post-Cold War, post-9/11 world.

Language: English

Deadline: March 01, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/regionalism/index-region.php>

July 20–31, 2009, Space, Science and Claims to European Domination. The Dynamics of Knowledge from the Renaissance through the Enlightenment

Topics: The aim of this course is to explore the possibility of writing a new narrative of European history in a polycentric global context, and of historicizing the idea of Europe in relation to the dynamics of knowledge, from conceptual, cultural and spatial points of view.

Language: English

Deadline: February 16, 2009

web: <http://www.sun.ceu.hu/02-courses/course-sites/space/index-space.php>

Contact:

Eva Gedeon, Summer University Office, Budapest, Hungary,

phone: +36-1 327-3811,

fax: +36-1 327-3124,

e-mail:

gedeone@ceu.hu, sunreq@ceu.hu

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

January 29–30, 2009, Introduction course on the Quality Management in the field of Justice

Place: Luxembourg

More info and online registration:

<http://www.eipa.eu/en/activities/show/&tid=3017>

Contact:

a.stoffels@eipa.eu, y.long@eipa.eu

February 12–13, 2009, Seminar “Financial Management of EU Structural Funds”

Place: Maastricht

Contact:

j.groneschild@eipa-nl.com

February 12–13, 2009, Seminar “European Public Procurement Rules, Policy and Practice”

Place: Maastricht

Contact:

j.groneschild@eipa-nl.com

March 2–3, 2009, Seminar “State Aid Policy and Practice in the European Community – An Integrative and Interactive Approach”

Place: Maastricht

Contact:

j.groneschild@eipa-nl.com

March 5–6, 2009, Seminar “Europe on the Internet: Finding Your Way Through the European Information Jungle”

Place: Maastricht

Contact:

j.groneschild@eipa-nl.com

March 15–17, 2009, Seminar “Project Cycle Management: A Technical Guide”

Place: Maastricht

Contact:

j.groneschild@eipa-nl.com

April 2–3, 2009, Seminar “Practical Tools for National Implementation”

Place: Maastricht

Contact:

n.vermeulen@eipa.eu

April 16–17, 2009, Seminar “Understanding Decision-Making in the European Union: Principles, Procedures and Practice”

Place: Maastricht

Contact:

j.groneschild@eipa-nl.com

May 6–7, 2009, European Conference on Quality Management in the field of Justice

Place: Trondheim, Norway

Contact:

a.stoffels@eipa.eu, y.long@eipa.eu

June 25–26, 2009, Seminar “Understanding Decision-Making in the European Union: Principles, Procedures and Practice”

Place: Maastricht

Contact:

j.groneschild@eipa-nl.com

June 29–July 3, 2009, Summer School “Preparing for EPSO: The Road to the European Institutions”

Place: Luxembourg

Contact:

j.groneschild@eipa-nl.com

September 17–17, 2009, Master Class on Quality Management in the Field of Justice

Place: Milan, Italy

Contact:

a.stoffels@eipa.eu, y.long@eipa.eu

Events of the Kharkiv Regional Institute of Public Administration, NAPA, Ukraine

February 2009, “NATO – Ukraine” Conference

Language: English, Ukrainian

March 2009, IX International Scientific Congress

Language: English, Ukrainian, German, French

April 2009, Student Conference “Actual Problems of Administration System Development: Experience, Tendencies, Perspectives”

Language: Ukrainian

May 2009, Round Table “Day of Europe”

Language: Ukrainian

May 30, 2009, Round Table “Days of Science in Ukraine”

Language: Ukrainian

Contact:

International Affairs Department,

e-mail:

intaffdpt@kbuapa.kharkov.ua

CALLS

Grants/Fellowships/Studies

Fulbright-Kennan Institute Research Scholarships

Institution/Organiser: The Kennan Institute

Kind of support/work: fellow

Duration: six months

Place: Washington, D. C., USA

Topics: The scholarships are available to scholars from Russia and Ukraine to conduct research in the fields of the humanities and social sciences. Preference is given to applicants whose research informs discussion of key public policy issues, enhances development of scholarship in the former Soviet Union, and fosters communication between the world of scholarship and the world of public affairs. The Wilson Center devotes significant attention to the exploration of broad thematic areas. Primary themes are: 1) governance, including such issues as the key features of the development of democratic institutions, democratic society, civil society, and citizen participation; 2) the U.S. role in the world and issues of partnership and leadership; and 3) key long-term future challenges confronting the U.S. and the world.

