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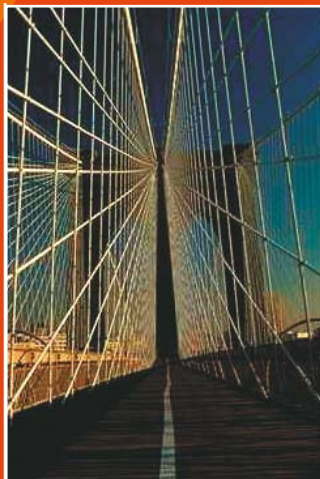
The Establishment of a Democratic Staff Recruitment System in Public Administration in Albania

Assoc. Prof. Vasilika Kume, Assoc. Prof. Suzana Panariti, University of Tirana, Albania

The creation of an independent civil service should be one of the main goals and duties of public administration reform. An independent civil service can be realized only if there is political stability, which, like in other transitional countries, in Albania has its oscillations.

Each year, the state budget pays around 120.000 employees, including civil workers, judges, the army, the police, teachers and health workers. Meanwhile, the total number of employees in the central ministries is less than 2000.

The foundations for the civil service law were established in 1996, with the Parliament approval of "Civil Service Law". The law allowed differentiation according to institution, depth and political/administrative boundary. The law defined posts in different types of institutions that should be occupied by persons having civil



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service status. *The law categorized the means to categorize state employees as:*

- Civil service – tenured
- Political appointees – no tenure but covered by CLS
- Contractual – covered by employment law, who may work in central administration (e.g. as drivers and secretaries), or in the wider public sector (e.g. health workers)
- Special categories – usually covered by employment law, but with additional special regulations (e.g. judges, uniformed services)

Since then and up to now, the parliament has approved a number of laws and bylaws, changes and improvements of existing laws, having as an objective, creation of a professional, sustainable and motivated civil service. For the realisation of these objectives the reform strategy in the civil service has been formulated. It aims at:

- Defining a clear separation between the professional administrative level and the political level;
- Definition and establishment of a democratic hiring system through an open examination based on merits, career advancement, and the objective work evaluation for the civil servants;
- As well as the separation of the managing and decision taking levels from the level of control, assuring thus a balanced and bilateral system of control.

In November 1999 the Parliament approved the law “The Civil Servant Status” which supports by law the establishment of a stabilized, professional and impartial administration. In the law there is defined the

central unit responsible for the management of the civil service which is the Department of Public Administration. In addition, the law defines clearly the levels and categories of the civil servants as well as the general requirements for the recruitment in the civil service. For this purpose there have been defined accurate and comprehensive procedures of recruitment, career advancement and job assessment of the civil servants. The law clearly outlines the duties, the rights of the civil servants and their rewards.

Currently Albania is in the phase of applying the law “The Status of Civil Servant” and taking the obligatory measures for the implementation of this law in order that the institutions and the state administration serve the citizens, and to respond to their needs.

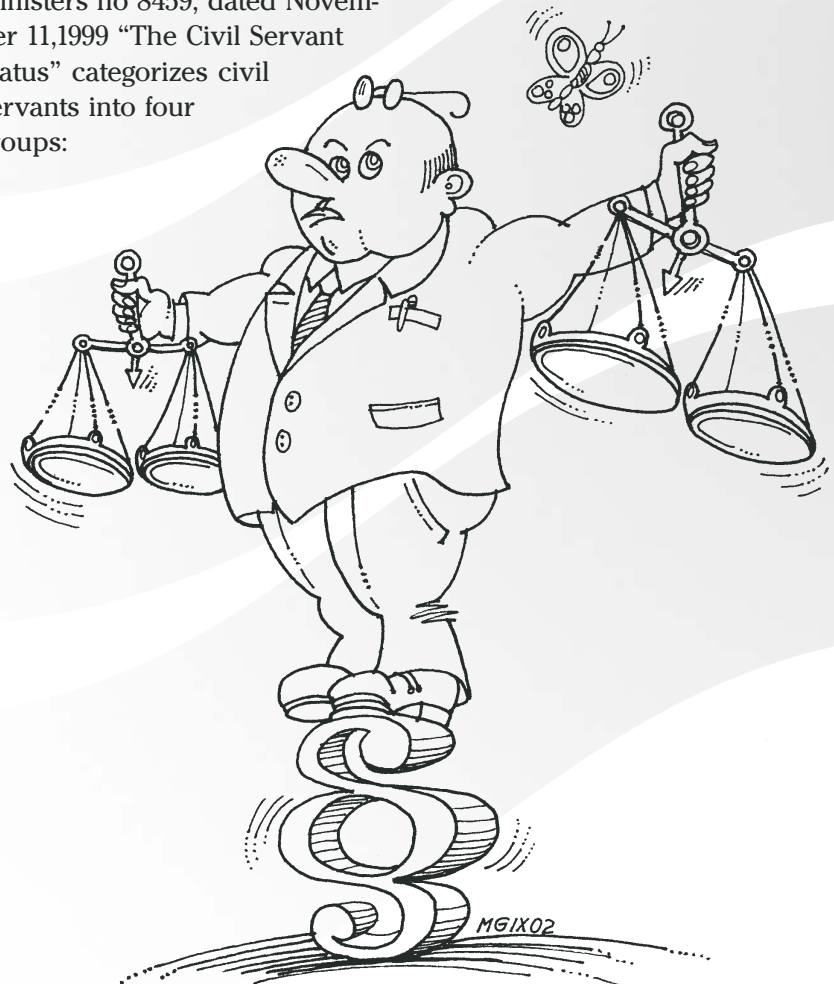
The law of the Council of Ministers no 8459, dated November 11,1999 “The Civil Servant Status” categorizes civil servants into four groups:

- A. High administrative level civil servants
- B. Mid administrative level civil servants
- C. Low administrative level civil servants
- D. Executive level civil servants

In June 11 2000 it is approved the Decision of the Council of Ministers nr.231 “For Civil Service Recruitment” and in September 7, 2000, DCM NR 342 “For Parallel Move and Award of Staff”.

The procedures of civil service recruitment include four phases that follow and complement each other:

- The preparation phase, where it is verified and/or a planned vacant position an announcement is made in the daily press.
- The preliminary checks of the candidates, where the Department of Public Administration



performs a verification of the applicants' files.

- Testing from the ad-hoc committee is done through oral and written testing. These are mainly personality tests, theory and practical tests, and a combination of the three.
- The final selection from the supervising employer, who chooses one from the best three and declares his/her nomination.

Problems with the execution of the law

The execution phase is one of the main steps of the reform. In order to have a successful reform, the programmes and procedures for the follow-up and careful control of this phase need to be set up. Reforms often fail not because they are not adequately formulated but because the execution phase is not paid enough attention and given enough importance.

1. The primary duty, valuable for all transitional countries, is that the state de-politicises public services and presents continuous standards aiming at professional career improvement. In fact, public administration lacks professionals. Personal and political links are still considerable factors in defining a professional career.
2. The lack of in-depth knowledge on the law "The Status of the Civil Servant" causes it to be executed erroneously. For this reason, it would be adequate for civil servants to be continuously informed and to keep up with new legislation or changes in the existing one.
3. The evaluation of work results is not based on clear criteria – often bringing subjectivism. An immediate problem of the successful reform execution is the clear and precise identifi-

cation of each administrative unit's duties. It results that in many cases there are no clearly cut duties for a specific job type, and furthermore, no indicators for measuring the quantity and quality of the work done.

