The 23rd NISPAcee Annual Conference

Insourcing and/or outsourcing
How do they contribute to the public administration reform?

May 21–23, 2015, Tbilisi, Georgia

Organized in cooperation with the Caucasus University

Co-funded by the Erasmus+ Programme of the European Union

www.nispa.org/conference2015
# Meeting Rooms

## Sessions

<table>
<thead>
<tr>
<th>Session</th>
<th>Room</th>
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</thead>
<tbody>
<tr>
<td>Main Conference Theme</td>
<td>A19</td>
</tr>
<tr>
<td>General Session</td>
<td>B19</td>
</tr>
<tr>
<td>Opening Session</td>
<td>Holiday Inn</td>
</tr>
<tr>
<td>Closing Session</td>
<td>Holiday Inn</td>
</tr>
<tr>
<td>Business Meeting</td>
<td>A19</td>
</tr>
</tbody>
</table>

## Closed Meetings

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>NISPAcee PhD Pre-conference Seminar: &quot;How to Improve your Research and Paper&quot;</td>
<td>B5</td>
</tr>
<tr>
<td>EAPAA Meeting</td>
<td>B2</td>
</tr>
<tr>
<td>Meeting with Conference Coordinators</td>
<td>B19</td>
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<tr>
<td>Steering Committee Meeting</td>
<td>B3</td>
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<tr>
<td>NISPAcee Internal Meetings</td>
<td>B3</td>
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</tbody>
</table>

## Workshop

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Room</th>
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<tbody>
<tr>
<td>UNDESA-UNDP-NISPAcee Workshop</td>
<td>B19</td>
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## Panels

<table>
<thead>
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<th>Panel</th>
<th>Room</th>
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<tr>
<td>Panel on Open Government</td>
<td>B5</td>
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<tr>
<td>Panel on Health Systems in Transition: Problematic Politics of Raising Revenue and Delivering Health Care</td>
<td>B7</td>
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<tr>
<td>Panel on Europanization in Public Administration Reforms (EPAR)</td>
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<td>Panel on Quality Improvement of PA programmes in Caucasus Region Based on European Standards</td>
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<td>Panel on Islamic Public Administration</td>
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## Working Groups

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<thead>
<tr>
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<td>III. Working Group on Integrity in Public Governance</td>
<td>A9</td>
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<td>IV. Working Group on PA Reform</td>
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<td>V. Working Group on Regional Development and Inter-regional Cooperation</td>
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<td>VI. Working Group on Public Finance and Public Financial Management</td>
<td>A6</td>
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<tr>
<td>VII. Working Group on Public Policy Analysis Development Issues</td>
<td>A8</td>
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<tr>
<td>VIII. Working Group on Public Administration Education</td>
<td>A22</td>
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<tr>
<td>IX. Working Group on Local Public Policies</td>
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<tr>
<td>X. Working Group on Transition, Change and Uncertainty</td>
<td>A18</td>
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## Other

<table>
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<tr>
<th>Event</th>
<th>Date</th>
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<tr>
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<td>May 21, 2015</td>
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<tr>
<td>Conference Registration Holiday Inn</td>
<td>8:15 - 12:00</td>
</tr>
<tr>
<td>Book Exhibition</td>
<td>6th floor</td>
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<tr>
<td>Conference Lunches and Coffee Breaks</td>
<td>6th floor</td>
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<tr>
<td>Computer Rooms</td>
<td>B8, B10, B12, B30</td>
</tr>
<tr>
<td>NISPAcee office</td>
<td>B1</td>
</tr>
</tbody>
</table>
Meeting Rooms

7th floor "A"

6th floor "B"

5th floor - Conference Lunches and Coffee Breaks
Insourcing and/or outsourcing: How do they contribute to the public administration reform?

Tbilisi, Georgia, May 21 - May 23, 2015

Local organizers:

Kakha Shengelia, President, Caucasus University
Sergi Kapanadze, Dean, Caucasus School of Governance
Marine Mikeladze, Director of Undergraduate programs, Caucasus School of Governance
Svetlana Kevkhishvili, Director, Organizational Department
Mikheil Bozhadze, Manager, Organizational Department
Elene Jgarkava, Director, Marketing and PR Department
Mariam Sutidze, Director, International Relations Department
Irena Melua, Manager of Grants Projects
Natalie Ivanidze, Giorgi Rostomashvili, Rati Mikhanashvili, Tamar Cabunia, Tinatin Endeladze, Nodar Kvaria, Khatia Chikovani, Khatia Jibghashvili, Tatia Kochlamazishvili, Tamuna Pavliashvili, Irina Chkonia, Ioseb Babuleishvili, Archil Gagnidze, Dea Maghalashvili, Mariam Pipia, Gvantsa Tskhovrebadze and other CSG students
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<td>Revenue and Delivering Health Care</td>
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<td>Panel on Quality Improvement of PA programmes in Caucasus Region</td>
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<td>Based on European Standards</td>
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<td>Panel on Islamic Public Administration</td>
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<td>V. Working Group on Regional Development and Inter-regional Cooperation</td>
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<td>VI. Working Group on Public Finance and Public Financial Management</td>
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## Conference Schedule

**May 20, 2015 (Wednesday)**

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<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:40</td>
<td>Bus transfer from Hotel Vere Palace to Caucasus University</td>
<td>Hotel Vere Palace (130 m walking distance from Hotel Primavera)</td>
</tr>
<tr>
<td>09:00 - 09:30</td>
<td>UNDESA-UNDP-NISPAcee Workshop Registration</td>
<td>B19 Caucasus University</td>
</tr>
<tr>
<td>09:30 - 10:00</td>
<td>UNDESA-UNDP-NISPAcee Workshop Registration</td>
<td>B19 Caucasus University</td>
</tr>
<tr>
<td>10:00 - 11:00</td>
<td>UNDESA-UNDP-NISPAcee Workshop Plenary Session 1: Collaborative Governance for Improved Public Service Delivery</td>
<td>B19 Caucasus University</td>
</tr>
<tr>
<td>11:00 - 11:20</td>
<td>Coffee Break</td>
<td>6th floor Caucasus University</td>
</tr>
<tr>
<td>11:20 - 12:20</td>
<td>UNDESA-UNDP-NISPAcee Workshop Plenary Session 2</td>
<td>B19 Caucasus University</td>
</tr>
<tr>
<td>12:20 - 13:30</td>
<td>Lunch Break</td>
<td>CU canteen or in some near restaurant</td>
</tr>
<tr>
<td>13:30 - 15:30</td>
<td>UNDESA-UNDP-NISPAcee Workshop Working Group 2: Collaborative Governance for Improved Public Service Delivery</td>
<td>B19 Caucasus University</td>
</tr>
<tr>
<td>15:00 - 19:00</td>
<td>NISPAcee Steering Committee (Closed meeting)</td>
<td>B3 Caucasus University</td>
</tr>
<tr>
<td>15:30 - 15:50</td>
<td>Coffee Break</td>
<td>6th floor Caucasus University</td>
</tr>
<tr>
<td>15:50 - 17:50</td>
<td>UNDESA-UNDP-NISPAcee Workshop Working Group 2: Citizen Engagement: Situating Governance for Equitable and Sustainable Development</td>
<td>B19 Caucasus University</td>
</tr>
<tr>
<td>17:00 - 19:00</td>
<td>Conference Registration</td>
<td>6th floor Caucasus University</td>
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<tr>
<td>18:10</td>
<td>Bus transfer from Holiday Inn to Caucasus University</td>
<td>Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171</td>
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<tr>
<td>18:15</td>
<td>Bus transfer from Caucasus University to Hotel Vere Palace</td>
<td>Caucasus University</td>
</tr>
<tr>
<td>19:00 - 20:30</td>
<td>Meeting with conference coordinators (Closed meeting)</td>
<td>B19 Caucasus University</td>
</tr>
<tr>
<td>20:40 - 20:40</td>
<td>Bus transfer from Caucasus University to Hotels Sympatia, Holiday Inn, Vere Palace, Rooms and Freedom Square</td>
<td>Caucasus University</td>
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# Conference Schedule