Eligibility: scholars from Russia and Ukraine

Deadline: ongoing

Contact:

Fulbright Moscow Office, Institute of International Education, ul. Tverskaya 16/2, Building 3, 125009 Moscow, Russia or

Fulbright Kyiv Office, Hrushevskogo 4, Office 305, Kyiv 01001 Ukraine,

phone: +7-495-935 8353 or +380-44-229 1850,

fax: +7-495-937 5418 or +380-44- 229 2324,

e-mail:

Fulbright@fulbright.amc.ru, office@fulbright.com.ua

International MA in Russian and Eurasian Studies (IMARES)

Institution/Organiser: The European University at St. Petersburg

Kind of support/work: MA

Duration: 2009–2020, starting in September 2009

Place: St. Petersburg or Kazan, Russian Federation

Topics: IMARES provides training in the politics, economy, society, and history of Russia and neighbouring Eurasian states. It combines the highest standards of teaching in English by Russian and international faculty.

Eligibility: IMARES, an advanced graduate program for students who already hold a B.A. degree or its equivalent

Deadline: April 30, 2009

Contact:

IMARES, 3 Gagarinskaya St., 6 St. Petersburg 191187 Russian Federation,

phone: +7-812-579 4402,

fax: +7-812-275 5133,

e-mail: *imares@eu.spb.ru*

Grants of the Central European University for the academic year 2009/2010

Institution/Organiser: The Central European University

Kind of support/work: fellow

Duration: academic year 2009/2010

Place: Budapest, Hungary

Topics: CEU offers Master’s and Doctoral (PhD, SJD) programs in English in the following areas: Economics, Environmental Sciences and Policy, Gender



Studies, History, International Relations and European Studies, Legal Studies (including Human Rights), Mathematics and its Applications, Medieval Studies, Nationalism Studies, Philosophy, Political Science, Public Policy, Sociology and Social Anthropology, as well as several programs in Business and IT Management offered by the CEU Business School.

Deadline: March 16, 2009: For CEU Master's students and graduates applying to doctoral programs.

Contact:

Central European University,
Admissions Office, Nador u. 9,
1051 Budapest, Hungary,

phone: +36 1 327 3009/ 327 3272/
327 3208/ 327 3210,

fax: +36 1 327 3211,

e-mail: admissions@ceu.hu,

web: <http://www.ceu.hu/admissions/apply>

East European Studies Online

Institution/Organiser: Center for Global Politics

Kind of support/work: M.A. program

Duration: two years

Place: Berlin, Germany

Topics: This program prepares students for high-level Eastern Europe-related assignments in business, public sector, non-governmental and international organizations. EES Online offers: English language coursework attracting an international community; Staying on the job while

working towards your degree; Bridging the classroom with real world issues through field research; Rewarding in-house classes in Berlin, Germany supplementing online modules; Fellow students with diverse professional experience and backgrounds; Faculty from a broad array of international institutions.

Eligibility: Applicants should possess: Bachelor's, undergraduate degree, or equivalent; Basic proficiency in at least one East European language; High English proficiency

Deadline: April 30, 2009

Contact:

Center for Global Politics, Freie Universität Berlin, Garystrasse 55, 14195 Berlin, Germany,

phone: +49 30 838 54033,

fax: +49 30 838 53616,

e-mail: ees@fu-berlin.de,

web: <http://www.ees-online.org>

PhD Programme in Transnational Studies and International Relations at the Berlin Graduate School for Transnational Studies

Institution/Organiser:

Berlin Graduate School for Transnational Studies

Kind of support/work: fellow

Duration: 3 years from September 2009

Place: Berlin, Germany

Topics: The programme offers state-of-the-art survey classes,

a strong training in research methods and research design, skills courses and individualized supervision. It has a strong focus social science theories and methods but also welcomes applications from adjacent disciplines like economics, history, law, and area studies. Dissertation topics should refer to one of the following three areas concentration broadly defined: The analysis of national and transnational causes and consequences of political, societal and cultural globalization; The challenges to governance in international and transnational settings including issues of politization and legitimacy, as well as in areas of limited statehood; The comparative study of regional cooperation, including the EU.