4. The establishment of a stable, professional and efficient civil service system would require the definition of precise criteria on the initiation and termination of employment relationships, career development, and information rights.
5. According to the civil servant employment law, the applicants are classified based on the points earned in oral and written tests and the first three are than considered from the institution's administrator. Although in 70% of the cases administrators have chosen from the top three, the possibility for subjectivism exists. Often, the total number of applicants is only three, turning the testing process into a completely formal one.
6. One of the many but important problems in public administration is the salary level. Because of low wages, applicants for public administration positions are not at the required training and professional level. It should be said that salaries and employment or its termination in the public sector should be more flexible. The low level of wages is the main cause for low morale, the high level of corruption, and the "exodus" of the best employees of the public sector.
7. The restructuring of ministries in order for them to function more efficiently and provide better services to the public would aid in the improvement and effective execution of the law on civil service. With this aim in mind, all ministries

have proposed a structure more functional and flexible than existing ones.

8. Another problem that deserves attention is public administration training. The areas in need are human resource management, budget management, organizational behavior, knowledge on the laws and Civil Servant Status, knowledge on work evaluation criteria, etc. Accordingly, the establishment of a public administration-training institute is planned.
9. In different levels of public administration, two factors regarding competency execution and delegation of authority can be noticed. One is that of *centralizing competencies*. This is based not only on the psychology of the past system but also on the personal desire to have more power and personal benefits and lack of trust towards employees. Secondly, the *de-centralizing* of competencies factor. This is based on managerial and organizational abilities of the directing staff, trusting relationships with employees, and group work. This rapport is not stable but it is important to state that it should change in favor of the second factor.
10. The actual aim towards decentralization of competencies in various levels of governmental administration would require specific abilities of the employees in the area of planning, decision-making, etc. The valuation, improvement, and adaptation of the capacities of different levels of public administration would be a requirement for a better functioning of these levels.

Experience of Civil Service Reform in Kazakhstan

Saltanat Janenova, Agency for Civil Service, Kazakhstan

Experience of civil service reform in Kazakhstan is valuable for CIS states as the Republic of Kazakhstan has a number of peculiarities characteristic for other post-soviet republics: Experience of Soviet civil service system; Multinational composition; Necessity of taking into account the regional characteristics (citizen's mentality, economic and political situation etc.); Improvement of qualification of new managerial staff.

The information of this article come from the report **“Kazakhstan: Governance and Service Delivery: A diagnostic report”** which is based on the results of sociological survey of views and opinions of the Kazakhstani population, heads of enterprises and public officials with the aim of providing necessary assistance in quality improvement of services delivered by the government sector and efficiency of public administration. In June 2002 the World Bank office in Kazakhstan in co-operation with the Agency for Civil Service (ACS) organized a Regional Workshop aimed at discussion of the research findings with civil servants, representatives of international organizations, NGOs, political parties and the mass media.

The report reviews assessment of the population and civil servants of the quality of government sectors (education, health-care, tax administration, registration and licensing of enterprises, international trade). Three groups of respondents were interviewed in Kazakhstan during the surveys conduct: Households (1000 respondents),

Enterprise Managers (400 respondents), and Public Officials (600) respondents. All the three groups were surveyed nationwide. All interviews were conducted face-to-face, with nobody else presenting in the room during the interview, except a respondent and an interviewer. Strict confidentiality was guaranteed to the respondents.

Special attention is paid to assessment of civil service system since adoption of the new Civil Service Law in terms of personnel training, enhancing social and legal protection, control for observation of the Code of Ethics and fighting corruption.

In September 1998, for the first time by a CIS territory and by Presidential decree, an authorized state body was established, directly accountable and subordinated to the Head of the State – **Agency for Civil Service (ACS) of the Republic of Kazakhstan** to implement a unified state policy in the civil service field.

The key objectives of the ACS are:

- Implementation of a unified state policy in civil service field;
- Development of recommendations to improve civil service legislation;
- Monitoring of civil service personnel;
- Control for civil service legislation observance by state bodies.

Civil Service Law

Since 2000 a new Law of the Republic of Kazakhstan “On Civil Service” and 20 bylaws came into force (including Rules of

Service Ethics, Rules of imposition of disciplinary penalties on civil servants, Rules of civil service performance appraisal, Rules of formation of personnel reserve, Rules of conducting competitions to hold administrative state positions, Standard qualification requirements to the categories of administrative state positions).

Since the Civil Service Law was enforced **29** percent of respondents passed competitive recruitment. It is not surprising that more successful candidates have given higher assessment than less successful candidates. However, what is really encouraging is that among the latter group, more than **40** percent said the process was fair and “ensured that the most qualified applicant got the job”, and roughly **60** percent said the process was transparent and fast.

The survey of public officials provides another perspective on the implementation of the new Civil Service Law. Included in the sample were **120** officials who reported that they had responsibility for hiring staff since the Civil Service Law took effect. Most reported the process to be transparent (**80** percent) and fair (**78** percent). Only **44** percent said the process was fast and perhaps most importantly from the perspective of a hiring manager, only 68 percent said that the process helped ensure that the most qualified applicant got the job.

Anti-corruption Legislation and Code of Ethics

Kazakhstan's level of corruption has come out as very high in

several comparative studies, especially in areas related to doing business in the country (tax, customs, licensing, public procurement etc.).

The Government of Kazakhstan should re-review the salary level in Kazakhstan which does not appear highly correlated with the levels of performance of the organizations (average monthly government wages currently amount to about US\$50 while renting a one-room flat in Astana, the capital of the state, costs US\$150-200). Low salary levels do not motivate civil servants to work efficiently and causes high turnover of the most qualified personnel to non-government sector.

Special attention should be paid to officials' assessment of the so-called "**Code of Ethics**" ("**Rules of Service Ethics**") which establishes clear directives of appropriate and inappropriate behaviour of civil servants.

It turned out that only **49** percent of central level officials are "very familiar with the Code of Ethics compared to **59** percent at the other two levels (difference significant at the **5** percent level)". A key reason for this difference, from the point of view of researchers, is "that institutions at the republican level apparently make relatively **less effort** to actively disseminate the Code of Ethics".

The ACS has elaborated an active mechanism on implementation of the Rules of Service Ethics:

- Introduction of the so-called "Book for control of civil service ethics" in all state bodies;
- Enhancing legal propaganda;
- Access to "hotline" telephone in state bodies for citizens to

apply with complaints or information on corruptive behaviour of officials;

- Introduction of the Rules of Civil Service Ethics into the testing programme for candidates who apply for vacant positions in civil service.

Training and Professional Development

Since 2002 state bodies and local governments started to allocate in their annual budgets (republican and local) special funding for training and professional development of their staff. Besides, this funding cannot be spent for any other purpose other than related directly to improvement of qualification of civil servants. This is a significant step forward for Kazakhstan in building Professional Governance.

Under support of ICMA/ USAID there have been established 16 civil servants regional training centres aimed at upgrading professional skills of regional and local officials in conformity with training needs of the local governments.

One of the urgent problems to be addressed now is lack of qualified trainers in public administration and educational programmes for different levels of officials. To solve this task under initiative of the Head of the State by the end of 2002 the ACS will establish **Eurasian Civil Servants Training Centre** under support of the European Commission.

The Eurasian Centre will perform the following functions:

- "Training of Trainers" system aimed at improvement of qualification of the teaching staff from Civil Service Academy and regional civil service training centres;

- Improvement of qualification of managerial staff from CIS states with invitation of leading professors from Europe and Asia to conduct training activities;
- Distance learning for civil servants from CIS states;
- Analytical Unit aimed at making comparative analysis of contemporary issues on public administration in CIS states is to be established under support of UNDP.

According to the survey data **77** percent of respondents reported that their institutions organize training activities for workers to improve their qualifications and professionalism, and nearly all described the activities as useful. Decisions regarding training were described in mostly positive term – only **8** percent reported them to be non-transparent.

Conclusion

The fact that such kind of survey has been conducted in Kazakhstan by an outsider – an independent survey company – and the results have been published in national and foreign mass media is really encouraging and a perfect indicator that Kazakhstan is on the right way for democratization.