**May 21, 2015 (Thursday)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>08:15 - 12:00</td>
<td>Conference Registration&lt;br&gt;Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171</td>
</tr>
<tr>
<td>09:00 - 10:30</td>
<td>Conference Opening Session&lt;br&gt;Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171</td>
</tr>
<tr>
<td>10:30 - 11:00</td>
<td>Coffee Break&lt;br&gt;Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171</td>
</tr>
<tr>
<td>11:00 - 12:30</td>
<td>Conference Opening Session&lt;br&gt;Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171</td>
</tr>
<tr>
<td>12:30</td>
<td>Bus transfer from Holiday Inn to Caucasus University&lt;br&gt;Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171</td>
</tr>
<tr>
<td>13:00 - 14:30</td>
<td>Lunch&lt;br&gt;5th floor Caucasus University</td>
</tr>
<tr>
<td>14:30 - 16:00</td>
<td>Conference Registration&lt;br&gt;6th floor Caucasus University</td>
</tr>
<tr>
<td>14:30 - 16:00</td>
<td>UNDESA-UNDP-NISPAcee Workshop&lt;br&gt;Working Group 1: Collaborative Governance for Improved Public Service Delivery (Continuation)&lt;br&gt;B19 Caucasus University</td>
</tr>
<tr>
<td>14:30 - 16:00</td>
<td>Working Group on Local Government&lt;br&gt;Session 1: Europeanization panel - Europeanization of the Local Government&lt;br&gt;A20 Caucasus University</td>
</tr>
<tr>
<td>14:30 - 16:00</td>
<td>Working Group on e-Government&lt;br&gt;Session 1: A good theory is a good practice&lt;br&gt;A11 Caucasus University</td>
</tr>
<tr>
<td>14:30 - 16:00</td>
<td>Working Group on Public Administration Reform in CEE and CA&lt;br&gt;Session 2: Strategy and Strategic Decisions - How to Think about Outsourcing&lt;br&gt;A19 Caucasus University</td>
</tr>
<tr>
<td>14:30 - 16:00</td>
<td>Working Group on Public Policy Analysis Development Issues&lt;br&gt;Session 1: Europeanization panel - Do Specific National Experiences and Policy Domains Matter for Policy Analysis? Does EU-Integration Lead to Convergence?&lt;br&gt;A8 Caucasus University</td>
</tr>
<tr>
<td>14:30 - 16:00</td>
<td>Working Group on Public Administration Education&lt;br&gt;Session 2&lt;br&gt;A22 Caucasus University</td>
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<tr>
<td>16:00 - 16:30</td>
<td>Coffee Break&lt;br&gt;5th floor Caucasus University</td>
</tr>
<tr>
<td>16:30 - 18:00</td>
<td>UNDESA-UNDP-NISPAcee Workshop&lt;br&gt;Working Group 2: Citizen Engagement - Situeting Governance for Equitable and Sustainable Development (Continuation)&lt;br&gt;B19 Caucasus University</td>
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<tr>
<td>16:30 - 18:00</td>
<td>Working Group on Integrity in Public Governance&lt;br&gt;Session 1: International Research and Results&lt;br&gt;A9 Caucasus University</td>
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<tr>
<td>16:30 - 18:00</td>
<td>Working Group on Public Administration Reform in CEE and CA&lt;br&gt;Session 2: Europeanization Panel - Europeanization&lt;br&gt;A19 Caucasus University</td>
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<td>16:30 - 18:00</td>
<td>Working Group on Public Finance and Public Financial Management&lt;br&gt;Session 1: Local Government Taxation I.&lt;br&gt;A6 Caucasus University</td>
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<tr>
<td>16:30 - 18:00</td>
<td>Working Group on Public Policy Analysis Development Issues&lt;br&gt;Session 2: Country-specific Experiences&lt;br&gt;A8 Caucasus University</td>
</tr>
<tr>
<td>16:30 - 18:00</td>
<td>Working Group on Public Administration Education&lt;br&gt;Session 2&lt;br&gt;A22 Caucasus University</td>
</tr>
<tr>
<td>18:15</td>
<td>Bus transfer from Caucasus University to Hotels Sympatia, Holiday Inn, Vere Palace, Rooms and Freedom Square&lt;br&gt;Caucasus University</td>
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<tr>
<td>18:15</td>
<td>Business Meeting&lt;br&gt;B19 Caucasus University</td>
</tr>
<tr>
<td>19:30</td>
<td>Bus transfer from Hotels Sympatia, Holiday Inn, Vere Palace, Rooms, Freedom Square to Restaurant Funicular (only for participants of Business Meeting)&lt;br&gt;1, Sympatia (36 m from Tbilotel) 2, Holiday Inn (280 m from Best Western) 3, Vere Palace (130 m from Primavera) 4, Rooms (500 m from Radisson) 5, Freedom Square (in front of the Courtyard Marriott)</td>
</tr>
<tr>
<td>20:00 - 23:00</td>
<td>Welcome Reception&lt;br&gt;Restaurant Funicular <a href="http://www.funicular.ge/eng/about-us-2/">http://www.funicular.ge/eng/about-us-2/</a></td>
</tr>
<tr>
<td>23:00 - 23:00</td>
<td>Bus transfer from Restaurant Funicular to Hotels Sympatia, Holiday Inn, Vere Palace, Rooms, Freedom Square&lt;br&gt;Restaurant Funicular <a href="http://www.funicular.ge/eng/about-us-2/">http://www.funicular.ge/eng/about-us-2/</a></td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
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<td>----------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>08:30</td>
<td>Bus transfer from Hotels Sympatia, Holiday Inn, Vere Palace, Rooms, Freedom Square to Caucasus University</td>
</tr>
<tr>
<td></td>
<td>1, Sympatia (36 m from Tbilotel) 2, Holiday Inn (280 m from Best Western) 3, Vere Palace (130 m from Primavera) 4, Rooms (500 m from Radisson) 5, Freedom Square (in front of the Courtyard Marriott)</td>
</tr>
</tbody>
</table>
| 09:00 - 10:30 | I. Working Group on Local Government  
Session 2: Local Leadership  
A20 Caucasus University  
II. Working Group on e-Government  
Session 2: New challenges for governments and e-government research  
A11 Caucasus University  
III. Working Group on Integrity in Public Governance  
Session 2: Country Experiences and Report  
A9 Caucasus University  
VI. Working Group on Public Finance and Public Financial Management  
Session 2: Europeanization panel on Public Finances in the EU and EU Associated Countries  
A6 Caucasus University  
VIII. Working Group on Public Administration Education  
Session 3  
A22 Caucasus University |
| 10:30 - 11:00 | Coffee Break  
5th floor Caucasus University |
| 11:00 - 12:30 | Main Conference Theme  
Insourcing and/or outsourcing: How do they contribute to the public administration reform?  
A19 Caucasus University  
General Session  
Session 1  
B19 Caucasus University  
V. Working Group on Regional Development and Inter-regional Cooperation  
Session 2: Europeanization Panel on European Integration Dimension  
A2 Caucasian University  
IX. Working Group on Local Public Policies  
Session 1  
A31 Caucasus University  
Panel on Open Government  
BS Caucasus University  
Panel on Health Systems in Transition: Problematic Politics of Raising Revenue and Delivering Health Care  
B7 Caucasus University  
EAPAA meeting (Closed meeting)  
B2 Caucasus University |
| 12:30 - 14:00 | Lunch  
5th floor Caucasus University |
| 14:00 - 15:30 | I. Working Group on Local Government  
Session 3: Outsourcing  
A20 Caucasian University  
III. Working Group on Integrity in Public Governance  
Session 3: Europeanization Panel on Leaders and Seniors  
A9 Caucasian University  
IV. Working Group on Public Administration Reform in CEE and CA  
Session 3: Instruments of Outsourcing - Which are the “Tools of the Trade”?  
A19 Caucasian University  
V. Working Group on Regional Development and Inter-regional Cooperation  
Session 2: Regional Development and Its Evaluation  
A2 Caucasian University  
VIII. Working Group on Public Administration Education  
Session 4: Europeanization panel on Europe and Public Administration Programs  
A22 Caucasian University  
Panel on Quality Improvement of PA programmes in Caucasus Region Based on European Standards  
B9 Caucasian University |
| 15:30 - 16:00 | Coffee break  
5th floor Caucasus University |
| 16:00 - 17:15 | V. Working Group on Regional Development and Inter-regional Cooperation  
Session 3: Round Table Discussion  
A2 Caucasian University  
General Session  
Session 2  
B19 Caucasian University  
IX. Working Group on Local Public Policies  
Session 2: Europeanization panel on Local Governance and Local Public Services  
A31 Caucasian University  
Panel on Islamic Public Administration  
B7 Caucasian University  
ASPA Panel: New Models in Public Administration  
B9 Caucasian University  
IIAS Panel: Trust, Public Service Delivery and Citizens at the time of Co-production  
B2 Caucasian University |
| 17:30    | Bus transfer from Caucasus University to Hotels Sympatia, Holliday Inn, Vere Palace, Rooms and Freedom Square  
Caucasus University |
| 19:30    | Bus transfer from Hotels Sympatia, Holliday Inn, Vere Palace, Rooms and Freedom Square to Restaurant Bermukha  
1, Sympatia (36 m from Tbilotel) 2, Holiday Inn (280 m from Best Western) 3, Vere Palace (130 m from Primavera) 4, Rooms (500 m from Radisson) 5, Freedom Square (in front of the Courtyard Marriott)  
Restaurant Bermukha |
| 20:00 - 23:00 | Dinner followed by an ABBA party  
Restaurant Bermukha |
| 23:00    | Bus transfer from Restaurant Bermukha to Hotels Sympatia, Holliday Inn, Vere Palace, Rooms and Freedom Square  
Restaurant Bermukha |
## May 23, 2015 (Saturday)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>08:30</td>
<td><strong>Bus transfer from Hotels Sympatia, Holiday Inn, Vere Palace, Rooms, Freedom Square to Caucasus University</strong> 1, Sympatia (36 m from Tbilotel) 2, Holiday Inn (280 m from Best Western) 3, Vere Palace (130 m from Primavera) 4, Rooms (500 m from Radisson) 5, Freedom Square (in front of the Courtyard Marriott)</td>
</tr>
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</table>
| 09:00    | **Workshop**  
UNDESA-UNDP-NISPAcee Workshop  
**Plenary Session 5**  
B19 Caucasus University  
**I. Working Group on Local Government**  
Session 4: Local Government Reforms  
A20 Caucasus University  
**III. Working Group on Integrity in Public Governance**  
Session 4: Europeanization Panel 2 on Relations and Management  
A9 Caucasus University  
**Panel on Europanization in Public Administration Reforms (EPAR)**  
B9 Caucasus University  
**IV. Working Group on Public Administration Reform in CEE and CA.**  
Session 4: Implementation of Outsourcing: Why Does (or Does Not) Work?  
A19 Caucasus University  |
| 10:00    | **Coffee Break**  
5th floor Caucasus University  |
| 11:00    | **Bus transfer from Caucasus University to Hotel Holiday Inn**  
Caucasus University  |
| 11:30    | **Closing Plenary Session - Round Table: Public Sector in 2025: What Role for Outsourcing?**  
Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171  |
| 12:30    | **Closing Plenary Session - Award Ceremony**  
Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171  |
| 15:00    | **Sightseeing Tour: Tbilisi – Mtskheta – Tbilisi by bus**  
Departure of buses at 15:00 from Hotel Holiday Inn  
Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171  |
| 15:00    | **Extra Long Sightseeing Tour: Tbilisi – Mtskheta – Tbilisi by bus** (only based on personal application during the conference registration)  
Limited number of places: 100 participants - first come, first served / Departure of buses at 15:00 from Hotel Holiday Inn  
Hotel Holiday Inn 1,26 May Square; Tbilisi, Georgia, 0171  |
Detailed Programme

Plenary Sessions

Conference Opening Session

THURSDAY, MAY 21, 2015
9:00 - 10:30

Conference Opening Session
Room: Hotel Holiday Inn 1,26 May Square, Tbilisi, Georgia, 0171

Chair:
Marius Proistroiu, Bucharest Academy of Economic Studies, Bucharest, Romania

Welcome Speeches
Marius Proistroiu, NISPAcee President, Bucharest Academy of Economic Studies, Bucharest, Romania
Kakha Shengelia, President, Caucasus University, Tbilisi, Georgia
Giorgi Margvelashvili, President of Georgia, Tbilisi, Georgia (to be confirmed)

Opening Speeches
Tamar Sanikidze, Minister of Education, Ministry of Education and Science of Georgia, Tbilisi, Georgia (to be confirmed)

Giorgi Kadagidze, Governor, National Bank of Georgia, Tbilisi, Georgia

Managing Talent in the Public Service to Implement the Post-2015 Development Agenda:
To outsource or not to outsource is a big question
John-Mary Kauzya, Chief, Public Administration Capacity Branch DPADM/UNDESA, United Nations, New York, United States

THURSDAY, MAY 21, 2015
11:00 - 12:30

Conference Opening Session
Room: Hotel Holiday Inn 1,26 May Square, Tbilisi, Georgia, 0171

Chair:
Marius Proistroiu, Bucharest Academy of Economic Studies, Bucharest, Romania

Keynote speech: The Ins and Outs of In- and Out-sourcing: What Have we Learnt from the Past 30 Years?
Tony Bovaird, University of Birmingham, Birmingham, United Kingdom

Public Administration Reforms in Georgia
Temur Chikhladze, Deputy Head, Civil Service Bureau of Georgia, Tbilisi, Georgia
Anna Gvenetadze, Head of Government Planning and Innovations in the Administration of the Government of Georgia, Tbilisi, Georgia

Vitalis Nakrosis, Alena Brunovska Award Winner, University of Vilnius, Vilnius, Lithuania

Mzia Mikeladze PhD Thesis Award Ceremony: “Impact of Quality Improvement Instruments on Organizational Learning in Administrative Organizations”
Jasmina Dzinic, Mzia Mikeladze PhD Thesis Award Winner, Faculty of Law, University of Zagreb, Zagreb, Croatia
Business Meeting

THURSDAY, MAY 21, 2015  18:15 - 19:15

Business Meeting
Room: A19 Caucasus University

Chair:
Marius Profiroiu, Bucharest Academy of Economic Studies, Bucharest, Romania

Co-chair:
Ludmila Gajdosova, NISPAcee Secretariat, Bratislava, Slovakia

Programme:
1. Report of activities 2014
2. NISPAcee Strategy
3. Future plans
4. Financial report
5. Change of the NISPAcee Bylaws
6. Elections
7. Others

Closing Plenary Session

SATURDAY, MAY 23, 2015  11:30 - 12:30

Closing Plenary Session - Round Table: Public Sector in 2025: What Role for Outsourcing?
Room: Hotel Holiday Inn 1,26 May Square, Tbilisi, Georgia, 0171

Moderator:
Veiko Lember, Tallinn University of Technology, Tallinn, Estonia

Outsourcing has proven to be one of the most enduring marketisation strategies that governments have pursued around the globe. Over the course of the past several decades – and in spite of mixed results – the role of outsourcing in public sector outlays has slowly, albeit steadily, increased. Yet, there is no clear evidence available demonstrating that outsourcing has led to more efficient and smaller public sectors as was anticipated by the proponents. At the same time, outsourcing has proven to be a useful strategy for governments to spur innovation, gain access to new knowledge and empower citizen organisations. Due to rapid technological change, governments, more than ever before, need to strike a good balance between the risks and opportunities of outsourcing. What then, does the future hold for public sector outsourcing? What are the new outsourcing strategies emerging globally? What lessons can we learn from different parts of the world? These questions will be explored during the roundtable discussion.