Eligibility: An exceptionally strong completed university degree qualifying for PhD studies in political science, international relations, sociology, economics, law or adjacent disciplines; Proof of C1 level English language skills or the equivalent.

Deadline: February 1, 2009

Contact:

Freie Universität Berlin, Ihnestr. 26, 14195 Berlin, Germany,

phone: +49 (0) 30 838 52321,

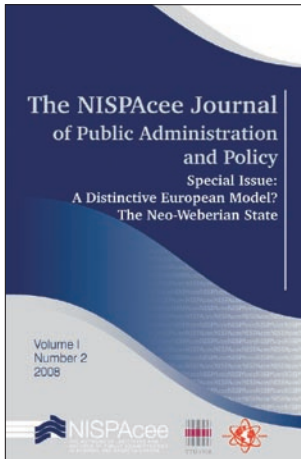
fax: +49 (0) 30 838 54160,

e-mail:

info@transnationalstudies.eu,

web: http://www.transnationalstudies.eu/content.php?nav_id=363

Recent Publications



The NISPAcee Journal of Public Administration and Policy, Special Issue: A Distinctive European Model? The Neo-weberian State, Volume I, Number 2, 2008

Publisher: NISPAcee

Guest Editors: Christopher Pollitt, Geert Bouckaert, Tiina Randa-Liiv, Wolfgang Drechsler The special issue contains papers from the first Trans-European Dialogue (TED1) organised by EGPA and NISPAcee. The theme of a Neo-Weberian State (NWS), in its empirical and theoretical approach, and in essence in its hypothetical status, became shared programme.

Contact: NISPAcee

Politico-Administrative Relations at the Centre – Actors, Structures and Processes supporting the Core Executive

Publisher: NISPAcee

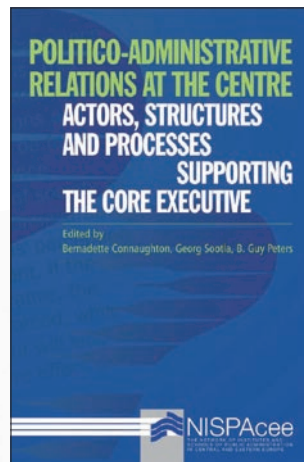
Editors:

Bernadette Connaughton, Georg Sootla, B.Guy Peters

Resume:

The chapters in this book representing Russia, Poland, Estonia, Romania, Kazakhstan, Ukraine and Slovenia provide good examples of the development of political executives and their support services in the Central and Eastern European countries.

The studies illustrate the interplay of politico-administrative roles over time and provide an insight into the impact of structural differences and diverse administrative traditions. There are also interesting comparative examples from Western Europe, namely Belgium, Denmark, Finland, Ireland and Sweden, that illuminate both the similarities and differences of the efforts of executives to enhance their own capacity as a result of changing environments.



The majority of the studies presented in this book examine attempts on the part of chief executives to enhance their ability to contribute effectively to the governance of their societies. These efforts involve not only strengthening the capacity for political powers and political enforcement through support structures and new coordination procedures, but also the policy analytic capacity of these offices. These studies also demonstrate the barriers that chief executives, even those in seemingly powerful positions, encounter when attempting to govern from the centre. They further point to the thin line that can exist between the professionalization of policy in these offices, and its politicization. These studies therefore are useful both to students of gov-

erning, and practitioners of that art, as they struggle to find ways of making governments both be effective and respond democratically to the demands of the public.