Such surveys can facilitate improvement of public sector performance and, if the research findings and policy recommendations will be taken into consideration by the Government, it will actively involve citizens in decision-making. It can also help to increase citizens' trust to civil servants and government's commitment to implementation of democratic reforms.

IREX Programmes

Public Service Programme

IREX is pleased to announce an open competition for the Russian Young Leadership Fellows for Public Service Program (YLF). The YLF program promotes leadership and public service in both the United States and the Russian Federation by providing one-year fellowships to qualified Russian applicants. The fellowship includes one year of non-degree, graduate level academic study at a US university or college, the opportunity to conduct public service in the US third sector, and a professional internship. Russian fellows will choose one of three fields of study: community, governmental, or corporate affairs and will be placed at academic institutions throughout the United States.

All applicants must demonstrate academic excellence, leadership potential, interest in or evidence of involvement in public service, and proficiency in written and spoken English. Applicants must have the equivalent of a bachelor's degree and must be under the age of 30 at the time of application.

The application deadline is November 29, 2002.

More information:
www.irex.org, www.irex.ru,
e-mail: youngleaders@irex.ru.

Funding Opportunities in the Russian Far East

The Foundation for Russian American Economic Cooperation (FRAEC) has just released a Request for Application (RFA) for the US - RFE Partnership program.

The RFA outlines grant opportunities between US organizations and Russian organizations in the Russian Far East. For more information on the US RFE

Partnership program and to download a copy of the RFA, please visit the following website:

<http://www.fraec.org/rfe.html>.

The PartNER program is a three-year, \$ 3 million project designed to spur social and economic development in the Volga Federal District (VFD). PartNER is the newest stage in the development of Russian - American partnership projects. By facilitating and strengthening partnerships between organizations and institutions in the US and Russia, the PartNER program will benefit the most vulnerable groups of the society - women, youth, elderly, unemployed, and people with different abilities, who need assistance to reintegrate successfully into their communities.

More information:
www.irex.org/volgapartner

Individual Advanced Research Opportunities (IARO) programme

This programme provides pre-doctoral and postdoctoral scholars with fellowships for on-site humanities and policy-relevant research in Europe and Eurasia for two to nine months. Funding for cross-regional humanities research in Mongolia, Iran, and Turkey is also available.

Grants of one to three months are available to master's level students to conduct significant research on policy-relevant topics in Europe and Eurasia. These grants are from one to three months.

More information:
www.irex.org/programs/iaro,
irex@irex.org, phone:
+1-202-628 8188.

Distance Learning Programme in Ukraine

The Lviv Regional Institute of Public Administration of the Ukrainian Academy of Public Administration (LRIPA UAPA) has announced its plans to develop a new distance-learning programme designed to offer training to local government officials and others throughout Ukraine on a range of management and public administration issues based on the best of western practices. The programme is being designed with the aid of a Democracy Grant recently awarded to the Academy by the U.S. Embassy in Ukraine.

The first eight courses to be made available through this programme include: Financial Management, Microeconomics, Basics of Local Government, Investment Management in Municipalities, Technology of Decision-making Process in Local Government, Administrative Audit in Municipalities, Social Policy and Public Safety, Strategic Planning in Local Government.

The programme is unique inasmuch as the method for delivering the courses will be via e-mail rather than on line to accommodate the limited technological resources of local government officials. All they will need is e-mail access and a Microsoft Office program.

The Academy envisions enrolling at least 300-400 students during fall 2002 and expanding both the number of courses and students thereafter.

Contact:

16, Sukhomlynsko Street,
Brukhovychy, Lviv 79491 Ukraine
Maksym Artemenko,
phone: +380-322-593 591,
Natalia Parasyuk,
phone/fax: +380-322-593 463,
e-mail: dlc@lvivacademy.com,
web: <http://www.lvivacademy.com>



to Web Sites



<http://www.unpan.org/whatsnew.asp>

The site contains a report of the 1st meeting of the Committee of Experts on Public Administration of the United Nations Economic and Social Council, New York, USA, July 22 – 26, 2002 .

The screenshot shows the UNPAN website interface. At the top, there's a 'WHAT'S NEW' banner. Below it, there are several navigation buttons: Meetings, Reports, Coming Soon, Vacancy Announcements, and Bulletin Board. A grid of regional categories follows: Africa, Arab States, Asia&Pacific, Europe, Latin America&Caribbean, and North America. A 'Meetings/Trainings' button is highlighted. The main content area lists several recent events:

- 2003 American Society for Public Administration National Conference, Washington, DC, USA, 15-18 March 2003
- Conference on "Improving the Quality of Public Administration Education and Training: New Needs, New Approaches", Rio de Janeiro, Brazil, January 2003
- 11th NISPAcee Annual Conference "ENHANCING THE CAPACITIES TO GOVERN: Challenges facing the CEE countries", Bucharest, Romania, 10-12 April 2003
- UN/IASIA Initiative on Public Administration Education and



<http://www.educacentre.net/grants/>

The "International Fellowships and Grants" web project is designed to inform citizens of Russia and CIS about foreign fellowships, grants and special programs. EducaCentre Grants project team is receiving dozens of various news about grants and fellowship programs, and our mission is to share these news with the Russian-speaking audience of Internet by translating originally English materials into Russian.

The screenshot shows the 'International Fellowships and Grants' website. The main heading is 'International Fellowships and Grants'. Below it, there's a paragraph explaining the project's purpose: to inform citizens of Russia and CIS about foreign fellowships, grants, and special programs. It mentions that the project team receives news about grants and fellowship programs and translates them into Russian. There are two language selection buttons: 'English' and 'Russian'. Below this, it states that the project is supported by EducaCentre. At the bottom, there's contact information for EducaCentre Language and Travel company in St. Petersburg, Russia, including a phone number, fax, email, and website URL.



<http://www.ul.ie/~epan/>

The EPAN (European Public Administration Network) provides information about new events – 5th Annual Thematic Network in Public Administration Conference, June 14 – 15, 2002, Granada, Spain, and EPAN/ECPR Joint Summer School 2002: Europeanization, Institutional Analysis and Public Administration: Effectively Researching and Teaching the Impact of Europe on the Member States, August 19-29, 2002.

The screenshot shows the EPAN website. The main heading is 'European Public Administration Network'. There's a 'Menu' on the left with links to FAQ, General Information, Working Groups, Co-ordination & Partners, News & Events, Activities & Publications, Directory of European Higher Education Institutions, EPAN Discussion Forums, and EPAN Video Archives. The main content area is divided into several sections:

- FAQ**: What can EPAN do for your institution? EPAN expression of interest form.
- General Information**: About EPAN - our mission, rationale and objectives. Thematic Networks.
- Working Groups**: Accreditation/EU/USA, Bell in European Programmes, ICT in teaching (a message board), Links with the profession.
- Co-ordination & Partners**: Coordination & Steering Committee, Advisory Committee, Partners, Contact Point.
- EPAN Message Board**: Discussion of Issues online.
- Activities & Publications**: Occasional papers in Adobe pdf format, CEE Country Reports.

At the bottom, there are three featured items: 'New Feature EPAN Video Archives', 'Granada 2002 Fifth Annual Thematic Network in Public Administration Conference Archive', and 'EPAN/ECPR 2002 Joint Summer School Leiden, The Netherlands Archive'.