Presentations and Discussion
Tony Bovaird, University of Birmingham, Birmingham, United Kingdom
Norma Mansor, Tallinn University of Technology, Tallinn, Estonia
Mohammed Adil Khan, University of Queensland, Brisbane, Australia
Frank V. Zerunyan, University of Southern California, Los Angeles, United States
SATURDAY, MAY 23, 2015

Closing Plenary Session - Award Ceremony
Room: Hotel Holiday Inn 1,26 May Square, Tbilisi, Georgia, 0171

Chair:
Marius Profiroiu, Bucharest Academy of Economic Studies, Bucharest, Romania

Award for the Best Conference Paper by a PhD Student
Award for the Best Comparative Paper

Invitation to the 24th NISPAcee Annual Conference 2016
Goranka Lalic Novak, University of Zagreb, Zagreb, Croatia

Seminars / Workshops

NISPAcee PhD Pre-conference Seminar

WEDNESDAY, MAY 20, 2015

NISPAcee PhD Pre-conference Seminar “How to Improve your Research and Paper”

Session 1
Room: BS Caucasus University

Chair:
Juraj Nemec, Masaryk University, Brno, Czech Republic
Co-chair:
Iwona Sobis, University of Gothenburg, Gothenburg, Sweden

During the seminar, PhD students will receive information regarding, and discuss how to improve the presentation of a paper and how to organise papers in such a way that they conform to the standards required to have them published.

Paper:
Tax Burden and Tax Policy Freedom in Regional and Local Taxes in Eurasian Economic Union Member States
Author/Presenter:
Vladimir Tyutyuryukov, KIMEP University, Almaty, Kazakhstan

Paper:
Local Governments in the New Environment. Performance and Governance
Author/Presenter:
Veronika Fercikova, University of Economics of Bratislava, Bratislava, Slovakia
NISPAcee PhD Pre-conference Seminar “How to Improve your Research and Paper”

Session 2

Room: B5 Caucasus University

Chair:
Juraj Nemec, Masaryk University, Brno, Czech Republic

Co-chair:
Iwona Sobis, University of Gothenburg, Gothenburg, Sweden

Paper:
Legitimacy and the Contestation of Political Institutions
Author/Presenter:
Halil Deligoz, Republic of Turkey Prime Ministry, Ankara, Turkey

Paper:
E-Estonia under an Actor-Network Theory Perspective
Author/Presenter:
Carlos Vargas, Tallinn University, Tallinn, Estonia

NISPAcee PhD Pre-conference Seminar “How to Improve your Research and Paper”

Session 3

Room: B5 Caucasus University

Chair:
Juraj Nemec, Masaryk University, Brno, Czech Republic

Co-chair:
Iwona Sobis, University of Gothenburg, Gothenburg, Sweden

Paper:
Public Administration reforms in Afghanistan
Author/Presenter:
Mustafa Nasery, University of Potsdam, Potsdam, Germany

Paper:
Question of the Defined Contribution Pensions: The Czech Republic Case
Author/Presenter:
Jan Rezac, Masaryk University, Brno, Czech Republic
UNDESA-UNDP-NISPAcee Workshop

WEDNESDAY, MAY 20, 2015  
9:00 - 9:30

UNDESA-UNDP-NISPAcee Workshop
Registration
Room: B19 Caucasus University

WEDNESDAY, MAY 20, 2015  
9:30 - 10:00

UNDESA-UNDP-NISPAcee Workshop
Opening
Room: B19 Caucasus University

Opening Speeches
Kakha Shengelia, President, Caucasus University, Tbilisi, Georgia
Niels Scott, Resident Representative, UNDP Georgia, Tbilisi, Georgia
John-Mary Kauzya, Chief, Capacity Building Branch, UNDESA, United Nations, New York, United States
Marius Profiroiu, NISPAcee President, Bucharest Academy of Economic Studies, Bucharest, Romania

WEDNESDAY, MAY 20, 2015  
10:00 - 11:00

UNDESA-UNDP-NISPAcee Workshop
Plenary Session 1: Collaborative Governance for Improved Public Service Delivery
Room: B19 Caucasus University

Chair:
Ihar Hancharonak, Academy of Public Administration under the aegis of the President of the Republic of Belarus, Minsk, Belarus

Collaborative Governance and Outsourcing for Improved Public Service Delivery
Author/Presenter:
Frank V. Zerunyan, University of Southern California, Los Angeles, United States

Collaborative Governance and Outsourcing for Improved Public Service Delivery
Author/Presenter:
Azad Jafarli, State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan, Baku, Azerbaijan

General Discussion
WEDNESDAY, MAY 20, 2015  

UNDESA-UNDP-NISPAcee Workshop  

**Plenary Session 2**  
**Room:** B19 Caucasus University  

**Chair:**  
Ivan Radulovic, Ministry of Finance of Montenegro, Podgorica, Montenegro  

**Civic Engagement and Externalization/Internalization of Service Delivery**  
**Author/Presenter:**  
Mohammed Adil Khan, University of Queensland, Brisbane, Australia  

**Civic Engagement and Externalization/Internalization of Service Delivery**  
**Author/Presenter:**  
Paulius Kulikauskas, Inter-Regional Advisor, United Nations Centre for Human Settlements (Habitat), Nairobi, Kenya  

General Discussion  

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WEDNESDAY, MAY 20, 2015  

UNDESA-UNDP-NISPAcee Workshop  

**Working Group 1: Collaborative Governance for Improved Public Service Delivery**  
**Room:** B19 Caucasus University  

**Chair:**  
Frank V. Zerunyan, University of Southern California, Los Angeles, United States  

Participants will be encouraged to share their own experiences of outsourcing (good/bad) and case studies (to be assigned).  

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WEDNESDAY, MAY 20, 2015  

UNDESA-UNDP-NISPAcee Workshop  

**Working Group 2: Citizen Engagement: Situating Governance for Equitable and Sustainable Development**  
**Room:** B19 Caucasus University  

**Chair:**  
Mohammed Adil Khan, University of Queensland, Brisbane, Australia  

Participants will be encouraged to share their own experiences of citizen engagement practices to be followed by discussions in small groups.  

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THURSDAY, MAY 21, 2015  

UNDESA-UNDP-NISPAcee Workshop  

**Working Group 1: Collaborative Governance for Improved Public Service Delivery (Continuation)**  
**Room:** B19 Caucasus University
Chair: Frank V. Zerunyan, University of Southern California, Los Angeles, United States
Co-chair: Aida Arutyunova, UNDP Headquarters, New York, United States

Case study assessment

THURSDAY, MAY 21, 2015  16:30 - 18:00

UNDESA-UNDP-NISPAcee Workshop
Working Group 2: Citizen Engagement: Situating Governance for Equitable and Sustainable Development (Continuation)
Room: B19 Caucasus University

Chair: Mohammed Adil Khan, University of Queensland, Brisbane, Australia
Co-chair: Veiko Lember, Tallinn University of Technology, Tallinn, Estonia

Group presentations

SATURDAY, MAY 23, 2015  9:00 - 10:30

UNDESA-UNDP-NISPAcee Workshop
Plenary Session 5
Room: B19 Caucasus University

Chair: John-Mary Kauzya, United Nations, New York, United States
Co-chair: Veiko Lember, Tallinn University of Technology, Tallinn, Estonia

Concluding discussion:
Lessons learned
Recommendations
Way forward

Participants to develop their own take away messages and how they will apply new skills in their country settings based on the work done in plenaries and groups.
Main Conference Theme

**Insourcing and/or outsourcing: How do they contribute to the public administration reform?**

Room: A19 Caucasus University

Chair: Juraj Nemec, Masaryk University, Brno, Czech Republic
Co-chair: Veiko Lember, Tallinn University of Technology, Tallinn, Estonia

The focus of the 23rd NISPAcee conference is on the evaluation of the concept of outsourcing (or externalisation, in broader terms), its successes, failures and challenges, with the focus on the conditions of transitional countries in the NISPAcee region. Theoretical papers from various perspectives, assessing the concept of outsourcing and its environment in the NISPAcee region, but especially empirical studies on processes and results, are invited.

Discussant: Sergi Kapanadze, Caucasus University, Tbilisi, Georgia

**Paper:**
**Trends and Assessment of Outsourcing in Europe**

**Author/Presenter:** Christoph Reichard, University of Potsdam, Potsdam, Germany

**Paper:**
**Social Enterprise in Public Governance. The Early Stage for the Romanian Case**

**Author(s):**
- Corina Georgiana Antonovici, National School of Political Studies and Public Administration, Bucharest, Romania
- Cristina Sandu, National School of Political Studies and Public Administration, Bucharest, Romania
- Carmen Savulescu, National School of Political Studies and Public Administration, Bucharest, Romania

**Presenter(s):**
Cristina Sandu, National School of Political Studies and Public Administration, Bucharest, Romania

**Paper:**
**Externalisation vs. Internalisation: A Longitudinal Study of Changing Ministry-Agency boundaries in Hungary**

**Author(s):**
- Krisztian Kadar, Corvinus University of Budapest, Budapest, Hungary
- Gyorgy Hajnal, Corvinus University of Budapest, Budapest, Hungary

**Presenter(s):**
Krisztian Kadar, Corvinus University of Budapest, Budapest, Hungary

**Paper:**
**Possibilities of Providing Public Services Through Outsourcing in Small Peripheral Areas: The Case of Estonian Rescue Services**

**Author(s)/Presenter(s):**
- Tarmo Puolokainen, University of Tartu, Tartu, Estonia
- Annika Jaansoo, University of Tartu, Tartu, Estonia
General Session

FRIDAY, MAY 22, 2015  11:00 - 12:30

General Session
Session 1
Room:  B19 Caucasus University

Chair:
Mirko Vintar, University of Ljubljana, Ljubljana, Slovenia
Co-chair:
Marius Profiroiu, Bucharest Academy of Economic Studies, Bucharest, Romania

The General Session covers topics, which go beyond the conference or working group themes.

Paper:
Communication Capacity of the Public Administration: A Proposal for Functional and Institutional Indicators
Author/Presenter:
Laszlo Vass, Budapest School of Communication and Business, Budapest, Hungary

Paper:
Public Administration from the Grass Roots – Cooperative Enterprises as a Resource for Strengthening Public Services in Georgia and Bolivia
Author/Presenter:
Michael Brintnall, ASPA National Council, Washington, United States

Paper:
Capital in the 21st Century and Its Impact on Governance
Author/Presenter:
Donald Fuller, American University of Armenia, Yerevan, Armenia

FRIDAY, MAY 22, 2015  16:00 - 17:15

General Session
Session 2
Room:  B19 Caucasus University

Chair:
Mirko Vintar, University of Ljubljana, Ljubljana, Slovenia
Co-chair:
Marius Profiroiu, Bucharest Academy of Economic Studies, Bucharest, Romania

Paper:
Passive Representation Can Make a Difference: The Case of a German School
Author/Presenter:
Gretha Burchard, Florida International University, Miami, Florida, United States

Paper:
Presidentialisation of the Executive Branch - Hungarian Case
Author/Presenter:
Istvan Stumpf, Szechenyi Istvan University, Gyor, Hungary
Panels

Panel on Open Government

FRIDAY, MAY 22, 2015  11:00 - 12:30

Panel on Open Government
Room:  BS Caucasus University

Chair:
Franciscus Jorna, Saxion University of Applied Sciences, Enschede, Netherlands

The purpose of this panel is to identify lessons learnt and best practices in the field of Open Government.

Open Government is a government where people have:
- Have access to information about the decisions that interest them.
- Can participate in decision-making at all levels.
- Can hold officials accountable for decisions and actions.
- Use technology to promote the above values.