Contact: NISPAcee

EPIN Working Paper No. 19 “Ratification of the Lisbon Treaty: Problems not only in Ireland”

Authors:

Piotr Maciej Kaczyński, Sebastian Kurpas and Peadar ó Broin

Resume:

This text is an in-depth analysis of the situation and obstacles for ratification of the Lisbon Treaty in 4 countries: Ireland, Germany, Czech Republic and Poland.

Download:

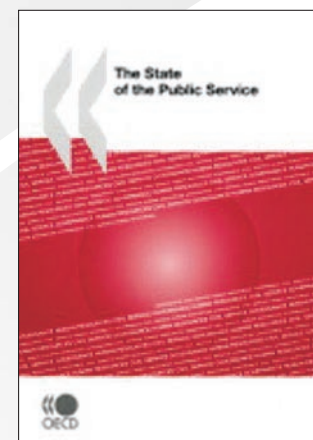
http://shop.ceps.be/downfree.php?item_id=1716

The Fifth Enlargement of the EU, Five Years On: The Case of Poland and the Czech Republic, In: Europe Visions No. 2 series

Author: Piotr Maciej Kaczynski

Publisher: IFRI (The French Institute of International Relations)

Download: http://www.ifri.org/files/Europe_visions/Europe_vision_2_en.pdf.



The State of the Public Service

Publisher: OECD

Language: English

Price: 24 EUR/ 32 USD/ 17 GBP

Resume:

This book takes stock of the main changes in the management of public services across OECD countries. It also examines how countries manage to find a balance between, on the one hand, attention to fundamental values such as fairness, equity, justice and social cohesion to maintain political confidence in the government system as a whole and, on the other hand, a focus on efficiency, productivity and effectiveness.

Orders: sales@oecd.org or by fax: +33-1-4524 1950

Performance Information in the Public Sector. How It Is Used

Editors: Wouter Van Dooren, Steven Van de Walle

Publisher: Palgrave Macmillan/ Governance and Public Management Series

Price: 50 GBP

Language: English

Resume:

Performance information has long permeated the public sector. The actual use of performance information however has long been taken for granted. This book is one of the first to bring together an international team of acclaimed academics focusing on how and whether politicians, public officials, and citizens use public sector performance information. Combining practical experience with academic analysis this book explores the social and organizational dynamics of performance indicators. It moves beyond the technicalities of measurement and indicators and looks at how performance information is changing the public sector.

Contact:

E-mail: iasia@iiasiisa.be,
website: <http://www.iiasiisa.be>

Sustainability and Effectiveness of Civil Society Organizations in Kyrgyzstan

NISPAcee began a new project in Kyrgyzstan in November 2008, in co-operation with the Kyrgyz project partner institution, Social Research Centre, American University of Central Asia. The project received funding from the Ministry of Foreign Affairs of the Slovak Republic within the programme SlovakAid.

a number of laws and law acts that must be reviewed within the next project period.

At present, we are holding interviews with representatives of the Kyrgyz Parliament, civil society organisations and executive government agencies. The purpose of the interviews is to understand the current stages



This project, entitled 'Sustainability and Effectiveness of Civil Society Organisations in Kyrgyzstan', aims to create better conditions for civil society organisations for their active participation in the policymaking processes. This requires sustainable and effectively working organisations. The legal system and its conditions are vital for civil rights and initiatives in each state, therefore the Kyrgyz legislative framework concerning civil society organisations are targeted in this project.

Slovak and Kyrgyz project team members met in November 2008 in Bishkek, Kyrgyzstan in order to discuss the main aspects of the project. At this initial meeting, the Kyrgyz and Slovak project experts presented their reviews of relevant Kyrgyz and Slovak legislations. The analysis of the relevant legislation resulted in the identification of

of the decision-making process at the level of Parliament and executive government, and determine the participation of the civil society organisations in this process. The interviews should also aim to identify barriers in the government decision-making process which hinder the access of civil society organisations to this process.

The preliminary findings of the project will be available in March 2009, after which the Kyrgyz delegation will visit the Slovak Republic and the relevant educational and governmental institutions and civil society organisations.