Calendar of Events

October 10-11, 2002, International Seminar "EU Enlargement – Preparing for Accession"

Working language: English

Contact:

Cicero Foundation, Paris, France,
phone: +33-1-4380 1821,
fax: +33-1-4267 9204,
e-mail: info@cicerofoundation.org

October 2002, Training Workshop – Exchange of Experience for Training for Public Administration in Rural Areas

Working language: English

Contact:

Claudia Novac,
phone: +40-256-221 470,
fax: +40-256-221 469,
e-mail: cnovac@rural-center.org

November 4-6, 2002, Seminar "Labour Issues and Globalisation"

Working Language: English

Contact:

Julia Nietsch, TRIALOG – EU Enlargement and NGOs, Wohllebengasse 12-14/8, A-1040 Vienna, Austria,
phone: +43-1-319 79 49-13,
fax: +43-1-319 79 49-15,
e-mail: stagiaire@clong-trialog.at,
web: www.clong-trialog.at

November 11-12, 2002, Conference "Integration of Minorities in Europe" (focused on integration of Romas)

Working language: Czech, English

Contact:

FALA – Training Centre for Public Administration of the Czech,
Petra Sykorova,
e-mail: sykorova@vcvscr.cz;
Hana Borovickova,
e-mail: borovickova@vcvscr.cz, phone: +420-2-2231 6966

November 30 – December 1, 2002, Workshop "Nation-building Versus State-building in the Balkans. Lessons Learned"

Working language: English

Contact:

Ms. Ruzha Smilova, Central European University, Budapest, Hungary,
e-mail: Bluebird@ceu.hu

February 12-14, 2003, Forum eGovernment - Eastern Europe e/Gov Day 2003 in conjunction with the 2nd Austrian e/Gov Day

Working language: English

Contact:

Austrian Computer Society, Forum eGovernment, Vienna, Austria, phone: +43-1-512 0235-0, fax: +43-1-512 0235-9, e-mail: egovday@ocg.at, web: www.ocg.at

Events of the Varna Free University, Varna, Bulgaria

October 30, 2002 – March 30, 2003, Workshops "Government in Variable World", "PA in the Globalization Conditions", "The Influence of Information Society on the PA"

Working language: Bulgarian

February 2003, Seminar concerning Current Problems of Local Administration and Local Self-government in the Process of Euro-integration

Working language: Bulgarian

Contact:

Antonia Yanakova,
Kremena Andonova, Zlatni Piasatsi, Varna 9007, Bulgaria,
phone/fax: +359-52-356 740,
e-mail: unk_on@vfu.bg



Events of the National School of Political Studies and Public Administration, Bucharest, Romania

November 4-8, 11-15, 18-22, 25-29, 2002, Seminar "Regional Development" and "Structural Funds"

Working language: English, Romanian

November, December 2002, Seminar "Training of Trainers" Programmes on General EU Affairs and Project Cycle Management

Working language: English

December 2002, Course "EU Affairs – EU Institutions and Policies"; Enlargement of the EU

Working language: English, Romanian

December 2002, Course "Project Cycle Management"

Working language: English, Romanian

October, November, December, 2002, Training in European Computer Driving License

Working language: Romanian

Contact person:

Prof. Lucica Matei, str. Povernei no. 6-8, sector 1, 71124, Bucharest, Romania,
phone/fax: +42-1-314 6507,
e-mail: lmatei@snspsa.ro

Events of the Regional Training Centre For Local Public Administration, Craiova, Romania

October 7-11, 2002, Program PRO EUROPA – General frame of

UE – Project management – program for departments of predictions, developments from county councils, prefectures, city halls

Working language: Romanian

October 7-11, 2002, Course: Management Skills

Working language: English

October 11-13, 2002, Human Resources Management – course implemented in Roumania by Matra programme

Working language: English

October 14-19, 2002, Govern Strategy in Public Administration – program for secretaries

Working language: Romanian

October 28 – November 1, 2002, Financial Management – program for accountants, budget and financial inspectors, taxes, charges, auctions, enforcements, legal frame

Working language: Romanian

November 25 – 29, 2002, Public Relation Management – program for inspectors of public relations, protocol, responsible with cash windows – communications, conflict management, relations with mass media, NGO, public participation.

Working language: Romanian

December 9-14, 2002, Local budgets – Taxes and Charges – program for accountants, budget and financial inspectors, legal frame, methodology, conflicts, communication, teamwork.

Working language: Romanian

Contact:

Regional Training Center for Local PA,
12 Brestei Str., 1100 Craiova,
phone: +40-51-419 961,
fax: +40-51-417 230,
e-mail: craifor@rdslink.ro

**Events of the European Institute
of PA, Maastricht, The Netherlands**
Working language: English

**November 18-19, 2002, Seminar
"European Public Administration
and Social Dialogue"**

Contact:
Eveline Hermens,
phone: +31-43-3296 259,
e-mail: e.hermens@eipa-nl.com

**December 2-3, 2002, Conference
"The Europeanisation of Civil
Services and Personnel Policies:
Myths and Reality"**

Contact:
Winy Curfs,
phone: +31-43-3296 320,
e-mail: w.curfs@eipa-nl.com

**December 2-3, 2002, Seminar
"Recent Trends in the Case Law of
the Court of Justice and the Court of
First Instance of the European
Communities"**

Contact:
Christiane Lamesch,
phone: +352-426-230 302,
e-mail: ch.lamesch@eipa.net

**December 5-6, 2002, Legal Seminar
"Public Procurement Law – Legisla-
tive Developments and Recent Case
Law of the European Court
of Justice"**

Contact:
Gediz Cleffken,
phone: +31-43-3296 279,
e-mail: g.cleffken@eipa-nl.com

**Events of the Ukrainian Academy of
Public Administration, Kyiv,
Ukraine**

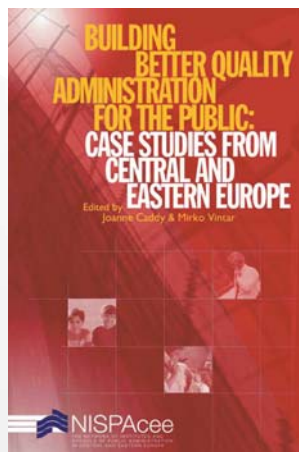
Working language: Ukrainian

**November, 2002, Conference "Practi-
cal Aspects of National Security
Management"**

**December, 2002, Seminar "Method-
ology for National Security Policy
Development"**

Contact:
Hryhory Sytnyk, Department of National Security,
Ukrainian Academy of Public Administration,
20, Eugene Pottier Street, Kyiv, Ukraine,
phone: +380-44-238 24 12

Recent Publications



Building Better Quality Administration for the Public: Case Studies from Central and Eastern Europe

Editors: Joanne Caddy,
Mirko Vintar

Price: 10 \$ (including postage
within Europe), 15 \$ (including
postage to other countries)

Resume:

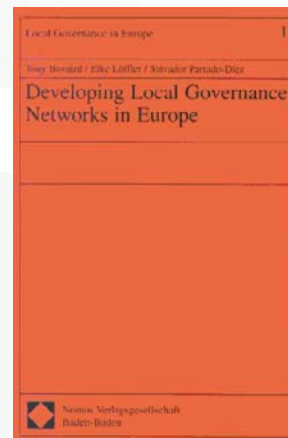
This book has its origins in the research and debates of the NISPAcee Working Group on Better Quality Administration. The co-ordinated programme of research, whose results are presented in this book, was launched in recognition of the need for sound comparative research on the introduction of quality measures to public administration in Central and Eastern Europe. Not only because these issues are now beginning to appear on government agendas across the region. But also because exchange of experience and learning is an integral element of successful quality initiatives. This collaborative research programme, involving as it has experts from a wide range of countries, testifies to the feasibility and fruitfulness of sharing policy lessons across national borders.

The book addresses both the theory and practice of quality in public administration, as such it

may prove useful to government practitioners, trainers and opinion makers.

The volume seeks to cover a wide range of issues in a concise manner and is structured into four main sections for ease of reference: Basic concepts, Methods and approaches, Country case studies and Policy guidelines.

Contact:
NISPAcee,
phone/fax: +421-2-6428 5557,
e-mail: nispa@nispa.sk



Developing Local Governance Networks in Europe – Local Governance in Europe (vol. 1).

Editors: Tony Bovaird, Elke
Löffler, Salvador Parrado-Diez
Price: 42 EUR

Resume:

This book examines the changing relationships between public, private and voluntary actors at local level through case studies in eleven countries and reports from two multi-country comparative studies. The book will be essential for researchers and students of public administration, management and political science as well as for change agents at local level.