Paper:
The Enabling State and Open Government: Evidence and Examples from 7 Countries
Author/Presenter:
Caspar Van Den Berg, University of Leiden, Leiden, Netherlands

Paper:
Open Budget – Where Are the Stakeholders?
Author(s):
Petra Reszketo, Budapest Institute for Policy Analysis, Budapest, Hungary
Flóra Samu, Anna Orosz
Presenter(s):
Petra Reszketo, Budapest Institute for Policy Analysis, Budapest, Hungary

Paper:
Experts and The Problem of Public Advisement. Outsourcing or – Maybe Better – Insourcing?
Author(s)/Presenter(s):
Jakub Szlachetko, University of Gdansk, Gdansk, Poland
Adam Bochentyn, University of Gdansk, Gdansk, Poland

Panel on Health Systems in Transition: Problematic Politics of Raising Revenue and Delivering Health Care

FRIDAY, MAY 22, 2015  11:00 - 12:30

Panel on Health Systems in Transition: Problematic Politics of Raising Revenue and Delivering Health Care
Room:  BS Caucasus University

Chair:
James Bjorkman, Institute of Social Studies, The Hague, Netherlands
Co-chairs:
Marek Pavlík, Masaryk University Brno, Czech Republic
Tatiana Chubarova, Lomonosov Moscow State University, Russia,

Panel papers are invited that engage in comparative analysis of selected health systems (that is, more than one country or else multiple units within one country) and that analyze common trends as well as varied strategies and policy outcomes. Special emphasis will be given to the issue of raising revenue through health insurance in comparative contexts.

Paper:
Changing Health Care in Russia: A Case of High-Tech Medical Care
Author/Presenter:
Natalia Grigorieva, Lomonosov Moscow State University, Moscow, Russian Federation

Paper:
Innovations in the Mental Health Care in Slovakia
Author/Presenter:
Juraj Nemec, Masaryk University, Brno, Czech Republic

Paper:
Comparison of Health Policy among Czech Regions During 2003-2014
Author/Presenter:
Marek Pavlik, Masaryk University, Brno, Czech Republic

Paper:
Decentralization of Health Care Management. State of Play
Author/Presenter:
Dawid Szescilo, University of Warsaw, Warsaw, Poland

Panel on Quality Improvement of PA programmes in Caucasus Region Based on European Standards

FRIDAY, MAY 22, 2015 14:00 - 15:30

Panel on Quality Improvement of PA programmes in Caucasus Region Based on European Standards
Room: B9 Caucasus University

Chair:
Elena Zakova, NISPAcee Secretariat, Bratislava, Slovakia
Co-chair:
Gyorgy Gajduschek, Corvinus University of Budapest, Budapest, Hungary

The project “Capacity Building of Caucasus Academic PA Programmes on the Basis of EU Administrative Principles” is supported by International Visegrad Fund. Its objective is to share knowledge and experience of V4 and Caucasus in Public Administration teaching, training and research for institutional and administrative capacity building based on EU administrative principles, which include the rule of law, efficiency, effectiveness, openness, transparency, integrity and citizens’ participation.

The Panel will be opened by Mr. Ferenc Jari, Ambassador and Coordinator for Eastern Partnership, International Visegrad Fund. He will also present the funding possibilities for the Caucasus region.
Project “Capacity Building of Caucasus Academic PA Programmes on the Basis of EU Administrative Principles”
Author/Presenter:
Elena Zakova, NISPAcee Secretariat, Bratislava, Slovakia

Evaluation of the Caucasus PA Programmes and Recommendations for Improvements Based on European Standards
Author/Presenter:
Gyorgy Gajduschek, Corvinus University of Budapest, Budapest, Hungary

EAPAA Accreditation Procedure and Requirements
Author/Presenter:
Taco Brandsen, Radboud University Nijmegen, Nijmegen, Netherlands

Public Administration Education in Georgia
Author/Presenter:
Nino Kakubava, Caucasus University, Tbilisi, Georgia

Challenges for Caucasus PA Programmes and for Caucasus University
Author/Presenter:
Sergi Kapanadze, Caucasus University, Tbilisi, Georgia

Panel on Islamic Public Administration

FRIDAY, MAY 22, 2015 16:00 - 17:15

Panel on Islamic Public Administration
Room: B7 Caucasus University

Chair:
Wolfgang Drechsler, Tallinn University of Technology, Tallinn, Estonia
Co-chair:
Rustamjon Urinboyev, Lund University, Lund, Sweden

The panel addresses the fact that a substantial part of the NISPAcee region consists of countries with an important Islamic presence or legacy (10 NISPAcee member countries have a Muslim majority, and there is a long Ottoman history in many more), but that this crucial variable in Public Administration and Policy has so far not been adequately addressed. All too often, scholarship and reform have simply dismissed it as a hindrance to “modernization”. But if we follow the idea of Non-Western Public Administration (NWPA) that there are different paradigms of PA within which one can “modernize” and which can lead to “Good PA” within themselves, this matter deserves another look.

Paper:
Effects of Islamic Legacy on Civil Service
Author/Presenter:
Aziz Klebleyev, Florida International University, Miami, Florida, United States

Paper:
Legitimacy and the Contestation of Political Institutions
Author/Presenter:
Halil Deligoz, Republic of Turkey Prime Ministry, Ankara, Turkey

Paper:
Rethinking ‘Informality’ in Post-Soviet Societies. Ethnographic Study of Po Rukam (Handshake) Experiences of Uzbek Migrant Workers in Moscow, Russia
Author/Presenter:
Rustamjon Urinboyev, Lund University, Lund, Sweden
ASPA Panel: New Models in Public Administration

FRIDAY, MAY 22, 2015  
16:00 - 17:15

ASPA Panel: New Models in Public Administration
Room: B9 Caucasus University

Chair:
Maria Aristigueta, American Society for Public Administration (ASPA), Washington DC, United States

This panel will address models in use to deliver public service and conduct public administration in the U.S. From contracting to outsourcing to keeping services under the jurisdiction of the public agency, we are experiencing an increased call for transparency, accountability, and public engagement. Are these new models better able to address these challenges?

Paper:
Different Models in Use for Delivering Public Service in the US
Author/Presenter:
Maria Aristigueta, American Society for Public Administration (ASPA), Washington DC, United States

Paper:
Public service delivery by many means: running the Carousel in Glen Echo Park
Author/Presenter:
Michael Brintnall, ASPA National Council, Washington, United States

Paper:
Engaging Stakeholders in the Digital Age
Author/Presenter:
Judy England-Joseph, George Mason University, Arlington, United States

IIAS Panel: Trust, Public Service Delivery and Citizens at the time of Co-production

FRIDAY, MAY 22, 2015  
16:00 - 17:15

IIAS Panel: Trust, Public Service Delivery and Citizens at the time of Co-production

Room: B2 Caucasus University

Chair:
Rolet Loretan, International Institute of Administrative Sciences (IIAS), Brussels, Belgium

Trust is considered as a crucial issue at all levels of governance. An effective democratic society depends on the confidence citizens have in their government for designing and managing public policies and public sector (citizens/users trust) but also on the trust that civil servants have in the public sector reforms (inner trust, within the public sector).

During the recent decades, with the economic and other crises and with the current developments in the governance systems, we observed a decrease of the trust in governments and in public administration. The distrust is alarming and questions the models of governance, the democratic system and calls for innovations to improve the performance, efficiency and effectiveness in responding to the citizens’ needs and to the challenges of our society.
Restoring trust requests several measures/actions to strengthen integrity, transparency, accountability but also the engagement/involvement of all the partners/stakeholders of this interaction.

*Discussant:*  
**Munira Aminova**, Brussels, Belgium

**Trust and Co-Production in PA**  
*Author/Presenter:*  
**Iwona Sobis**, University of Gothenburg, Gothenburg, Sweden

**Co-Production of Public Services: common experiences among governments working to engage citizens**  
*Author/Presenter:*  
**Taco Brandsen**, Radboud University Nijmegen, Nijmegen, Netherlands

*Paper:*  
**Trust in public administration reform**  
*Author/Presenter:*  
**Marius Profiroiu**, Bucharest Academy of Economic Studies, Bucharest, Romania

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**Panel on Europanization in Public Administration Reforms (EPAR)**

**SATURDAY, MAY 23, 2015**  
9:00 - 10:30

*Panel on Europanization in Public Administration Reforms (EPAR)*  
*Room:*  
B9 Caucasus University

*Chair:*  
**Ludmila Gajdosova**, NISPAcee Secretariat, Bratislava, Slovakia

*Co-chair:*  
**Juraj Sklenar**, NISPAcee Secretariat, Bratislava, Slovakia

*Discussant:*  
**Marius Profiroiu**, Bucharest Academy of Economic Studies, Bucharest, Romania

**The main aims of the panel:**  
- To increase awareness, understanding and knowledge about EU public policies among researchers in the NISPAcee region and turn their attention to the EU integration processes and their reflection under different areas investigated by different NISPAcee research working groups.
- To stimulate the debate and research on the importance of European integration for states Public Administration and Public Policy development.
- To provide a platform for the engagement of researchers and policy makers.

*Paper:*  
**Researching Europeanization of Public Administration and Policy: Conceptual Issues in Integration and Differentiation**  
*Author/Presenter:*  
**Tony Bovaird**, University of Birmingham, Birmingham, United Kingdom

*Paper:*  
**Public Administration Reform, Cross-border Cooperation and Europeanization in CEE Countries**  
*Author/Presenter:*  
**Annika Jaansoo**, University of Tartu, Tartu, Estonia
Paper:
Investigation of E-government Research Field: What Has Been Done and How to Proceed?
Author(s):
Tina Jukic, University of Ljubljana, Ljubljana, Slovenia
Ljupco Todorovski, University of Ljubljana, Ljubljana, Slovenia
Andras Nemelsaki, National University of Public Service, Budapest, Hungary
Presenter(s):
Tina Jukic, University of Ljubljana, Ljubljana, Slovenia

Working Groups

I. Working Group on Local Government

THURSDAY, MAY 21, 2015 14:30 - 16:00

I. Working Group on Local Government
Session 1: Europeanization panel - Europeanization of the Local Government
Room: A20 Caucasus University

WG Programme Coordinators:
Gabor Soos, Centre for Social Sciences, Hungarian Academy of Sciences, Budapest, Hungary
Arto Haveri, University of Tampere, Tampere, Finland

The 8th year of the Working Group on Local Government focuses on Leadership in Local Government in Central and Eastern Europe (CEE) and the Commonwealth of Independent States (CIS). How are new institutions, structures and practices of leadership evolving, and what does this mean for the practice and theory of local government? The WG is particularly interested in the role of the leading local government politicians and administrators (i.e. mayors, chairmen, heads of the executive boards, city managers, leading administrators, general secretaries, etc.) and their mutual relations. What is the role of leadership in today’s local government and how is it developing in Central and Eastern Europe (CEE) and the Commonwealth of Independent States (CIS)?

Paper:
Municipal Waste Management Policies in the Polish Legal System with a Focus on Warsaw’s Local Government as an Example
Author/Presenter:
Monika Zakrzewska, Warsaw University of Technology, Warsaw, Poland

Paper:
Do It Together! Inter-Municipal Cooperation in Poland
Author(s):
Marta Lackowska, University of Warsaw, Warsaw, Poland
Pawel Swianiewicz, University of Warsaw, Warsaw, Poland
Presenter(s):
Pawel Swianiewicz, University of Warsaw, Warsaw, Poland

Paper:
Administrative Leadership and Situational Antecedents in the Romanian Public Administration
Author/Presenter:
Tudor Cristian Ticlau, Babes-Bolyai University, Cluj-Napoca, Romania
I. Working Group on Local Government

Session 2: Local Leadership

Room: A20 Caucasus University

WG Programme Coordinators:
Gabor Soos, Centre for Social Sciences, Hungarian Academy of Sciences, Budapest, Hungary
Arto Haveri, University of Tampere, Tampere, Finland

Paper:
The Structure of Leadership: Asymmetries of Representation in Lithuania's Local Councils

Author/Presenter:
Gabriele Burbulyte-Tsiskarishvili, Klaipeda University, Klaipeda, Lithuania

Paper:
The Position of Local Leaders in Poland – The Relationship Between Councilors and The Mayor

Author(s):
Monika Sidor, Maria Curie-Sklodowska University, Lublin, Poland
Katarzyna Kuc-Czajkowska, Maria Curie-Sklodowska University, Lublin, Poland
Justyna Wasil, Maria Curie-Sklodowska University, Lublin, Poland

Presenter(s):
Monika Sidor, Maria Curie-Sklodowska University, Lublin, Poland
Justyna Wasil, Maria Curie-Sklodowska University, Lublin, Poland

Paper:
Slovak Mayors as Managers: The Case Study in Slovak Cities

Author/Presenter:
Matus Sloboda, Comenius University, Bratislava, Slovakia

FRIDAY, MAY 22, 2015

I. Working Group on Local Government

Session 3: Outsourcing

Room: A20 Caucasus University

WG Programme Coordinators:
Gabor Soos, Centre for Social Sciences, Hungarian Academy of Sciences, Budapest, Hungary
Arto Haveri, University of Tampere, Tampere, Finland

Paper:
Outsourcing as an Element of Management in Local Government in Poland. Forms, Manifestation and Prospects Development

Author/Presenter:
Mariusz Sienkiewicz, Maria Curie-Sklodowska University, Lublin, Poland

Paper:
Big Cities Governance - How Mayors Cope with Civic Engagement?