The aim of the project is to design policy recommendations which propose changes in the relevant Kyrgyz legislation. These will be available at the end of the project – in November 2009.

Call For Registration

NISPAcee 17th Annual Conference

State and Administration in a Changing World

14–16 May, 2009, Budva, Montenegro

Organised in co-operation with the Government of the Republic of Montenegro, the Human Resources Management Authority

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

General Session

The General Sessions will include papers that cover topics, which go beyond the conference or working group themes, can be presented. Such sessions are intended to give scholars the possibility to present their most

Working Groups

- I. Working Group on Local Government
- II. Working Group on e-Government
- III. Working Group on Civil Service
- IV. Working Group on PA Reform in Central and East European and Central Asian Countries in Transition (PARinCEECA)
- V. Working Group on Public Sector Finance and Accounting
- VI. Working Group on Capacity Building of a Civil Servants' Training System According to EU Requirements



Main Conference Theme

Invited papers will be 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.

The key questions of the conference: 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?

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.

Panels

- Panel Session on Health Care, Reforms and Implementation
- Panel on Integrity in Local Authority Areas
- Panel on Policy Analysis Development Issues

Conference Venue

The NISPAcee Annual meeting will be held in the conference premises of the **Hotel Splendid**, Budva.

Conference Fees

The conference fee covers organizational costs, full conference documentation, an access to all scientific activities and a





CD with all conference presentations.

The fees for the participation in the conference are to be paid by **March 31st, 2009** (in EUR):

- The participants from NISPAcee Institutional Members and NISPAcee Individual Members (from Eastern countries) **100 €**
- NISPAcee Non-Members (from Eastern countries) **200 €**
- The participants from NISPAcee Associate Members and NISPAcee Individual Members (from Western countries and institutions) **300 €**
- NISPAcee Non-Members (from Western countries and institutions) **390 €**

Additional fee for registration after the deadline (March 31, 2009) **100 €**

Conference Deadlines

SUBMISSION OF THE FINAL PAPER: **April 10, 2009**

ONLINE CONFERENCE REGISTRATION: **from December 2008**

DEADLINE FOR THE CONFERENCE REGISTRATION:

March 31, 2009

(Additional fee for registration after the deadline – 100 €)

CONFERENCE PAYMENTS

(for fees, lunches):

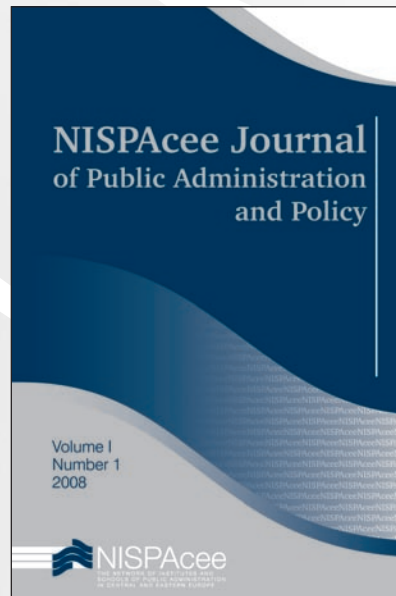
March 31, 2009

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

The NISPAcee Journal of Public Administration and Policy

Call for Papers

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



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

The Journal is published twice per year. The first issue includes selected peer-reviewed articles. The second issue is based on papers from TED (EGPA/NISPAcee Trans-Eu-

ropean Dialogue). The TED is an annual scholarly high-level focused conference on a timely topic in Public Administration. The first TED conference 2008 was focused on the theme of a Neo-Weberian State (NWS), in its empirical and theoretical approach, and in essence in its hypothetical status. The main theme of the second TED 2009 is relations citizens versus customers.

We invite colleagues to submit their research papers in English for consideration. Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief

Juraj Nemec, Matej Bel University, Banská Bystrica, Slovakia

Members of Editorial Board

Geert Bouckaert, Catholic University, Leuven, Belgium;

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

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