Contact:
Nomos Publishers, Sales,
D - 76520 Baden-Baden,
Germany,

fax: +49-7221/2104-43,
e-mail: nomos@nomos.de

A Bottom up Evaluation of Enlargement Countries. New Europe Barometer 1

Author: Richard Rose
Price: 12 GBP, 20 USD

Resume:

To match the changing political boundaries of Europe, the Barometer surveys of the CSPP have been reconfigured to create the New Europe Barometer, which covers the ten post-Communist countries of Central and Eastern Europe now negotiating membership in the European Union: Bulgaria, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia. This SPP paper reports complete results of the first NEB survey, undertaken in autumn, 2001, covering political, economic and social conditions, with new questions about corruption, crime and social capital. To measure differences between pre-accession countries and the Russian Federation, comparable data is also reported from the tenth New Russia Barometer.

Contact:

Prof. Richard Rose,
e-mail: i.m.rogerson@strath.ac.uk,
phone: +44-141-548 3217,
fax: +44-141-552 4711,
web: www.cspp.strath.ac.uk

Public Procurement

Editors: Sue Arrowsmith,
Keith Hartley
Price: 310 GBP (two volume set)

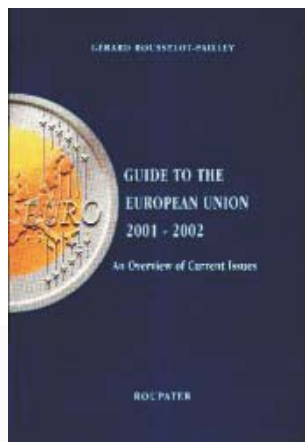
Resume:

This two-volume set presents some of the major contributions in the field. It includes papers on outsourcing versus internal provision; public procurement and the role of competition and transparency; corruption; public procurement as a tool of industrial, social and environmental

policy; public procurement as a trade barrier and its regulation under international trade agreements, and enforcing public procurement rules.

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Guide to the European Union 2001 - 2002 - An Overview of Current Issues

Publisher: Roupater
Price: 40 EUR

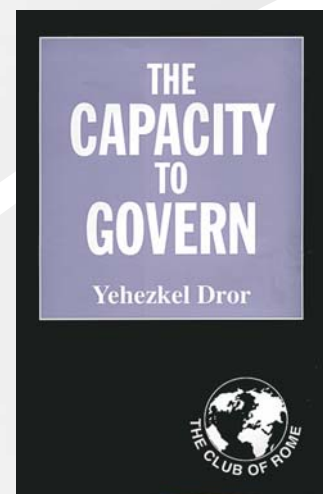
Resume:

This Guide is a survey of current EU affairs. It takes stock of the previous years' events (2000-2001) and considers the main themes of European activities set to figure large on the agendas of EU institutions in the coming year (2002). Comprising four sections that are each divided into several chapters, the book adopts the original approach of considering EU activities from the perspective not only of the 15 Member States but also of the 13 countries now seeking membership. Each chapter features two kinds of article (or document): first of all a "main" article designed to provide the layperson with the essential facts about European policies, thereby

ensuring the general reader is not put off by too much Euro-jargon and the complicated nature of European policy-making and decision-making procedures. Second, annexes aimed at readers avid for more "technical" details about the issues addressed and, above all, anxious to enjoy direct access to texts published by EU institutions without having to go through intermediary assessments.

Contact:

Roupater, Rue de la Mutualité, 41,
B-1190 Brussels,
phone: +322-347 7671,
fax: +322-347 7674,
e-mail:
gerard.rousselot@chello.be,
website: <http://www.europa-information.net>



The Capacity to Govern A Report to the Club of Rome

Author: Yehezkel Dror
Language: English
Price: 35.00 GBP, 49.50 USD
cloth or paperback 18.50 GBP,
26.50 USD

Resume:

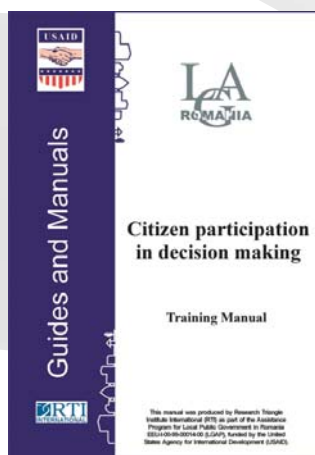
This book diagnoses contemporary governments as obsolete and proposes changes in values, structures, staffing, public understanding and political culture to equip governance for the radically novel challenges of the twenty-first century. It also discusses the

need for radical improvements in global government to cope with dangers such as mass killing terrorism up to the possible necessity for a 'Global Leviathan'. This is the first Report dealing with governance commissioned and approved by the Club of Rome, testifying to the significance of this book.

Orders: Frank Cass Publishers

Contact:

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e-mail: orders@isbs.com,
web: www.frankcass.com



“Citizen Participation in Decision Making” - Training Manual

Language: English

Resume:

The purpose of this Training Manual is to provide techniques, examples and case studies on citizen participation training. Therefore this manual can be a useful working instrument for various organizations (Training Institutes, Local Government Associations, NGOs, etc.) or instructors who wish to initiate and develop training courses on this topic.

Contact:

Daniel Serban, Citizen Participation Program Manager, e-mail: dserban@xnet.ro, web page (to download) www.lga.ro

Publications of the Varna Free University, Varna, Bulgaria

Language: Bulgarian
Government, Law, Constitution

Author: Masis Hadjolyan

Price: 6.50 BGL

Resume:

The studies and articles in this collection were published in the period 1993 – 2002. Some of them were also presented at scientific forums. The article “Constitutional Foundations of Criminal Law” is published for the first time.

The research is focused on issues in the field of state, government and law, and, in particular, constitutional law. There are concepts and ideas coming forth to be further established that are results of analyses and observations about the present and the future of state and law as a regulating system of society.

Strategic Management in Public Sector

Authors: Pavel Pavlov, Svetla Mihaleva, Lilyana Pavlova

Price: 6,50 BGL

Resume:

This book is purposed for the students of PA and employees in central government and local administrations and help them to realize strategic projects. It is an important prerequisite for Bulgarian administration to adapt to European administrative area.

Collections of the Reports of the International Scientific Conference “Globalization and Sustainable Development, section - Globalization and the New Role of the Government

Collection of the Lectures of the Seminar “The Role and Place of the Organs of Local Self-government in the Process of Bulgarian Attachment to European Union”

Contact:

Antonia Yanakova,
Kremena Andonova, Zlatni Piasatsi, Varna 9007, Bulgaria,
phone/fax: +359-52-356 740,
e-mail: unk_on@vfu.bg

Publications of the Open Society Institute, Budapest, Hungary

Corruption – Monitoring the EU Accession Process

Price: 30 USD, 19 GBP

Resume:

In cooperation with partner institutions and individuals from throughout the EU accession region, the EU Accession Monitoring Programme of the Open Society Institute monitors compliance with aspects of the Copenhagen political criteria for accession. The selection of subject areas reflects the interests of the Soros foundation network in promoting human rights and democracy. This volume contains surveys on legal and administrative measures against corruption in ten accession states of Central and Eastern Europe.

National Strategies for Minority Protection in Candidate States – Monitoring the EU Accession Process

Price: 30 USD, 19 GBP

Resume:

This book examines the government policies that have been adopted by the candidate states of Central and Eastern Europe to ensure minority protection. Contains a chapter on each of the ten states as well as a chapter outlining regional trends in the development and implementa-

tion of minority legislation and policy in the context of the EU accession process.

Judicial Capacity - Monitoring the EU Accession Process

Price: 30 USD, 19 GBP

Resume:

The book contains national case studies from the ten EU candidate states of Central and Eastern Europe. They focus on the extent to which existing standards, procedures and institutions encourage and enhance the development of the professional capacity of the individual judge as well as the institutional capacity of courts and judicial branches.