Author(s):
Katarzyna Radzik, Maria Curie-Sklodowska University, Lublin, Poland
Agnieszka Pawlowska, Rzeszow University, Rzeszow, Poland

Presenter(s):
Katarzyna Radzik, Maria Curie-Sklodowska University, Lublin, Poland
I. Working Group on Local Government

Session 4: Local Government Reforms

Room: A20 Caucasus University

WG Programme Coordinators:
Gabor Soos, Centre for Social Sciences, Hungarian Academy of Sciences, Budapest, Hungary
Arto Haveri, University of Tampere, Tampere, Finland

Paper:
Size of Municipalities and Democracy: An Institutional Approach

Author(s):
Kersten Kattai, Tallinn University, Tallinn, Estonia
Georg Sootla, Tallinn University, Tallinn, Estonia
Ave Viks, Tallinn University, Tallinn, Estonia

Presenter(s):
Kersten Kattai, Tallinn University, Tallinn, Estonia
Ave Viks, Tallinn University, Tallinn, Estonia

Paper:
Local Governments in the Illiberal State: Promises and Reforms in Hungary since 2010

Author(s):
Gabor Soos, Centre for Social Sciences, Hungarian Academy of Sciences, Budapest, Hungary
Gabor Dobos, Centre for Social Sciences, Hungarian Academy of Sciences, Budapest, Hungary

Presenter(s):
Gabor Soos, Centre for Social Sciences, Hungarian Academy of Sciences, Budapest, Hungary

II. Working Group on e-Government

II. Working Group on e-Government

Session 1: A good theory is a good practice

Room: A11 Caucasus University

WG Programme Coordinators:
Kristina Reinsalu, e-Governance Academy, Tallinn, Estonia
Tina Jukic, University of Ljubljana, Ljubljana, Slovenia

The Working Group would like to emphasise three major topics within the sessions: outsourcing of ICT development and services in the public sector, open government initiatives at various levels of administration, and cyberspace security. There is also a place for evaluation of more traditional aspects of implementation, performance and impact of e-government and e-governance.

Paper:
E-Estonia under an Actor-Network Theory Perspective

Author/Presenter:
Carlos Vargas, Tallinn University, Tallinn, Estonia

Paper:
Supply and Use of Citizen e-Service: An Analysis of Selected National Experiences in Relation to Existing Governance and Cooperation Models

Author/Presenter:
Morten Meyerhoff Nielsen, Tallinn University of Technology, Tallinn, Estonia
II. Working Group on e-Government

Session 2: New challenges for governments and e-government research

Room: A11 Caucasus University

WG Programme Coordinators:
Kristina Reinsalu, e-Governance Academy, Tallinn, Estonia
Tina Jukic, University of Ljubljana, Ljubljana, Slovenia

Paper:
Big Data Makes the Asymmetry in Information Between Government and Companies Even More Deep – What Should Government Do About It?

Author/Presenter:
Natallia Rabava, IPU - Public Administration Research Centre, Minsk, Belarus

Paper:
Investigation of E-government Research Field: What Has Been Done and How to Proceed?

Author(s):
Tina Jukic, University of Ljubljana, Ljubljana, Slovenia
Ljupco Todorovski, University of Ljubljana, Ljubljana, Slovenia
Andras Nemeslaki, National University of Public Service, Budapest, Hungary

Presenter(s):
Tina Jukic, University of Ljubljana, Ljubljana, Slovenia

III. Working Group on Integrity in Public Governance

THURSDAY, MAY 21, 2015

16:30 - 18:00

III. Working Group on Integrity in Public Governance

Session 1: International Research and Results

Room: A9 Caucasus University

WG Programme Coordinators:
Patrycja Joanna Suwaj, Polish Association for Public Administration Education, Bialystok, Poland
Hans Rieger, DBB Akademie, Bonn, Germany

The membership of the Working Group seeks to build connections between reflective practitioners and engaged scholars in the Ethics/Integrity field, as a matter of priority. The primary objective of the Group is to enrich the 2015 Conference programme with practice papers which focus on instruments, results of implementations and impact. The following fields of research and practice in public governance integrity in Central and Eastern Europe will be discussed: Strategies; Leadership; Instruments; Institutions; Organisation; Training; Law; Results and impact.

Opening and expectations of the Working Group.

Paper:
Development of Cross-Border Dialogues on Ethics: A Field Study with Global Application

Author(s):
Palina Prysmakova, Florida International University, Miami, Florida, United States
Robert Smith, Savannah State University, Savannah, United States

Presenter(s):
Robert Smith, Savannah State University, Savannah, United States
Paper: 
Integrity Management in Administrative Reforms: OECD Approach Revisited  
Author/Presenter: 
Leno Saarniit, Tallinn University of Technology, Tallinn, Estonia

Paper: 
The Question of Transferability of Ethics Systems Across Sectors, Borders, Cultures and Organizations: A Critical Assessment  
Author/Presenter: 
Robert Smith, Savannah State University, Savannah, United States

FRIDAY, MAY 22, 2015  
9:00 - 10:30

III. Working Group on Integrity in Public Governance  
Session 2: Country Experiences and Report  
Room: A9 Caucasus University

WG Programme Coordinators: 
Patrycja Joanna Suwaj, Polish Association for Public Administration Education, Bialystok, Poland  
Hans Rieger, DBB Akademie, Bonn, Germany

Paper: 
Fighting Corruption in a Post-Soviet Country: the Case of Georgia  
Author/Presenter: 
Nino Ghonghadze, Georgian Institute of Public Affairs, Tbilisi, Georgia

Paper: 
Corruption Crisis and Integrity Challenges in the Public Sector in Post-Conflict Afghanistan  
Author/Presenter: 
Shabnam Habib, Balkh University, Mazar-e Sharif, Afghanistan

Paper: 
Political Paradigm Shifts in Poland and the Fight Against Corruption  
Author(s): 
Pieter Wagenaar, Vrije Universiteit Amsterdam, Amsterdam, Netherlands  
Pawel Maczka, University of Wroclaw, Wroclaw, Poland  
Franciscus Jorna, Saxion University of Applied Sciences, Enschede, Netherlands  
Presenter(s): 
Pieter Wagenaar, Vrije Universiteit Amsterdam, Amsterdam, Netherlands

FRIDAY, MAY 22, 2015  
14:00 - 15:30

III. Working Group on Integrity in Public Governance  
Session 3: Europeanization Panel 1 on Leaders and Seniors  
Room: A9 Caucasus University

WG Programme Coordinators: 
Patrycja Joanna Suwaj, Polish Association for Public Administration Education, Bialystok, Poland  
Hans Rieger, DBB Akademie, Bonn, Germany
Paper: **Profiles of Political Leadership: Before They Became Famous - Career Paths of Senior Politicians and Their Administrative Background**  
Author(s): Emilia Sicakova-Beblava, Comenius University, Bratislava, Slovakia  
Miroslav Beblavy, Slovak Governance Institute, Bratislava, Slovakia  
Presenter(s): Emilia Sicakova-Beblava, Comenius University, Bratislava, Slovakia

Paper: **Formal and Informal Structures in Senior Civil Service in Central and Eastern Europe**  
Author(s): Katarina Staronova, Comenius University, Bratislava, Slovakia  
Gyorgy Gajduschek, Corvinus University of Budapest, Budapest, Hungary  
Annika Uudelepp  
Presenter(s): Katarina Staronova, Comenius University, Bratislava, Slovakia

Paper: **Re-Examination of the Nexus between Elite Corruption and Capacity Constraints in Afghanistan’s Civil Service Sector**  
Author/Presenter: Osman Osmani, Afghan Civil Service Institute, Kabul, Afghanistan

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**SATURDAY, MAY 23, 2015**  
9:00 - 10:30

III. Working Group on Integrity in Public Governance  
**Session 4: Europeanization Panel 2 on Relations and Management**  
Room: A9 Caucasus University  
WG Programme Coordinators:  
Patrycja Joanna Suwaj, Polish Association for Public Administration Education, Bialystok, Poland  
Hans Rieger, DBB Akademie, Bonn, Germany

Paper: **Politico-Administrative Relations in the Context of City-Owned Companies: Case Study of Slovak Public Transport Companies**  
Author/Presenter: Jana Kubíková, Comenius University, Bratislava, Slovakia

Paper: **The Management Board in the Municipal Company as a Public Administration Body in Polish Legal System- Conflict of Interests Risk**  
Author/Presenter: Artur Modrzejewski, Bialystok University, Bialystok, Poland

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**IV. Working Group on Public Administration Reform in CEE and CA**  
**THURSDAY, MAY 21, 2015**  
14:30 - 16:00

IV. Working Group on Public Administration Reform in CEE and CA  
**Session 1: Strategy and Strategic Decisions - How to Think about Outsourcing**  
Room: A19 Caucasus University
The Working Group focuses on the dilemma between insourcing and outsourcing in a transition institutional context, the effects of in/out sourcing on the provision of public services, and creative solutions to the above named dilemmas. Besides, analysis of single and multi-country settings, employing both quantitative and qualitative design and research methods, are also expected.

Paper: **Insourcing or Outsourcing the Strategy Formulation: The Participatory Dimension in Strategic Planning for Romanian Public Administration**

**Author(s):**
Marian Zulean, University of Bucharest, Bucharest 2, Romania  
Liviu Andreescu, University of Bucharest, Faculty of Public Administration and Business, Bucharest, Romania  
Radu Gheorghiu, Institute for World Economy, Bucharest, Romania  
Andra Roescu, University of Bucharest, Bucharest, Romania  
Adrian Curaj, Centre for Strategic Management and Quality Assurance in Higher Education, Bucharest, Romania

**Presenter(s):**
Marian Zulean, University of Bucharest, Bucharest 2, Romania

Paper: **Civil Service Training Systems: An Institutional Approach**

**Author(s):**
Kulli Sarapuu, Tallinn University of Technology, Tallinn, Estonia  
Tiina Randma-Liiv, Tallinn University of Technology, Tallinn, Estonia

**Presenter(s):**
Kulli Sarapuu, Tallinn University of Technology, Tallinn, Estonia

Paper: **Outsourcing vs. Decentralisation: A Comparative Analysis in Central and Eastern Europe**

**Author(s):**
Septimiu-Rares Szabo, Bucharest Academy of Economic Studies, Bucharest, Romania  
Marius Profiroiu, Bucharest Academy of Economic Studies, Bucharest, Romania

**Presenter(s):**
Septimiu-Rares Szabo, Bucharest Academy of Economic Studies, Bucharest, Romania

THURSDAY, MAY 21, 2015  
16:30 - 18:00

**IV. Working Group on Public Administration Reform in CEE and CA**

**Session 2: Europeanization Panel - Europeanization**

**Room:** A19 Caucasus University

WG Programme Coordinators:
Veronica Junjan, University of Twente, AE Enschede, Netherlands  
Diana - Camelia Iancu, National School of Political Studies and Public Administration, Bucharest, Romania