Judicial Independence - Monitoring the EU Accession Process

Price: 40 USD, 25 GBP

Resume:

Prior to 1989 each of the ten states investigated in this book had a judiciary politically subordinated to the government and the ruling Communist party. In spite of the impressive progress achieved in reforming the court systems, the accession to the European Union requires more complete guarantees of judicial independence. The ten country reports contained in this volume highlight the advances made in each state in this report.

Contact:

CEU Press, H-1397 Budapest,
Pf 519/2, Hungary,
phone: +36-1-327 3138,
fax: +36-1-327 3183,
e-mail: ceupress@ceu.hu,
web: www.ceupress.com

Publications of the Ukrainian Academy of Public Administration, Kyiv, Ukraine

Self-Government and Territorial Organization of Power in Poland,

Ed.: Janusz Garciarz

Public Policy Development: Collection of Policy Papers,

Compiled by Oleksandr Kiliyevych

The Impact of Decentralization on Social Policy

Public Policy: Policy Analysis Papers

Problems of Coordinating International Technical Assistance in Ukraine and Poland,

Andriy Vyshnevskyi,
Vira Naniivska

Structural Policy in the System of Economic Regulation under Transformation,

Bila, S.

Elections as a Way to a Democratic Society,

Ed.: V. M. Kniazev

State Regulation of Social Infrastructure Development in Towns and Cities of Ukraine,

Textbook

Protection of Public Health: Managerial Aspects,

Textbook, Zhalilo, L. et. al.

Instructions to the Module - Management of Investment Process by the State under Transition Economy in Ukraine,

Martynenko, V.

Instructions to the Module "Communication Support to Regional Development",

Ihnatenko, O.

Instructions for the Conduct of Practical Sessions to the Module - Statistical Methods in Economic Policy Development,

Romaniuk, O.

Trends in Public Servants' Training in the Countries of Central and Eastern Europe,

Monograph, Opanasiuk, H.

Fundamentals of Local Self-government in Ukraine,

Course of Lectures. Part 1.

Political Process in Contemporary Ukraine,

Textbook, Poychenko, A.

Political psychology: a course of lectures,

Lohunova, M., Piren, M., Rebkalo, V.

Theoretical Foundations of Public Servants' In-service Training,

Training manual, Protasova, N. Radysh, Ya.

Health Care Management in Ukraine: Genesis, Issues, and Reforms,

Monograph, Ed.: Nyzhnyk, N.

Political Analysis and Forecasting,

Textbook, Rebkalo, V., Valevsky, O., Kalnysh, Yu.

Social reforms and formation of civil society in Ukraine,

Conference proceedings

Political Leadership and State Administration: Their Relationship and Acceleration of Cooperation,

Monograph, Tokovenko, V.

The analysis of investment and external trade factors of growth,

Textbook, Yurchyshyn, V.

Contact:

Olena Kulenkova, UAPA, Kyiv, Ukraine,

phone/fax: +380-44-456 6784,

e-mail:

EKULENKOVA@academy.kiev.ua

Transfer of Knowledge and Experiences in Transitional Societies

Anetta Jurczuk, Bialystok School of Public Administration, Poland

For the fourth time, Bialystok School of PA teamed with a Ukrainian partner – Ukrainian Academy of PA, Regional Institute in Dnipropetrovsk under a grant from LGI/OSI to conduct a summer school in Dnipropetrovsk. The theme of 2002 summer school was “Managing change, Managing people serving democratic institutions, citizens and the market.”

The participants came from various schools in Ukraine, three academies in Russia and Moldova. The various experience and nationality of participants contributed to the content of our programmes and also created a network of students, academics and young practitioners who



remain in contact after each programme.

Although most of the teachers come from Poland we have included always some Ukrainian academics as teachers. We also included in each programme comparative elements introducing “best practice” in any given area from the most advanced countries as well as the presentation of the latest trends in litera-

ture as well as results of empirical studies.

In order to achieve these objectives we have always tried to include in the teaching staff practitioners as well as academics. Furthermore, most of academics involved in the programmes had considerable practical experience themselves.

The school’s programme dealt with comprehensive treatment of human resources management in the public sector.

Critique and practical solutions emerging from writings of the representatives of the “new school of management” have been prominently included in our materials and discussions. As well as comparative materials

from OECD, World Bank, EC and other sources.

Among interactive methods we include wide range of case studies. In

several areas we use case studies exclusively. Cases we use are prepared specifically for the programmes and we take a great care to have such material which relates to the situations relevant in our region rather than “generic” case studies developed in leading schools of management.

After the first summer school applications to LGI/OSI are prepared jointly by the respec-

tive Ukrainian Regional Institutes of the Academy and Bialystok School of Public Administration.

This arrangement is very beneficial although consultations and exchange of ideas between partners add some time to the process of preparation of submission. In that way our Ukrainian partners make sure that the programme is relevant to their needs and content is both understandable and appropriate.

Given the high approval of these programmes, quality of materials and the overall design it would be, in our view desirable to repeat these programmes for other groups. An alternative would be the organization of such programmes for instructors in the relevant fields so that they could use the experience in their own institutions and teaching. To some extent this takes place, but in schools designed for students there is no time or relevancy of discussing teaching methods. Perhaps another form of greater usage of our work would be publication of materials from our schools accompanied by teaching instructions and translations to different languages. Perhaps the greatest benefit of the programmes, although one very difficult to document with “hard evidence” is the creation of a new forum for regional integration.

Given the strategic importance of schools of public administration in the process of modernization and democratization this forum should continue.

Training for Teachers in Public Administration in Kyrgyzstan

Askat Dukenbayev, American University, Bishkek, Kyrgyzstan

Public Administration is a discipline, which like other social science subjects (like Political Science, Sociology and etc.) had never been taught at the universities of Kyrgyzstan as well as in the other post-Soviet Central Asian states. It has been introduced into the university curricula in the mid-1990s when the government recognized the necessity of the professional civil service and consequently related departments were created at some of the Kyrgyzstani higher institutions.

However, what is denoted by 'Public Administration' ('*Mamleketтик bashkaruu*' in Kyrgyz and '*Gosudarstvennoe upravlenie*' in Russian) in the Kyrgyzstani university curricula (in fact copied from those of offered at the higher institutions in Russia) has turned out to be *conceptually* and *essentially* different from that which is generally recognized and taught at Western universities. The lack of Western-trained teachers of this discipline in the country is one of the basic reasons for the problem.

Meanwhile, there is a growing understanding among scholars in Kyrgyzstan that it is the introduction of a Western type of Public Administration curriculum and subjects that would be more helpful in the training of local specialists in the field and better understanding of the problems of the state administration of the country.

Among the first steps in this directions were the holding of special seminars for local university teachers organized from 11 April to 22 June by representatives of the *American University in Kyrgyzstan* and the *Institute of*



State and Municipal Administration affiliated with the Academy of Management under the President of the Kyrgyz Republic with the support of UNDP and Civic Education Project (CEP). Seminars were held two times per week in Public Administration for junior faculty members from various universities in Bishkek where the subjects in '*Gosudarstvennoe upravlenie*' have been offering (Kyrgyz National University, International University of Kyrgyzstan, Technological University "Dastan", Kyrgyz National Pedagogical University). In the seminars participants were

introduced to Western conception and practice of teaching courses in the subject of Public Administration as well as with the main theories and practice of public administration abroad.

The main aims of the seminars were:

- Develop and introduce real Public Administration course for the undergraduate students in the universities in Bishkek;
- Create a network between young teachers in order to build a mutual support system for young academics engaged in research and teaching of public administration.

The main output of the workshop will be production of a course syllabus on Public Administration for universities in Bishkek by the participants and creation of Association of teachers in public administration.

Organizers of the seminars hope that participants will be able to apply the knowledge acquired and skills while teaching Public Administration in their respective universities and will be able to help their students to better understand the problems of public administration in Kyrgyzstan.

The language of the seminar was Russian. Most of the trainers possess Western training in public administration and came from the American University in Kyrgyzstan, the Academy of Management under the President of the Kyrgyz republic and the UNDP office in Bishkek.

Capacity-Building in Governance and Public Administration for Sustainable Development in Countries with Economies in Transition

Theodore Tsekos, UNTC, Thessaloniki, Greece

A workshop on “*Capacity-Building in Governance and Public Administration for Sustainable Development*” was organized by the United Nations Thessaloniki Centre for Public Service Professionalism (UNTC) and the Department of Economic and Social Affairs - Division for Public Economics and Public Administration (DPEPA) of the United Nations Secretariat in Thessaloniki, Greece, from 29 to 31 July 2002.



Twenty two government officials, including three Under Secretaries for Environmental Issues and twenty six NGO representatives from twenty five countries, experts from United Nations Division for Public Economics and Public Administration and the Division for Sustainable Development, the Economic Commission for Europe and the UN Development Programme, as well as representatives from regional organizations such as CIS, NISPAcee and OECD, attended the meeting.

The workshop focused on the major challenges and opportunities faced by countries with economies in transition in the area of sustainable development.

Outstanding experts on public administration, environmental issues and development introduced participants to the main questions regarding the crucial role of good governance and sound public administration for sustained economic growth balanced with social development, poverty alleviation and the respect of natural resources.

Enhanced administrative systems and participatory public policies are required in order to better integrate economic, environmental and social goals. Public Administration has a central role to play not only through institutional changes but also by mainstreaming the sustainable development agenda, into every related policy field and ongoing policy process. Cross-sectoral networking, sound regulatory procedures and long-term budgeting are important tools for mainstreaming and policy integration.

Policy-making mechanisms encouraging private, voluntary and public sector partnerships throughout participative policy processes are also required in order to ensure effectiveness, efficiency and transparency in sustainable development policies. Knowledge management is finally of a crucial importance. Collective, organizational, knowledge must become the basis for increasing awareness about the sustainable development concepts both at a governmental and a social level and for ensuring

the continuity of concerted public action.

The presentation of country reports and the extensive discussions that followed concluded that integrated policy making remains the key factor for balanced and sustainable development. Steady and substantive improvements are impossible in isolated economic and social isles and sustainable development demands parallel and integrated actions in a wide spectrum of interdependent public policy fields.

The multidimensional and demanding endeavor of achieving integrated cross-sectoral policy making requires mature and fully operational governance networks both at national and international levels. The development of a common culture based on shared values of peace and international cooperation, respect for human rights and diversity, balanced economic growth and social equilibrium and the preservation of natural resources is of a critical importance in order to achieve extended consensus and cooperation.

Public Administration has a very important role to play by using information, sensitization and participation mechanisms to initiate convergence in the orientation of the main actors and ensure concerted decision making and effective sustainable development policies implementation.



“Assessing the Quality of Governance – Developing the Common Assessment Framework for CEE Countries”

A Report on the NISPAcee-Volkswagen Summerschool in Potsdam, Germany

Elke Löffler, Bristol Business School, UK

What is public governance? And how can it be assessed? These were the research questions of a joint NISPAcee-

- Mini-workshop on putting governance evaluation into practice (for re-entry into home countries), followed by a wrap-up session and an evaluative critique of the summer school on the last day.



Volkswagen Summer School in Potsdam/Germany. In the first week of July 2002, 25 participants from CEE countries and Germany came together in Potsdam in order to investigate how the abstract concept governance could be operationalised and assessed. In order to have some guidance at hand we used the Common Assessment Framework (CAF) of the EU Member States as case study material (see www.eipa.nl for details of this assessment instrument).

The working programme consisted of three main blocs:

- Keynote presentations providing an introduction to governance issues and the CAF (mainly on the first day).
- Small-sized working groups which dealt with governance evaluation over a three day period.

Eight distinguished speakers from Western Europe and Hungary introduced the various themes tackled in brief speeches and moderated the working groups. In

contrast to the CAF training seminars organised by EIPA, the focus of the Summer School was not on how to best use the current and next version of the CAF but on illustrating the contrast between measuring the managerial performance of organisational units and measuring wider governance achievements, therefore focusing on the performance of a network of public, private and nonprofit organisations.

The difference between public management and public governance soon became apparent. Whereas public management focuses on the single organization and organisational efficiency, public governance focuses on problems of coordination between different public organisations and between public organisations and their external stakeholders. But as

Werner Jann from the University of Potsdam expressed it in his opening speech “you always need both public management and public governance”.

Clearly, the CAF belongs more to the category of management assessment instruments, even though the CAF has included some governance criteria such as equal access to public services. Christian Engel from the European Institute of Public Administration and Silke Saatweber from the Civil Service College in Speyer informed the participants that the next version of the CAF will have even more governance criteria but the main purpose and structure of the CAF will remain unchanged.

The participants recognised that there is no assessment instrument ‘for all seasons’. Different instruments have different foci. As Geert Bouckaert from the Catholic University of Leuven said “the weakness of one instrument is the strength of an other instrument”.

The working groups during the Summer School were given the task of adding a governance dimension to each of the nine different themes of the CAF (or for insiders, the headers of the ‘nine boxes’). Usually, one of the speakers would give an introduction to the specific topic to be discussed, point out how it is defined in the CAF and suggest potential governance dimensions which go beyond the CAF. Then the participants were split into 3-4 working groups. Each group

had the task of coming up with a structured list of six assessment criteria for each governance topic. The results of this first round were presented by each group, and critically discussed by the parallel working group in a plenary session of the two groups. After this round of mutual critiques, each working group revisited its proposed set of criteria and discussed possible changes. Then the working groups met in a wrap-up session and presented their results to the plenary. The results of the working groups and the summer school reader will be made available to the summer school participants in a CD Rom.

Even though the participants had very different backgrounds, it was surprising – and heartening – how often the working groups managed to come up with a coherent set of governance criteria.

This also showed that it does not need sophisticated tools to carry out governance assessments but as Salvador Parrado from the Distance Learning University in Madrid emphasized in his session “governance evaluations need multiple stakeholder assessments, not just self-assessment”. At the end of the day, the quality of public governance cannot be measured quantitatively but rather in terms of the perceptions of different stakeholders.

The Summer School not only discussed coordination issues in theory but also experienced excellent coordination through the great work of the NISPAcee Secretariat before and during the summer school. Last but not least our thanks goes to the Volkswagen Foundation in Germany which covered the travel and accommodation costs of most participants.

Training Course “How to Be a Better Policy Advisor”

Among other activities, NISPAcee continues delivering training services to its member institutions as well as the governments of the region. One of the most recent such training events was a four day training seminar for public policy advisors held in Cluj-Napoca, Romania, in June 2002. The seminar is a part of the long-term initiative funded by the UNDP RBEC Regional Support Centre in Bratislava and was organized in co-operation with Babes Bolay University Department of Public Administration.

said “when you work as an advisor, you don’t have enough time to analyze what you do and why you do it. You simply focus on delivering a high quality product to your boss. This seminar has helped me to look at myself from the position of my colleagues in the audience and to understand why I do the things that I do while at work and how to do them better.”

One of the initiatives that was suggested by the participants of the



The training course was prepared and conducted by the international team of trainers who focused on the provision of the relevant information and the development of the skills essential for a good advisor working with the various government institutions and officials in the post-Soviet region. The seminar programme attracted a wide range of participants starting with academic staff of the NISPAcee member institutions, to young professionals working for international organizations and national governments in Bulgaria, Croatia, Kosovo, Romania, Moldova, and Georgia.

All participants, both academicians and professionals, have indicated that the course was extremely interesting to all involved. As one of the participants

seminar is a creation of the on-line network for the policy advisors, including all those involved in the development and delivery of this advisory capacities development project and providing a forum for exchange of ideas, experiences and advice among professionals. NISPAcee will also continue to organize similar seminars throughout the region. The following training course will be held in Odessa, Ukraine in co-operation with the Odessa Regional Institute of Public Administration, Ukrainian Academy of Public Administration with the support of the United Nations Development Programme.

Nispacee Occasional Papers Call for Papers

We invite colleagues to submit their research papers in English for review. Papers should be written on relevant public administration and public policy issues based on empirical investigation carried out in central and eastern European countries. The papers should not exceed 40 pages in length. If a paper is written in a native language, a three-page long English language summary could be submitted with the bibliography of the referred literature, and with information about the length of the whole paper. Each author can propose two reviewers for their submitted paper, but the final decision to select the reviewers remains at the discretion of the Editor. Those authors whose papers are selected for publication will receive a modest honorarium.

Contributors are invited to send their papers (hard copy and an electronic format as well) to the NISPAcee secretariat (contact information on the last page of the Newsletter).

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

Publications available:

Volume I, 2000, No. 1-4

Volume II, 2001, No. 1-4

Volume III, 2002, No. 1-3

SIGMA and Other Publications – Translation into CEE National Languages

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

How to apply:

Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe; Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs; Priority will be given to institutions, which will distribute the publication at their own expense; Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

NISPAcee make a general agreement with the EIPA (European Institute of Public Administration, Maastricht, The Netherlands) for the translation of EIPA publications within this project. Information about the publication you can find at the homepage of EIPA <http://www.eipa.nl>

The deadlines:

- November 30, 2002
- February 28, 2003

Joint NASPAA - NISPAcee Project

(GRANT OPPORTUNITIES)

NISPAcee announces continuation in the project: “The Cooperative Governance Improvement and Technical Assistance Project”.

The primary activity of the project is to implement a programme of *applied policy research and management studies*, linking governments and high education in Central and Eastern Europe. Project teams have to be composed of individuals associated with NISPAcee institutions and a partner NASPAA institution. An application for project support will have to come from a NISPAcee member institution (from the CEE, Russian Federation, Caucasus or central Asia). **Next deadline: October 10, 2002**

The second activity which could be supported within this project involves the provision of *technical assistance* to programmes of NISPAcee member institutions to help build curricula, establish and evaluate missions, market academics programmes, and locate and develop teaching materials. The applications for support will have to come from a NISPAcee member institution/programme which will apply for the technical assistance. Technical Assistance teams will be composed of individuals associated with NISPAcee institutions and/or NASPAA member institutions. **Next deadline for applications: October 10, 2002**

Contact:

Ms. Elena Zakova
phone: +421-2-6428 5435
fax: +421-2-6428 5557
e-mail: zakova@nispa.sk

Call for Participation

The 11th NISPAcee Annual Conference

Enhancing the Capacities to Govern: Challenges Facing the CEE Countries

Bucharest, Romania, April 10-12, 2003

The Conference will be structured into a plenary panel discussion and working sessions on the main Conference theme with meetings of the NISPAcee Working Groups running in parallel. Papers are invited on the main Conference theme or on the themes of the Working Groups. The call for participation in the Working Groups for next year's Conference is based on the outcomes of the NISPAcee Conference in Cracow 2002. Information on the Conference is also available on the NISPAcee web site (<http://www.nispa.sk>) or at the NISPAcee Secretariat.

The Main Conference Theme

The cognitive, educative and the practical task of *enhancing the capacities to govern* has been selected as the main theme of the 2003 NISPAcee Annual Conference. **Prof. Yehezkel Dror** from the Hebrew University, Israel, will be the Conference keynote speaker. His presentation will be based on his new Report to the Club of Rome *The Capacity to Govern*.

Panel discussion: The Role of Education in Enhancing Capacities to Govern

Schools and institutes of public policy and public administration have the eminent task of educating not only future politicians and top civil servants, but also citizens, in order to prepare them for the challenging tasks they will be exposed to in the future in order to enhance capacities to govern. This is true both for universities and for in-service training institutes. How should they adapt their curricula? Is there a need to introduce special courses, modules and/or teaching methods?

Main Topics of the conference:

1. Improving Links between the Political System, Public Policy Institutions, Public Administration and the Media
2. Enhancing the Capacities of Central Governments

3. Enhancing the Capacities of Regional and Local Governments

WORKING GROUPS

I. Working Group on Politico Administrative Relations

Coordinators:

Bernadette Connaughton, University of Limerick, Ireland, e-mail: Bernadette.Connaughton@ul.ie, Georg Sootla, Tallinn University of Educational Sciences, Estonia, e-mail: gsootla@tpu.ee, B. Guy Peters, Univ. of Pittsburgh, USA, e-mail: bgpeters+@pitt.edu

The study of the traditional dichotomy of politico-administrative relations in CEE states will be widened to incorporate and analyse the process of modernising governance in the region.

II. Working Group on Public Sector Quality

Coordinators:

Elke Loeffler, Bristol Business School, Bristol, UK, e-mail: elke.loeffler@gmx.net

The coordinator of the WG invites contributions on its 2003 theme "Measuring the quality of life and the quality of governance processes"

III. Working Group on Preventing Corruption in Public Administration

Joint NISPAcee/Council of Europe initiative

Coordinators:

Barbara Kudrycka, School of Public Administration, Bialystok, Poland e-mail: bkudrycka@wsap.bialystok.pl Roman Chlapak, Council of Europe, Strasbourg, France email: Roman.Chlapak@coe.int

Objective: To strengthen capacities for the prevention of corruption within public administrations by integrating prevention issues into the curricula of public training institutions.

IV. Working Group on Democratic Governance of Multiethnic Communities

Coordinators:

Petra Kovacs, LGI/OSI, Hungary, e-mail: kovacsp@osi.hu Jana Krimpe, Tallinn University of Educational Sciences, Estonia e-mail: krimpe@tpu.ee

The coordinators of the WG invites contributions on its 2003 theme: "Enhancing the capacity of local governments to provide equitable access to minorities".

V. Working Group on Public Sector Finance and Accounting

Coordinator:

Zeljko Sevic, Univ. of Greenwich, UK e-mail: Z.Sevic@gre.ac.uk

The NISPAcee invites interested scholars and practitioners to join the group and research on the issues of building fiscal capacity of local governments.

VI. Working Group on e-Government

Coordinators:

Theodore Tsekos, United Nations Thessaloniki Centre, Greece, e-mail: tsekos@untcentre.org Vassilios Peristeras, United Nations Thessaloniki Centre, Greece, e-mail: per@untcentre.org

The coordinator of the WG invites contributions on its 2003 theme: "Towards integrated public policy for e-Government development"

VII. Working Group on Public Health Management and Policy

The goal of the WG will be to research and document the degree to which public health (PH) management skills and outlooks are imparted by existing public administration (PA) training and teaching programs in CEE and to issue recommendations with respect to the desirability, feasibility and modalities for a greater integration between PA and PH management education.

Contact:

Viera Wallnerova, NISPAcee Project Manager phone: +421-2-6428 5558 phone/fax: +421-2-6428 5557 e-mail: Wallnerova@nispa.sk

NISPAcee

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

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 113 Institutional members (from 21 countries), 32 Associate members (from 15 countries), and 220 Observers (from 35 countries).

New Institutional members of the NISPAcee

Central Asian Resource Center, Soros Foundation-Kazakhstan, Almaty, Kazakhstan

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NISPAcee Secretariat

Hanulova 5/B

P.O.Box 163

840 02 Bratislava 42

Slovak Republic

tel/fax: +421-2-6428 5357, 6428 5557

e-mail: nispa@nispa.sk

<http://www.nispa.sk>