Paper: **PA Reform in Georgia: Outsourcing and Service Delivery in Neo-Weberian Context**

**Author/Presenter:**
Nino Dolidze, Georgian Institute of Public Affairs, Tbilisi, Georgia

Paper: **PAR in Academic and Professional Literature: A Comparison of the Recent EU Accession Waves**

**Author/Presenter:**
Veronica Junjan, University of Twente, AE Enschede, Netherlands
Paper: 
**Outsourcing Role in Civil Service Reform: Case of Lithuania**

Author/Presenter: 
**Simona Statneckyte**, Klaipeda University, Klaipeda, Lithuania

Paper: 
**Public Administration Reform, Cross-border Cooperation and Europeanization in CEE Countries**

Author/Presenter: 
**Annika Jaansoo**, University of Tartu, Tartu, Estonia

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**FRIDAY, MAY 22, 2015**

**IV. Working Group on Public Administration Reform in CEE and CA**

**Session 3: Instruments of Outsourcing - Which are the “Tools of the Trade”?**

**Room:** A19 Caucasus University

**WG Programme Coordinators:** 
Veronica Junjan, University of Twente, AE Enschede, Netherlands 
Diana - Camelia Iancu, National School of Political Studies and Public Administration, Bucharest, Romania

Paper: 
**Public Private Partnership in Lithuania: Insiders’ Gaze to the State of Affairs (Pilot Research)**

Author(s): 
**Gabriele Burbulyte-Tsiskarishvili**, Klaipeda University, Klaipeda, Lithuania 
**Inga Normante**, Klaipeda University, Klaipeda, Lithuania 
**Mantas Dūda**, Klaipeda University, Klaipeda, Lithuania

Presenter(s): 
**Gabriele Burbulyte-Tsiskarishvili**, Klaipeda University, Klaipeda, Lithuania

Paper: 
**Why Hungarian Civil Servants Dislike Outsourcing?**

Author/Presenter: 
**Marton Gellen**, National University of Public Service, Budapest, Hungary

Paper: 
**Lessons From Downsizing Back-Office Functions: Using Shared Service Centres as Instruments**

Author/Presenter: 
**Kaide Tammel**, Tallinn University of Technology, Tallinn, Estonia

Paper: 
**From Evidence-Based Policies to Evidence-Based Public Sector Reforms**

Author(s): 
**Iwona Sobis**, University of Gothenburg, Gothenburg, Sweden 
**Michiel de Vries**, Radboud University Nijmegen, Nijmegen, Netherlands

Presenter(s): 
**Iwona Sobis**, University of Gothenburg, Gothenburg, Sweden

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**SATURDAY, MAY 23, 2015**

**IV. Working Group on Public Administration Reform in CEE and CA.**

**Session 4: Implementation of Outsourcing: Why Does (or Does Not) Work?**

**Room:** A19 Caucasus University
WG Programme Coordinators:
Veronica Junjan, University of Twente, AE Enschede, Netherlands
Diana - Camelia Iancu, National School of Political Studies and Public Administration, Bucharest, Romania

Paper:
Between Reform From Above, Tax Farming, and Tunneling Out: The Micropolitics of Post-Soviet Public Sector Outsourcing
Author/Presenter:
Barbara Lehmburch, University of Uppsala, Uppsala, Sweden

Paper:
Insourcing and Outsourcing at the Local Level in Serbia and Bosnia and Herzegovina: Resistance to Change, or a Lack of Entrepreneurial Spirit, Courage and Risk-Taking Capacity?
Author/Presenter:
Mirjana Stankovic, Development Consulting Group, Belgrade, Serbia

Paper:
Author(s):
Diana Stirbu, London Metropolitan University, London, United Kingdom
Cecilia Olivieri, University of Sao Paolo, Sao Paolo, Brazil
Presenter(s):
Diana Stirbu, London Metropolitan University, London, United Kingdom

Paper:
Public Administration Reform: To Be Blamed for Inefficient Local Government in South Africa? Lessons for CEE and CIS Countries
Author/Presenter:
Hendri Kroukamp, University of the Free State, Bloemfontein, South Africa

V. Working Group on Regional Development and Inter-regional Cooperation
FRIDAY, MAY 22, 2015 11:00 - 12:30

V. Working Group on Regional Development and Inter-regional Cooperation
Session 1: Europeanization panel on European Integration Dimension
Room: A2 Caucasus University

WG Programme Coordinators:
Alexey Barabashev, Higher School of Economics, Moscow, Russian Federation
Diana Stirbu, London Metropolitan University, London, United Kingdom

Goals of the WG activity is to research both in theoretical way and in best practices the problems of governance and development on the regional level. The problems of inter-regional cooperation are vital for recent economic, political, cultural reality of Eastern Europe, and to find the best theoretical and practical decisions for elimination of the tensions between different regions, to establish the cooperation of regions can be recognized as the top priorities for Public Administration and Public Policy nowadays.

Paper:
Governance Across Regional Borders: Which Models Are Best Suited in Central and Eastern Europe?
Author/Presenter:
Nico Groenendijk, University of Twente, AE Enschede, Netherlands
Paper:
Practical Approaches Towards Effective Interregional Cooperation
Author(s):
Edit Soos, University of Szeged, Szeged, Hungary
Zsuzsanna Fejes, National University of Public Service, Budapest, Hungary
Presenter(s):
Edit Soos, University of Szeged, Szeged, Hungary

Paper:
Optimization of Administrative Capacity and Procedure of Constructing Permitting in Slovenia and Croatia within EU
Author(s):
Tina Sever, University of Ljubljana, Ljubljana, Slovenia
Vedran Dulabic, University of Zagreb, Zagreb, Croatia
Polona Kovac, University of Ljubljana, Ljubljana, Slovenia
Presenter(s):
Tina Sever, University of Ljubljana, Ljubljana, Slovenia

Paper:
Working Motivation Twenty-Five Years Later: Natural Experiment from a Region in a Former Eastern Bloc
Author/Presenter:
Palina Prysmakova, Florida International University, Miami, Florida, United States

FRIDAY, MAY 22, 2015
14:00 - 15:30

V. Working Group on Regional Development and Inter-regional Cooperation
Session 2: Regional Development and Its Evaluation
Room: A2 Caucasus University

WG Programme Coordinators:
Alexey Barabashev, Higher School of Economics, Moscow, Russian Federation
Diana Stirbu, London Metropolitan University, London, United Kingdom

Paper:
Regional Development and Cooperation
Author(s):
Fardin Hashemi, Kabul University, Kabul, Afghanistan
Amanullah Niazi
Presenter(s):
Fardin Hashemi, Kabul University, Kabul, Afghanistan

Paper:
Analytic Matrix for Territories Development Planning
Author(s):
Alexey Barabashev, Higher School of Economics, Moscow, Russian Federation
Sergey Semenov, University of Peoples' Friendship, Russia
Presenter(s):
Alexey Barabashev, Higher School of Economics, Moscow, Russian Federation

Paper:
Stages of Municipal Service Reform in the Russian Federation: Expectations and Results
Author/Presenter:
Valeriya Utkina, Higher School of Economics, Moscow, Russian Federation
V. Working Group on Regional Development and Inter-regional Cooperation
Session 3: Round Table Discussion
Room: A2 Caucasus University

WG Programme Coordinators:
Alexey Barabashev, Higher School of Economics, Moscow, Russian Federation
Diana Stirbu, London Metropolitan University, London, United Kingdom

Topic: Regional Development within Inter-Regional Co-operation: Future Research Directions in Multilevel Governance at the confluence of Western and Eastern Europe

The WG in Regional development and Inter-regional Co-operation invites you to take part to an open discussion on the future prospects for regional development and regional co-operation.

VI. Working Group on Public Finance and Public Financial Management

THURSDAY, MAY 21, 2015  16:30 - 18:00

VI. Working Group on Public Finance and Public Financial Management
Session 1: Local Government Taxation I.
Room: A6 Caucasus University

WG Programme Coordinators:
Lucie Sedmihradska, University of Economics of Prague, Prague, Czech Republic
Juraj Nemec, Masaryk University, Brno, Czech Republic
WG Programme Coordinators’ Assistant:
Asset Dulatbekov, The Academy of Public Administration under the President of the Republic of Kazakhstan, Astana, Kazakhstan

The WG on Public Finance and Public Finance Management focuses on all topics connected with public finance and public finance management. There are also two specialised tracks for the 2015 conference:
(1) Local government taxation and
(2) Public procurement.

Paper:
Czech Property Tax: Usage of Local Tax Autonomy
Author(s):
Lucie Sedmihradska, University of Economics of Prague, Prague, Czech Republic
Eduard Bakos, Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic
Daniela Jirsova, Faculty of Finance and Accounting, University of Economics, Prague, Czech Republic
Presenter(s):
Lucie Sedmihradska, University of Economics of Prague, Prague, Czech Republic

Paper:
Taxation Attitudes of Local Governments and Local Economic Development – A Hungarian Case
Author(s):
Mihaly Lados, Centre for Economic and Regional Studies, Hungarian Academy of Sciences, Pecs, Hungary
Adam Monostori, Centre for Economic and Regional Studies, Hungarian Academy of Sciences, Pecs, Hungary
Presenter(s):
Mihaly Lados, Centre for Economic and Regional Studies, Hungarian Academy of Sciences, Pecs, Hungary
VI. Working Group on Public Finance and Public Financial Management

Session 2: Europeanization panel on Public Finances in the EU and EU Associated Countries

Room: A6 Caucasus University

WG Programme Coordinators:
Lucie Sedmihradská, University of Economics of Prague, Prague, Czech Republic
Juraj Nemec, Masaryk University, Brno, Czech Republic

WG Programme Coordinators’ Assistant:
Asset Dulatbekov, The Academy of Public Administration under the President of the Republic of Kazakhstan, Astana, Kazakhstan

Paper:
Trends and Assessment of Outsourcing in Europe
Author/Presenter:
Christoph Reichard, University of Potsdam, Potsdam, Germany

Paper:
Microsimulation Models in the EU and the Czech Case
Author(s):
Jana Godarova, Masaryk University, Brno, Czech Republic
Iveta Starhova, Masaryk University, Brno, Czech Republic

Presenters:
Iveta Starhova, Masaryk University, Brno, Czech Republic

Paper:
Fiscal Decentralization Efforts in Ukraine: Tax Competition on Agenda?
Author/Presenter:
Sergii Slukhai, National Taras Shevchenko University, Kyiv, Ukraine

FRIDAY, MAY 22, 2015

14:00 - 15:30

VI. Working Group on Public Finance and Public Financial Management

Session 3: Local Government Taxation II.

Room: A6 Caucasus University

WG Programme Coordinators:
Lucie Sedmihradská, University of Economics of Prague, Prague, Czech Republic
Juraj Nemec, Masaryk University, Brno, Czech Republic

WG Programme Coordinators’ Assistant:
Asset Dulatbekov, The Academy of Public Administration under the President of the Republic of Kazakhstan, Astana, Kazakhstan

Paper:
The Politics of Local Taxation Policy Making in Poland
Author(s):
Pawel Swianiewicz, University of Warsaw, Warsaw, Poland
Julita Lukomska, University of Warsaw, Warsaw, Poland

Presenters:
Pawel Swianiewicz, University of Warsaw, Warsaw, Poland
Paper:
Motives of Local Tax Policies in Poland. Stimulation of Local Development, Tax Competition, Political Cycle or Pumping Local Budget Revenues?

Author(s):
Julita Lukomska, University of Warsaw, Warsaw, Poland
Pawel Swianiewicz, University of Warsaw, Warsaw, Poland

Presenter(s):
Julita Lukomska, University of Warsaw, Warsaw, Poland

SATURDAY, MAY 23, 2015
9:00 - 10:30

VI. Working Group on Public Finance and Public Financial Management

Session 4
Room: A6 Caucasus University

WG Programme Coordinators:
Lucie Sedmihradska, University of Economics of Prague, Prague, Czech Republic
Juraj Nemec, Masaryk University, Brno, Czech Republic

WG Programme Coordinators’ Assistant:
Asset Dulatbekov, The Academy of Public Administration under the President of the Republic of Kazakhstan, Astana, Kazakhstan

Discussion of the plans for the next year

Paper:
The Construction Regulations in Slovenia and Croatia – Financial and Procedural Aspects Between Public and Private Interests

Author(s):
Tatjana Jovanovic, University of Ljubljana, Ljubljana, Slovenia
Aleksander Aristovnik, University of Ljubljana, Ljubljana, Slovenia
Tereza Rogic Lugaric, Faculty of Law, University of Zagreb, Zagreb, Croatia

Presenter(s):
Aleksander Aristovnik, University of Ljubljana, Ljubljana, Slovenia

Paper:
Financing University Research in the Czech Republic. Does the System Motivate Academia to a Better Research Outcomes or Just to Swindle It?

Author(s):
Robert Jahoda, Masaryk University, Brno, Czech Republic
Michaela Hornakova, Masaryk University, Brno, Czech Republic

Presenter(s):
Robert Jahoda, Masaryk University, Brno, Czech Republic

VII. Working Group on Public Policy Analysis Development Issues

THURSDAY, MAY 21, 2015
14:30 - 16:00

VII. Working Group on Public Policy Analysis Development Issues
Session 1: Europeanization panel 1 - Do Specific National Experiences and Policy Domains Matter for Policy-Analysis? Does EU-Integration Lead to Convergence?
Room: A8 Caucasus University
WG Programme Coordinators:
Franciscus Jorna, Saxion University of Applied Sciences, Enschede, Netherlands
Jaroslav Dvorak, Klaipeda University, Klaipeda, Lithuania

The Working Group continues its work in the framework of public policy analysis methodology, tools and techniques. Under the umbrella of the 23rdNISPAcee conference, the WG would like to take a multi-actor approach to policy development. Multiple governance and hybridisation of policy development and implementation by involving private actors (PPP) and civil society organisations across the broad spectrum greatly complicate governance.

Paper:
Perception of Evaluation Capacity in Small States Libraries: Cases of Lithuania and Slovakia
Author(s):
Jaroslav Dvorak, Klaipeda University, Klaipeda, Lithuania
Dr. Jurgita Rudžionienė, Vilnius University, Vilnius, Lithuania
Presenter(s):
Jaroslav Dvorak, Klaipeda University, Klaipeda, Lithuania

Paper:
A Comparison of the Practice of the Regulatory Impact Analysis in Ukraine and the Kyrgyz Republic: Prospects for the Use of Outsourcing
Author/Presenter:
Olexandr Kilievych, National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

THURSDAY, MAY 21, 2015
16:30 - 18:00

VII. Working Group on Public Policy Analysis Development Issues
Session 2: Europeanization Panel 2 on Country-specific Experiences
Room: A8 Caucasus University

WG Programme Coordinators:
Franciscus Jorna, Saxion University of Applied Sciences, Enschede, Netherlands
Jaroslav Dvorak, Klaipeda University, Klaipeda, Lithuania

Paper:
Performance Audit and Policy Evaluation: On the Same or Parallel Tracks? Insight from the Western Balkans
Author(s):
Milena Lazarevic, European Policy Centre, Belgrade, Serbia
Simonida Kacarska, University of Leeds, Leeds, United Kingdom
Jovana Marović, Institute Alternative, Podgorica, Montenegro;
Milos Djindjic, European Policy Centre, Belgrade, Serbia
Presenter(s):
Milena Lazarevic, European Policy Centre, Belgrade, Serbia

Paper:
Evidence-Based Policymaking and Use of Research Evidence: Case Macedonia
Author/Presenter:
Veli Kreci, South East European University, Tetovo, Republic of Macedonia (FYROM)
VII. Working Group on Public Policy Analysis Development Issues

Session 3: Experiences from Various Policy-Fields - Public Finance and Urban Development

Room: A8 Caucasus University

WG Programme Coordinators:
Franciscus Jorna, Saxion University of Applied Sciences, Enschede, Netherlands
Jaroslav Dvorak, Klaipeda University, Klaipeda, Lithuania

Paper:
Responses to Fiscal Crisis: The Impact of Greater Centralization on the Relevance of Performance Information in European Governments

Author(s):
Ringa Raudla, Tallinn University of Technology, Tallinn, Estonia
James Douglas, Tallinn University of Technology, Tallinn, Estonia
Tiina Randma-Liiv, Tallinn University of Technology, Tallinn, Estonia
Riin Savi, Tallinn University of Technology, Tallinn, Estonia

Presenter(s):
Ringa Raudla, Tallinn University of Technology, Tallinn, Estonia

Paper:
Insourcing or Outsourcing for Ex-ante and Ex-post Analysis in Public Policy-making

Author/Presenter:
Valeriy Tertychka, National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

Paper:
Urban Policy Development in Poland after EU Integration

Author/Presenter:
Mariusz Sienkiewicz, Maria Curie-Sklodowska University, Lublin, Poland

VIII. Working Group on Public Administration Education

THURSDAY, MAY 21, 2015 14:30 - 16:00

VIII. Working Group on Public Administration Education

Session 1

Room: A22 Caucasus University

WG Programme Coordinators:
Calin Hintea, Babes-Bolyai University, Cluj-Napoca, Romania
Roger Hamlin, Michigan State University, East Lansing, United States

The object of the Working Group is Public Administration Education in its broadest sense (curriculum development, curriculum technology, e-learning, teaching technology, best practices, research on education, quality assurance, modern management of public administration programmes, a.s.o.). The Working Group focuses on those interested in public administration education because they are in charge of public administration programmes, manage public administration departments or enjoy sharing experiences with public administration teaching. For the 2015 Conference, the coordinators will propose a special focus on strategic issues related to the development of public administration programmes in Europe and the US.

Opening presentations on PA Education
Paper:
**Innovative Approach to Public Administration Reforms: How to Improve Public Administration Education**

Author/Presenter:
Veli Kreci, South East European University, Tetovo, Republic of Macedonia (FYROM)

Paper:
**Teaching Public Administration Using the Case Study Method: Experience of Ilia State University, Georgia**

Author/Presenter:
Archil Abashidze, Ilia State University, Tbilisi, Georgia

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**THURSDAY, MAY 21, 2015**

16:30 - 18:00

**VIII. Working Group on Public Administration Education**

**Session 2**

Room: A22 Caucasus University

**WG Programme Coordinators:**
Calin Hintea, Babes-Bolyai University, Cluj-Napoca, Romania
Roger Hamlin, Michigan State University, East Lansing, United States

**Paper:**
**Research Seminars in Public Policy/Social Policy Master Degree Programs: Key Elements for International Cooperation**

Author/Presenter:
Alexey Barabashev, Higher School of Economics, Moscow, Russian Federation

**Paper:**
**Concept Maps as a Tool to Learn Administrative Law**

Author/Presenter:
Tina Sever, University of Ljubljana, Ljubljana, Slovenia

**Paper:**
**Standards and International Accreditation in Public Administration Education: perspectives for Russia**

Author(s):
Vera Menshova, Russian Presidential Academy of National Economy and Public Administration, Moscow, Russian Federation
Eugeny Boyko, Russian Presidential Academy of National Economy and Public Administration, Moscow, Russian Federation

Presenter(s):
Vera Menshova, Russian Presidential Academy of National Economy and Public Administration, Moscow, Russian Federation

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**FRIDAY, MAY 22, 2015**

9:00 - 10:30

**VIII. Working Group on Public Administration Education**

**Session 3**

Room: A22 Caucasus University

**WG Programme Coordinators:**
Calin Hintea, Babes-Bolyai University, Cluj-Napoca, Romania
Roger Hamlin, Michigan State University, East Lansing, United States
Paper:  
Efficiency and Quality of Professional Development and Training of Civil Servants in Tatarstan Republic  
Author(s):  
Dmitry Maslov, Kazan Federal University, Kazan, Russian Federation  
Liliya Nurgatina, Kazan Federal University, Kazan, Russian Federation  
Revaz Shulayya, Kazan Federal University, Kazan, Russian Federation  
Presenter(s):  
Liliya Nurgatina, Kazan Federal University, Kazan, Russian Federation  

Paper:  
Public Administration Programs in Romania – An Overview  
Author(s):  
Sorin Dan Sandor, Babes-Bolyai University, Cluj-Napoca, Romania  
Simona Claudia Creta, Babes-Bolyai University, Cluj-Napoca, Romania  
Presenter(s):  
Sorin Dan Sandor, Babes-Bolyai University, Cluj-Napoca, Romania  

Paper:  
The Impact of e-Learning System on Students’ Performance in Public Administration Programmes  
Author(s):  
Aleksander Aristovnik, University of Ljubljana, Ljubljana, Slovenia  
Nina Tomazevic, University of Ljubljana, Ljubljana, Slovenia  
Lan Umek, University of Ljubljana, Slovenia, Damijana Keržič, University of Ljubljana, Slovenia  
Presenter(s):  
Aleksander Aristovnik, University of Ljubljana, Ljubljana, Slovenia  

FRIDAY, MAY 22, 2015  

VIII. Working Group on Public Administration Education  
Session 4: Europeanization panel on Europe and Public Administration Programs  
Room:  A22 Caucasus University  

WG Programme Coordinators:  
Calin Hintea, Babes-Bolyai University, Cluj-Napoca, Romania  
Roger Hamlin, Michigan State University, East Lansing, United States  

Paper:  
What “Develops” in Public Service Leader Development?  
Author(s):  
Agnes Jenei, National University of Public Service, Budapest, Hungary  
Robert Kramer, American University, Washington, United States  
Presenter(s):  
Agnes Jenei, National University of Public Service, Budapest, Hungary  

Paper:  
Review of Programs and Courses on Evaluation of Public Policy and Programs in Europe  
Author/Presenter:  
Iryna Kravchuk, Ukrainian Evaluation Association, Kyiv, Ukraine
VIII. Working Group on Public Administration Education

Session 5
Room: A22 Caucasus University

WG Programme Coordinators:
Calin Hintea, Babes-Bolyai University, Cluj-Napoca, Romania
Roger Hamlin, Michigan State University, East Lansing, United States

Paper:
Addressing Curriculum Issues in a Multi-Sector Environment
Author/Presenter:
Maria Aristigueta, American Society for Public Administration (ASPA), Washington DC, United States

Paper:
Training Outsourcing for Public Administration Employees: Case of Latvia
Author(s)/Presenter(s):
Inesa Vorontchuk, University of Latvia, Riga, Latvia
Olga Starineca, University of Latvia, Riga, Latvia

IX. Working Group on Local Public Policies

FRIDAY, MAY 22, 2015
11:00 - 12:30

IX. Working Group on Local Public Policies
Session 1
Room: A31 Caucasus University

WG Programme Coordinators:
Franco Becchis, Turin School of Local Regulation, Torino, Italy
Daniel Klimovsky, Comenius University, Bratislava, Slovakia

The main topic of the working research group is “Ends and tools: local services between direct provision, public utilities and the market”. Within this topic the WG would like to focused on the following major topics: institutions, governance and provision; municipalities and regulation; communities, trust and local services; heritage of the soviet experience; different regulatory agendas; local regulation peculiarities and weaknesses.

Paper:
Roma Housing in Bulgaria: Local Policies Between Law and Human Rights
Author/Presenter:
Nadezhda Bobcheva, Municipal Council of Silistra, Silistra, Bulgaria

Paper:
Development of Regional Creation and Recovery Plan of Housing Fund in Russia
Author(s):
Ekatherina Plotnikova, St. Petersburg State Polytechnical University, St. Petersburg, Russian Federation
Liudmila Guzikova, St. Petersburg State Polytechnical University, St. Petersburg, Russian Federation

Paper:
Housing Problem in Russia and CEE Countries: Comparison of Economic and Financial Aspects
Author/Presenter:
Liudmila Guzikova, St. Petersburg State Polytechnical University, St. Petersburg, Russian Federation

Paper:
Reducing Solid Waste in Kabul City

Author/Presenter:
Fakhria Latifi, Kabul University, Kabul, Afghanistan

FRIDAY, MAY 22, 2015
16:00 - 17:15

IX. Working Group on Local Public Policies

Session 2: Europeanization panel on Local Governance and Local Public Services

Room: A31 Caucasus University

WG Programme Coordinators:
Franco Becchis, Turin School of Local Regulation, Torino, Italy
Daniel Klimovsky, Comenius University, Bratislava, Slovakia

Paper:
Local (Self-)government System and Local Governance in Slovakia: Case of Dilemma “Efficiency vs. Democracy”

Author(s):
Daniel Klimovsky, Comenius University, Bratislava, Slovakia
Ludmila Malikova, Comenius University, Bratislava, Slovakia

Presenter(s):
Daniel Klimovsky, Comenius University, Bratislava, Slovakia

Paper:
Performance of Water Infrastructure Planning Network: Case of Bratislava (Slovakia)

Author/Presenter:
Veronika Fercikova, University of Economics of Bratislava, Bratislava, Slovakia

Paper:
Corruption, Accountability and Efficiency. An Application to Municipal Solid Waste Services

Author(s):
Davide Vannoni, University of Turin, Torino, Italy
Graziano Abrate, University of Piemonte Orientale and HERMES, Italy
Federico Boffa, Free University of Bolzano, School of Economics and Management, Italy and Institut d’Economia de Barcelona, Spain
Fabrizio Erbetta, University of Piemonte Orientale and HERMES, Italy

Presenter(s):
Davide Vannoni, University of Turin, Torino, Italy

X. Working Group on Transition, Change and Uncertainty

THURSDAY, MAY 21, 2015
14:30 - 16:00

X. Working Group on Transition, Change and Uncertainty

Session 1: Europeanization panel on Managing uncertainty and change in Eastern countries of the European Union

Room: A18 Caucasus University

WG Programme Coordinators:
Gyorgy Gajduschek, Corvinus University of Budapest, Budapest, Hungary
Sorin Dan Sandor, Babes-Bolyai University, Cluj-Napoca, Romania
The WG focuses on three main lines of inquiry: What are the effects of prolonged uncertainty on administrative behaviour and culture? How much uncertainty can we tolerate and for how long? How can the theory of organisation offer a way forward in understanding and dealing with these phenomena (if indeed it can)? What are the opportunities and limits of governance paradigms which incorporate long-term thinking and strategising?

Paper:  
**The Impact of Economic Crisis on the Emerging Administrations from Southeastern Europe. Case Study: Romania**

Author(s):  
Ionut-Bogdan Berceanu, National School of Political Studies and Public Administration, Bucharest, Romania  
Cristina Mititelu, University of Rome “Tor Vergata”, Italy

Presenter(s):  
Ionut-Bogdan Berceanu, National School of Political Studies and Public Administration, Bucharest, Romania

Paper:  
**What Does It Mean for Public Governance to Be Smart?**

Author(s):  
Egle Gaule, Kaunas University of Technology, Kaunas, Lithuania  
Jolanta Stanislovaiitienė, Kaunas University of Technology, Kaunas, Lithuania  
Jurgita Siugzdiniene, Kaunas University of Technology, Kaunas, Lithuania

Presenter(s):  
Egle Gaule, Kaunas University of Technology, Kaunas, Lithuania

Paper:  
**Organizing the Entrepreneurial State: An Organizational Variety Perspective**

Author(s):  
Erkki Karo, Tallinn University of Technology, Tallinn, Estonia  
Rainer Kattel, Tallinn University of Technology, Tallinn, Estonia

Presenter(s):  
Erkki Karo, Tallinn University of Technology, Tallinn, Estonia

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**THURSDAY, MAY 21, 2015**

16:30 - 18:00

**X. Working Group on Transition, Change and Uncertainty**

**Session 2: Generating Uncertainty and Change - Reform and Change in Public Administration**

Room: A18 Caucasus University

**WG Programme Coordinators:**  
Gyorgy Gajduschek, Corvinus University of Budapest, Budapest, Hungary  
Sorin Dan Sandor, Babes-Bolyai University, Cluj-Napoca, Romania

**Paper:**  
**Enhancing Coordination and Collaboration Among Agents within the Public Administration: Reforms of the County Level State Administration in Hungary (1990-2012)**

Author/Presenter:  
Eva Kovacs, National University of Public Service, Budapest, Hungary

**Paper:**  
**Uncertainty and Resistance to Change in Romanian Local Public Institutions**

Author(s):  
Sorin Dan Sandor, Babes-Bolyai University, Cluj-Napoca, Romania  
Ciprian Tripon, Babes-Bolyai University, Cluj-Napoca, Romania

Presenter(s):  
Sorin Dan Sandor, Babes-Bolyai University, Cluj-Napoca, Romania
Evaluation Questionnaire

Please provide us with your feedback on this year’s conference by completing the conference evaluation questionnaire on the NISPAcee website http://www.nispa.org/conference2015/survey (login required). Your comments will help us to improve next year’s annual conference in Zagreb in May, 2016.

http://www.nispa.org/conference2015/survey
NISPAcee projects

**EUIPPA - European Union Integratio**

**n Process Promoting Activities**

**Supported by:** Erasmus+ / Jean Monnet Support to Associations
**Project coordinator:** NISPAcee
**Project period:** 2014 - 2017
**Project objective:** To increase awareness, understanding and knowledge of EU public policies to NISPAcee members and the wider public, thus contributing to their EU integration process.

**Co-funded by the Erasmus+ Programme of the European Union**

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**EPAR - Europeanisation in Public Administration Reforms**

**Supported by:** Erasmus+ / Jean Monnet projects
**Project coordinator:** NISPAcee
**Project period:** 2014 - 2016
**Project objective:** To increase the awareness, understanding and knowledge of EU public policies amongst researchers in the NISPAcee region and turn their attention to the EU integration processes and their reflection in the different areas investigated by various NISPAcee research working groups.

**Co-funded by the Erasmus+ Programme of the European Union**

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**Capacity Building of Caucasus Academic PA Programmes on the basis of EU Administrative Principles**

**Supported by:** International Visegrad Fund, www.visegradfund.org
**Project coordinator:** NISPAcee
**Project partners:** LTD “Caucasus University” (Georgia), Russian-Armenian (Slavonic) University (Armenia), Khazar University (Azerbaijan), Juraj Nemec (Slovak Republic), Gyorgy Gajduschek (Hungary), Patrycja Suwaj (Poland), David Spacek (Czech Republic)
**Project period:** 2014 - 2015
**Project objective:** To share the knowledge and experience of V4 and Caucasus in public administration teaching, training and research for institutional and administrative capacity building based on EU administrative principles, which include the rule of law, efficiency, effectiveness, openness, transparency, integrity and citizens' participation. The project outcomes will facilitate reform processes, preparation for EU integration and regional cooperation and awareness of the importance of PA performance.

**Visegrad Fund**

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**DEPOCEI - Development of Policy-Oriented Training Programmes in the Context of European Integration**

**Supported by:** TEMPUS, http://eacea.ec.europa.eu/tempus/
**Project coordinator:** Faculty of Political Sciences, University of Belgrade, Serbia
**Project partners:** NISPAcee, Polytechnic Institute of Leiria, University of Nis, University of Sarajevo, University of Alicante, University of Roehampton, University of Montenegro, University of Tuzla, Belgrade Open School
**Project period:** 2012 – 2015
**Project objective:** Building the capacities of the targeted Western Balkans universities to research EU public policies and deliver teaching and training courses for public administration, the business community and civil society organisations.

**Co-funded by the Erasmus+ Programme of the European Union**

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**Civil society decides too!**

**Supported by:** EuropeAid IPA
**Project coordinator:** CRINVO (Centar za razvoj nevladinih organizacija), Montenegro
**Project partners:** NISPAcee, BONUM, Montenegro
**Project period:** 2014 - 2015
**Project objective:** To contribute to the higher participation of CSOs in the shaping and implementation of public policies in Montenegro.
Invitation to:

The 24th NISPAcee Annual Conference
Zagreb, Croatia, May 19 - May 21, 2016

Organised in cooperation with The Faculty of Law of the University of Zagreb

The main conference theme:

“Spreading Standards, Building Capacities:
European Administrative Space in Progress”

Chairs:
Ivan Kopric, Faculty of Law, University of Zagreb, Croatia
Polonca Kovac, Faculty of Administration, University of Ljubljana, Slovenia

Call for paper proposals:

European Administrative Space (EAS) has recently become the dominant concept in administrative theory and doctrine for analysis of the phenomenon of administrative convergence in Europe. The EAS was created and is driven by various European players, facilitated by civil servants’ learning, and fuelled by the expectations of European citizens. The EAS is based on and comprises a set of values, social and citizen expectations, governance principles and standards of public administration organisation and functioning defined by law, whose application is supported by the appropriate procedures and accountability mechanisms. It subsumes both good administration and good governance as narrower concepts with somewhat different focuses. European standards and best practices have spread and influence capacity building processes at all governance levels throughout Europe and the neighbouring areas.

We would like to encourage you to submit papers and presentations dealing with the issues related to European Administrative Space, particularly bearing in mind its importance for CEE countries.
Here are several themes, research questions, issues and subjects:

- What is the doctrinal and theoretical content of European good governance?
- How can the transparency and open government concept contribute to better administrative capacities?
- Which mechanisms and methods of policy diffusion are in-built into EAS?
- What are the methods, drivers, and impacts of spreading European administrative standards?
- Which policies, rights and standards are being distributed within the EAS and how do these processes influence administrative capacities at the various levels (national, regional, local, and supranational)?
- What are the fields of harmonisation and administrative convergence in Europe?
- What are the components and meanings of administrative capacities? How do these components depend on various EAS elements?
- To what extent is the EAS responsible for the improvement of administrative capacities in different administrative milieus?
- Is it possible to achieve an equal level and quality of public services for all European citizens and other people in each and every part of Europe based on the harmonisation of administrative standards?
- What is the future of European public and administrative law and how can its development influence public administrations, citizens and the business sector?
- How is the right to good administration understood? What are the challenges of its implementation?
- To what extent can development of the EAS harmonise traditional public administration models in Europe?
- How can we improve public sector management by spreading EAS standards and building capacities?
- How can we theorise and research EAS? Is it a theoretical or normative and doctrinal concept? What is the European integrated administration and what does it mean for national public administrations?
- How is the neo-Weberian administration model understood versus the traditional public administration under EAS?
- What are the challenges for public administration schools with EAS standards?

We believe that this conference main theme can bring together renowned scholars, researchers, experts and professionals, students and other participants from the NISPAcee region and all over the world. The conference can deepen our understanding of the importance, driving forces and factors, as well as the consequences and impacts of the EAS that emerge throughout Europe and in the neighbouring areas. At the same time, it can contribute to our knowledge about administrative capacities at all governance levels throughout Europe and the region, and the concrete ways to boost them in the countries of the NISPAcee region.

Additional conference sessions:
In addition to the sessions on the Main Conference Theme, the following additional ones will be organised:

- Plenary sessions
- General Sessions
- Meetings of Working Groups
- Panel Sessions

Important dates in 2015:
Proposals of Working Groups and Panel Sessions to be sent to Juraj Sklenar, NISPAcee Secretariat (sklenar@nispa.org):
Deadline June 30, 2015.
The call for paper proposals for the Working Groups and Panel Sessions will be announced in July 2015.
The online application module with paper proposals will be open in August 2015.
Online registration for the conference will open in December 2015.

For further information follow the NISPAcee website www.nispa.org
The conference activities are supported by:

- Co-funded by the Erasmus+ Programme of the European Union
- Visegrad Fund
- giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Conference venue:
Caucasus University, 10 A.Politkovskaia street, 0186, Tbilisi, Georgia
Hotel Holiday Inn 1, 26 May Square, 0171 Tbilisi, Georgia

On-line conference programme: