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EU – Bulgaria: Innovations and Changes for Building up a Modern Public Administration

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Bulgaria's preparation period for EU accession generated a number of innovations and changes in the functioning of the Bulgarian administrative structure. Revealing these and the extent to which they apply in practice, is of interest for the following reasons:

- The exogenous influence of the EC on the countries applying for membership in a field lacking a clearly defined acquis;
- The forming of a national policy, outlining key directions and measures towards modernising the administrative structure of countries which would otherwise be behind schedule with the reforms in this field for obvious reasons;
- Are the changes undertaken stable enough and irreversible once the country has joined the EU? The issue is, is there some delay or blocking of reforms that may halt the process of building up a modern administration?



PA in CEE
EU - Bulgaria / 1

Announcements

**Network of ethnic reconciliation
in the Western Balkans / 10**

Virtual University of Public Administration / 11

PA on Internet

Interesting Web Sites / 12

Review of Activities

Calendar of Events / 13

Grants/Jobs/Internships / 16

Recent Publications / 18

NISPAcee Events

Summer School 2007 / 20

How to be a better policy advisor / 21

NISPAcee Announcements

NISPAcee Yearbook / 22

Translations into CEE National Languages / 22

16th NISPAcee Annual Conference 2008 / 23

NISPAcee Membership / 24

[continued on page 2] >

>[continued from page 1]

- Analysing the changes in a country such as Bulgaria allows a comparison with other new member countries. Such a benchmark would reveal the typical features and obstacles characterising the modernisation process of their administrations.

In this article, the author attempts to analyse the above questions, which should enrich the viewpoint on building up administrative capacity for EU membership.¹

1. The political view on reforms

The preparation of the ten applicant countries for accession in the late 1990s brought about a need to coordinate the requirements for harmonising the legal base in the course of negotiations. It became clear that the applicant countries' administrations are of particular importance because of the following. First, they present a natural bridge for transposing the directives and good practices known as the *acquis communautaire*. Second, the institutions are taking responsibility for the actual preparation and application of European law, as well as for the proper assimilation of the EU structural funds.

For these reasons, it became necessary to modernise the applicant countries' administrative systems and build up their capacity for EU membership. Analyses made it clear that the EU did not have a unified model

which could be used by these countries. There were variations, both in the organisational systems and the managerial patterns of administration in the 15 member-states that reflected the historical and political peculiarities of their development. The European think-tanks then popularised good practices in the West European administrations' activities that became leading principles and directions for modernisation in the future member countries: supremacy of the law, transparency, efficiency, effectiveness, accountability, predictability, neutrality and a client-focused approach. These are applied, to various extents, in the work of most European administrations, but not in their integrity. That is why their synthesis represents a rather "idealised, benchmark model" for changes to be followed by countries joining the EU.²

While negotiating with the applicant countries, the EC adopted this "idealised model of good administration" as a reference point for their administrative reforms. Initially, the Commission was primarily engaged with the issue of administrations' capacity since it determined the effective transposing of European directives to national legislation and the adequate assimilation of the pre-accession instruments. Meanwhile, the Commission grasped the historical opportunity opening for the applicant countries: to conduct all-round administrative reforms, thus radically modernising their administrative structures. The central idea in this message was – 'you are experiencing a historical situation enabling you to avoid the bureaucracy and the weaknesses that mark the activities of the current member-states, to adopt their good practices and solutions and create an effective

and well-functioning administration'. We must admit that this attitude by the EC corresponded to the expectations of the applicant countries' citizens who were aware of the fact that the ongoing democratic and market processes demanded drastic changes in administrative activities.

The political class in the applicant countries is rather controversial in its views on administrative changes. Part of it accepts modernisation ideas as inevitable; a second part would accept cosmetic changes, and the third is against any change because it will deprive them of the opportunity to rule the administration in conformity with their own political interests. Fortunately, the attitudes of the first two groups proved to be dominant in Bulgaria, which made it possible to accept a radical enough approach: to carry out an all-round modernisation of the organisation, management and the functioning of the country's administration in parallel to the building-up of capacity for future EU membership.

Reaching a certain consensus between the EU (the Accession Commissioner) and the representatives of the ruling political parties in the country regarding administrative changes, was a key factor for their subsequent fulfillment. The EU defined its recommendations to Bulgaria clearly enough: to initiate intensive changes encompassing the period from the beginning of the negotiations until the country's accession as a fully-fledged member (i.e., taking place within 5 to 6 years) directed at leading the country to reach the *minimal standards of good administrating in all fields*. Certainly, priority was given to the issues of harmonising the legislation and creating the capacity for assimilating the EU pre-accession instruments and structural funds. No doubt,

1 The author was the executive director of The Institute of Public Administration and European Integration (2000 – 2005). The analyses and conclusions given here do not present a governmental assessments. They are the result of the author's own observations and analyses over the period of an intensive modernisation of the Bulgarian administration.

2 OECD, Sigma paper, № 29, 33

taking into account the above recommendations was a rigorous requirement which the EU imposed on politicians and civil servants in the country. Meeting these recommendations meant doing much intensive work, enabling the beginning of the changes, their development into routine practice and establishing their irreversible nature.

Was it possible for the EU to demonstrate a more lenient approach towards Bulgaria? Yes, but it did not guarantee the desired changes, because it was to be expected that without the outside, forceful influence of the EU, the political class within the country would not have undertaken reforms in the administration! We can, therefore, assume that the preparatory work for EU membership played the role of *a driving force to accomplish the administrative changes within the country*. The normative recommendations for changes in the work of the Bulgarian administration given by the EC can be conditionally synthesised as follows:

EU – Bulgaria: normative recommendations for modernising the administration

- Develop a concept for your medium-term activities in each single field;
- Create a capacity for transposing the directives and absorbing the European funds;
- Work consistently and systematically to build up an open, effective and politically neutral administration;
- A good administration requires a professional state service;
- Radically improve services that you offer to your customers;

- Develop an effective public-private partnership;
- Modernise communications used in the administrative sphere;
- Do not forget: you need a code of ethics in every single sphere of administrative work.

2. Basic guidelines and measures to modernise the Bulgarian administration during the period 2002 – 2007

It was clear to the EC that to prepare for integration into the EU, Bulgaria required time to fulfill the provisions laid down in the negotiation chapters. It also needed time to enforce the laws and practices for their application alongside accumulating knowledge and experience to manage and absorb the European funds. To bring about this sophisticated complex set of changes, it was necessary to demonstrate a political vision on the part of the government, as well as conceptual thinking and work for the effective preparation for future membership.

At the beginning of negotiations in 2001, the Bulgarian government made a clear and unequivocal statement: 'We are getting ready to join the EU on 1.01.2007'. This was a realistic viewpoint, taking into account the complexity of the negotiation process and the time required to put into practice membership requirements. However, what presented a much bigger challenge was the second part of the task, namely, what our concept is and what our policy should be on all issues in the negotiation chapters. This made it necessary for the Bulgarian administration to develop a sequence of strategies of both a general and a more specific character, envisaging strategic goals and

guidelines for legislative changes, a coordinating mechanism and institutional responsibility, as well as the expected influences resulting from harmonising the legislation.

Strategic planning in the administration activities

Bulgarian politicians and senior state servants, with their own efforts and the support of European experts, managed to develop strategic planning in the administration's activities and state governance. However, it proved inadequate because strategies alone do not lead to change unless they turn into concrete action plans with respective target dates, people in charge and the necessary resources. This is where the coordinating mechanism at high governmental level had its say; it was through this mechanism that the draft plans for changes were discussed, corrected and approved.

Over a few years, almost all state institutions in the central administration became involved in devising strategies and action plans relating to the country's EU accession. This is why, several years after negotiations had begun, strategic planning was already a mandatory element of state administration activities. Medium-term strategies and plans marking the route of the changes and supervising their implementation have been developed for all areas in economic, social and cultural life.

The impressive multilateral efforts for a successful course and completion of the accession process led the EC to recommend to the Bulgarian government the development of a political viewpoint and concept to reinforce the capacity of the country's administration. The result of this was the preparation and adoption of a valuable government document: "Strategy for Modernisation of

the State Administration: from Accession to Integration, 2003 – 2006". It did not only present a well-formulated declaration of the strategic intentions for modernisation, but also contained an action plan setting down a series of measures for administrative activity changes.³

To guarantee the successful implementation of the measures envisaged in the action plan, a Council for modernisation of the state administration was set up, chaired by the Vice-Premier with acting Ministers as members. This high-stake political commitment contributed to the execution of the greater part of the previously planned innovations in the activities of the state administration. The outcome was a considerable improvement in the capacity of the central administration to undertake commitments related to the country's EU membership.

A crucial factor in Bulgaria's preparation for and accession to the EU was political initiative and support. However, this did not suffice, as civil servants had to take on the burden of the preparatory process. The combination of strong political engagement and professional devotion on the part of the civil servants resulted in the successful completion of *the most important project in Bulgaria's newest history – accession to EU*. The project created exceptional know-how which would become very useful for overcoming the new challenges the country would face in years to come.

The effective application of strategic planning as an instrument for modernising the country and its administration, however, requires additional efforts. There still exist weaknesses in the development of strategies and the plans for their

implementation, such as: they are too numerous; they lack adequate vertical and horizontal cohesion between them; not all of them are made familiar to the interested parties; there are a number of cases where the interested parties do not participate in the respective documents, many strategies are formally adopted and delegated as duties at a low administrative level; the action plans are frequently not supported by the adequate human and financial resources which would guarantee their effective fulfillment and, as a rule, there is no public accountability related to the plans' execution, and so on.

Up until 2007 – 2008, the approved medium-term strategies and action plans have either already been carried out or have reached the finalisation stage. This demands the current strategies' actualisation or the development of new ones. It is necessary to embed in them activities and mechanisms of coordination, facilitating the successful realisation of the new challenges the country faces: effective participation in the integration process, managing the competitive pressure in the European market, maintaining high economic growth, modernising the public infrastructure and the significant improvement of the standard of life for Bulgarian citizens. All of the above have found their place as strategic, operative goals and measures in the seven operative programs for the country's development for the period 2007 – 2013.

Politicians and public administration officials face yet another serious challenge: What is the next step in administration development? The administrative change that began with EU membership preparation is a transformation process going from graphite

to diamond⁴, as Ph. Nicolaidis wrote, i.e., it is necessary to see the initiated changes stabilised and becoming a behavioural standard for all administrative structures.

Creating a capacity for the application of the *acquis* and better policy-making

As with all other countries applying for EU membership, Bulgaria had to create the appropriate capacity for legislation harmonisation and its effective application into practice. To successfully carry out this immense work, the following pre-conditions should be met: political will and responsibility for adopting new laws; medium-term planning of the activity; creating new directorates within government institutions; recruiting new employees and their training and creating a mechanism for coordination and control. To a large extent, the Bulgarian government managed to create these prerequisites and to generally harmonise the national legislation with the EU law for a period of 4 to 5 years.

While creating the capacity for the application of the *acquis*, two basic approaches were used. First, independently developed legal acts and their subsequent coordination with European experts and, second, using European experts' help in the development of the acts, which took place along the lines of the PHARE program. The rule of "learn through experience" was valid for both approaches. This was the reason why the first versions of the newly-enforced laws abounded in flaws and poorly transposed directives. The feedback we received from applying this documentation not only stimulated the

3 Strategy for Modernisation of a State Administration: from Accession to Integration, 2003 – 2006, Council of Ministers, Bulgaria, 2003

4 Nicolaidis Ph, From Graphite to Diamond: The Importance of an Institutional Structure in Establishing Capacity for Effective and Credible Application of EU rules, EIPA, Maastricht, 2002, p.11.

refinement of the enacted laws, but also raised the issue of professional policymaking.

In order to achieve more effective policymaking and implementation, know-how was built up with the help of PHARE program experts. Throughout this process, several innovations were developed:

- a) A preliminary assessment of a legal act's influence with respect to both benefits and expenditure of the state, firms and households. This assessment was aimed at providing politicians with the most effective alternatives for policy modelling, consistent with society's resources and preferences;
- b) Conducting public consultations with the interested parties since it is they that the laws concern. Listening to the voice of the consumer, the businessman and other social groups is not just evidence of democracy. Whoever is interested can indicate many effective decisions during the laws' elaboration and also in relation to the measures for their effective implementation;
- c) Periodical assessment of the efficiency and effectiveness of the policies applied in certain fields and the development of suggestions for amendments in the primary and secondary legislative acts;

What is the result of applying the above mentioned actions by the administration? Generally, we can say that they led to a successful result! By the end of 2005, all of the chapters have been closed with an insignificant number of transition periods and in fact, it only took 4 to 5 years of negotiations. Congratulations must go to the politicians for their commitment and admiration to the various experts for their efforts! Meanwhile, a great number of laws and secondary acts were

passed, which harmonised the Bulgarian legal framework with European legislation. The formation of a group of experts in the main fields of the *acquis*, of specialised units with specific responsibilities in transposing the directives, as well as the formation of expert networks for legislation implementation that have a greater field of operation can be evaluated as an achievement. At the same time, the preparation and application faced financial and human limitations together with the severe opposition of certain concerned parties (mainly representatives of business and non-governmental organisations). But, have we accomplished the best results in enforcing the new legislation and its implementation? The process of policymaking could have been even better had there been a stronger political will and more professionalism in the administration's activities. Some of the primary weaknesses in this field are:

- with the "copy – paste" method of approach, a series of acts were too hastily passed, lacking preliminary consultations or adoption procedures for application that do not work;
- some acts had to be overhauled very fast and for three or four of them new versions had to be developed;
- many acts with considerable significance on society were not backed up by explanatory campaigns which, not surprisingly, attracted criticism from the interested parties;
- severe opposition on the part of certain groups with business interests was aimed at some of the draft laws, which forced the government to make political concessions and to deviate from EU recommendations. For instance, the protected territories laid down in the "Natura" project were reduced to 22% in the last version of the act

from the 34% that were initially stipulated!

The above analysis reveals that policymaking has become, to a much greater extent, a professional and public matter. The administration has done its best to prepare the harmonised legal base on time and to ensure its effective implementation. Despite this, public and business appraisal of its activities is somewhat critical. What is the result of this phenomenon? To work extremely hard but be criticised for it! To a certain extent, high societal expectations resulting from EU membership is the reason. Well-organised community groups also exerted some influence; they wished to benefit from EU membership without changing the "rules of the game", i.e. to maintain the status quo and the monopoly that serves them well in the current situation. This illustrates how difficult it is for institutions and for civil servants to pass and implement European norms and regulations in social life.

Building up adequate capacity for absorbing the EU structural funds

The administrative capacity for absorbing the EU structural funds includes stockpiling knowledge and skills by individual specialists, and the potential and willingness of the institutions and the beneficiaries to effectively manage the whole cycle of European projects: programming, contracting, performance, control, and appraisal.⁵

This means that capacity had to develop along two lines: specialists and institutions that manage the process, and companies and institutions that execute the contracted projects.

The pre-accession funds presented a specific preparatory

⁵ Ibidem ,p.33 ; Project cycle management of EU projects , Ramboll Management, IPAEI, 2004 ,p,

instrument for building up the administration's capacity to effectively manage the process of their absorption by a future member state. The following are the measures taken in this respect. First, specialised directorates and departments were set up in almost all ministries tasked with the direct responsibility to promote knowledge and skills for effective fund management; second, large-scale training was organised to familiarise staff with the experience of member states in the fields of programming, tender procedures' organisation, monitoring, and project performance evaluation; third, the Bulgarian experts directly participated in the pre-accession instruments' organisation and their management, with the aim of acquiring practical experience. Some of them, such as Sapard, functioned as "quasi" agencies for operative management of funds provided for this program. Fourth, Bulgarian experts were involved in the design of strategic documents preceding the development of operative programs to manage the EU structural and cohesion funds i.e. elaborating national strategies for the country's economic, agricultural and regional development, of branch and territorial strategies and development plans, as well as the operative programs for the country's development itself.

As a result of these preliminary decisions and steps, Bulgaria succeeded in absorbing the EU provided pre-accession funds at a satisfactory level. The funds allocated for the Sapard program were fully absorbed, having a positive impact in a number of ways on the modernisation of the agricultural sector. Absorption of funds for the PHARE program can also be judged as satisfactory. The assessment can be defined as 'good' as it refers to the transfer of know-how on law harmonisation and its effect in many *acquis*

areas. Absorption of ISPA program funds showed the lowest efficiency. These were large-scale projects and the lack of experience and proper management practices prevented the country from availing itself of the planned finances.

The process of creating a capacity for EU funds absorption was, however, accompanied by *certain events undermining the country's potential for their effective absorption*. Some of the specialised units for fund management took too long to build. There were frequent changes in staff, including politically motivated ones, which led to reducing the capacity of many units to manage the projects envisaged in various pre-accession programs. The issue of capacity building in individual municipalities was not given due attention, which resulted in many of them being unprepared to operate the absorption of funds provided for the various operative programs. Decisions concerning a certain project approval were quite often politically manipulated. Furthermore, the ruling parties created a circle of loyal companies that continually won the tender bids on various projects. Against this background, the preliminary work for EU funds' absorption generated the phenomenon known as "capturing" which benefited certain political powers and persons.

Notwithstanding the negative phenomena indicated above, the 'training' on European funds absorption actually proved successful. The country managed to form specialised units and expert teams and to acquire experience in pre-accession instruments' managing. These competences are key ones for the successful absorption of the funds planned for the various operational programs for the period 2007 – 2013.

Creation of an open, effective, efficient and politically neutral administration

What was the profile of the Bulgarian administration prior to when the talks on the country's EU membership began? Undoubtedly, it was marked by typical features of the bureaucratically set administrations: closed and working for itself and the politicians that ruled it; characterised by frequent political appointments at senior managerial level which led to a lack of stability and continuity; a development without clear landmarks for positive changes; a monopoly in administrative activities' management, all of which generated too much corruption. The work towards EU accession made it imperative to adopt the principles of European good practices along the lines of openness, transparency and accountability to the public, as well as effectiveness, efficacy and neutrality both in the officials' behaviour and in the administration as a whole.

The EU message to policymakers in Bulgaria was: introduce new laws for the administration's personnel's work and provide practices for these laws' effective application. In this respect, over the period 2002 – 2006, the following laws were enforced and amended: the Law for the Local Government and the Local Administration, the Civil Servant Act, the Law for Access to Public Information, the Law for Public Procurement, and a number of regulations accompanying them. The Law on Administration made it possible to build up a new unified structure of the state administration, with clearly defined powers and responsibilities (ministries, agencies, regional administration, and municipality). Creating a political council to the respective minister constituted a significant innovation. This was the first attempt at dividing

the process of policymaking from policy implementation, as well as at restricting political influence on the administrative services. The function of each administrative unit and the number of its personnel were specified by statutes. To handle the new challenges, most administrative units founded directorates for European integration, for managing the pre-accession instruments, for information technologies, for human resources management and for administrative audit. The Law on Administration designated the Chief Secretary as the top leading official for all the other officials in a certain administration and determined a 7-year mandate for him. The Civil Servant Act enforced the requirement for a compulsory competition for the appointment of all civil servants. The latter were guaranteed legal protection against political pursuit and removal from office on political grounds. The Law for Access to Public Information gave the citizens certain rights to obtain information they required with respect to the state institution's work.

The ruling politicians, for their part, supported the efforts towards effective administrative changes. Almost all of them have well-designed Internet websites with adequate and reliable information regarding their activities. Much hard work was put into building a new organisational culture in the activities of each administrative unit. Internal rules were accepted with a view to better effectiveness and efficacy of the separate administrative links. Experimenting with and applying program budgeting in the work of several administrations was initiated. All the above mentioned steps reveal the sequence of innovations towards the higher effectiveness, efficacy and transparency that were introduced in the services of the Bulgarian

administration by way of laws and practices.

However, the innovations we listed here have not yet become standard in the conduct of each administrative unit's services. There also exists a type of conduct which only formally accepts the changes, but in actual fact keeps the old routine, i.e., something like: "a new attire for the old bureaucratic and politicised behaviour model". For instance, one-third of all public contracts assigned in 2006 provoked court claims on the grounds of suspicions of manipulated choice⁶. This goes to show that practice offers cases of distortion in the application of well-formulated rules and procedures in the newly-enforced laws. We can, therefore, assume that the country has gone a long way, but has still not covered the entire route to building up a professional and impartial administration. Yet, the picture is an optimistic one for a newly-accessed member state: the cup is some 60 – 65% full!

A good administration requires professional public servants

It is not the buildings and offices that present the wealth of the administration, but rather its officials. It is their conduct that, to a great extent, determines the effectiveness and the image of the whole administration. That is why the Civil Servant Act was adopted in 1999, correspondingly amended in a new version in 2002 and followed by subsequent regulations. This Law ultimately established the professional status of civil servants, their rights, obligations and the protection they are entitled to against any unlawful acts on the part of the appointing bodies. In 2006, the number of civil servants working for the central administration was 64,000, which constitutes 80% of all its

employees. The municipal administration employs 25,400 officials.⁷ The conclusion is that the share of administrative personnel is about 3.5 – 4% of all those employed in the country (with the exception of the police, the armed forces, teachers and doctors).

What is now embedded in the system for the professional development of public officials during the period of preparation for EU membership?

- a) Opportunities for regular training of civil servants through the foundation of the Institute of Public Administration and European Integration (2002)
- b) Compulsory competition for all applicants to be appointed as civil servants (2003)
- c) Annual individual planning of the work and an appraisal of the performance achieved by each civil servant (2004)
- d) Compulsory competition to obtain a senior position in the administrative unit (2006)
- e) Enhancing the units for human resources management, including the building up of a uniform information system in the field (2003 – 2006)

All these innovations show that applying the step-by-step approach, an all-pervasive system for the professional development and promotion of civil servants was established: competition-based selection, activity planning and reporting, and training and career promotion. Thus, during the pre-accession to the EU period, the administration experienced a transition from the system of position-taking to the system of professional enhancement and career promotion.

A year after EU accession, we can assume that all the pieces are fitted into the puzzle of a good system of human resources man-

⁷ Annual report on the current state of public administration, 2006; www.mdaar.government.bg

⁶ Dnevnik (newspaper), 16. 06, 2007

agement in the Bulgarian administration. All elements for competition-based entry into the system, career development, performance appraisal and social protection for civil servants have found their legal base. There already exist excellent practices in the separate elements and in the system as a whole. The element of mobility has still to be developed and the expectations are that it may substantially contribute to the potential improvement of a number of weaker administrations. As a whole, however, changes follow the pattern already outlined: quite a lot of innovations and excellent practices intermingled with (in certain places) old habits in civil servants' professional development. It often happens that the competitions for entering the administrative structure and taking a managerial position are politically (pre)determined. Performance appraisal is still marked by subjectivism and the employee's contribution is not the only criterion for promotion. Political purge is not as common as it used to be, but it still exists in practice. Many municipality administrations only formally adhere to the reforms. Irrespective of the weak points mentioned, however, we can say that the process of building up a system of professional development and career structure for civil servants is amongst the major achievements of administrative reform in Bulgaria.

The administration's customers – the focus of attention

Following a public competition in 2006, the Bulgarian administration chose its logo: turn your face to the people⁸. This reveals the desire for drastic change in the Bulgarian administration activities. The bureaucratic pattern officials served the ruling politicians. A good administrative management

imposes a new value: public officials work with the ruling political parties, but the goal is to serve the citizens of their country. The change of focus in the administrative personnel's conduct was a great challenge for civil servants. Along these lines, a Concept and a new Law on Administrative Services through one counter was adopted in 2003. It contained the following important innovations:

- a) All state institutions are obliged to organise the delivery of their service to the citizens observing the front-office pattern (or all in one point), including providing open and accessible information for the administrative services they deliver and business regulating regimens;
- b) Adopting the client's charter which declares the officials' readiness to serve citizens in a correct, honest manner observing a specified term;
- c) Introducing information systems enhancing the effectiveness of the administrative services;
- d) Introducing the CAF model for self-evaluation in the work of administrative units servicing customers and business.

Approximately 2 – 3 years after its introduction, the front-office pattern has grown into a national practice. Many front offices have specialised sections for delivering services to business representatives. Systems have been introduced to handle the documentation flow. The clients' charter is already a fact for most of the administration units. Regular customer feedback is sought regarding the quality of the administrative services rendered. Exchange of good practices has already begun. The front office enables the administrative staff to communicate in a direct and matter-of-fact manner with the public and business representatives. All of the above goes to show that the

change in this aspect of administrative work has been very successful. A little bit more is needed to reach good European practices: smiling and amiable employees in the front office. We should point out that the successful changes in administrative service delivery contributed to improving the administrative staff's image.

The difficult steps in a public-private partnership

Public-private partnership has no alternative in the modern development of the economy's public sector. The reason for this lies not only in the budget limitations of the state, but also in the state's inefficiency as an economic subject. What is more, it is the public-private partnership mechanism that is grounded in EU funds' absorption. Under these circumstances, it was necessary for the Bulgarian state to elaborate concepts and legislative acts, thus providing the development of various PPP opportunities. Partnership of public and private sector firms, however, has its potential political and economical risks; hence, the requirement for thorough preparation for such a partnership.

The legislative framework concerning public-private partnership development (PPP) was introduced during the period 2000 – 2006. Its wide spectrum includes: a legal base on public procurement, mixed enterprises, public state property concession and private supply of public goods. In compliance with the adopted legislation, partnership decisions are taken by The Council of Ministers (concessions) and by the respective ministries and municipalities.

More failures than successes can be found in the practice of PPP for the period under examination. This conclusion refers mainly to mixed enterprises and public state property concessions. Waste collection and water-sup-

ply concessions in Sofia proved disadvantageous for the municipality and its citizens. The results of mineral resources extraction concessions and beach concessions can be evaluated as satisfactory. The concessions on mineral water and on Varna and Bourgas airports can be evaluated as successful. The concession on the "Trakiya" highway construction provoked vigorous discussions due to the disregard of the transparency principle while contracting.

What are the main problems that hinder the effective development of PPP? First, the lack of competences and skills of the senior administrative officials concerning the new forms of partnership with private firms; second, poorly designed contracts were signed, resulting in more benefits for private firms at the expense of social interests and third, a political quest for non-transparency and aspirations to derive benefits from PPP contracts.

The analysis of several larger public-private projects gave rise to vigorous debates in the country. They provoked re-evaluation of the country's comprehensive policy in this field: "yes" to public-private projects, but ensuring "effective protection" to national interests at the same time. In other words, it is necessary for the PPP to acquire a two-way character, i.e. ensure benefits not only for the private firms, but for the state and society as a whole. It is only then that PPP follows the win-win scenario.

The debates resulted in re-contracting several concessions, amending some of the related laws and initiating intensive work on granting concession on the ports, mineral resources, small airports and public transport, etc. There still remains the problem of transparency, however, because public-private projects pose the

risk of creating political corruption at a higher level.

3. Where do we go after accession – calm down, upgrade further or ruin the achievements to date?

The objective set was achieved and on 1st January 2007 our country joined the EU! The most natural question we face now is: where do we go from here? Following a couple of years of intensive reforms, it is logical to expect the signs of fatigue, calming down, and even some desire to go back to the old ways. This phenomenon also characterised the other candidate countries after their EU accession. What is specific in the Bulgarian case?

It is well-known that administrative reforms require a strong political viewpoint and support. The Bulgarian government, even although it is a coalition one, maintains its will to go forward. Moreover, modernising the administrative structure is a continuous process. The policy led by the old EU member states, such as, the UK, France, and Germany, supports this opinion.

During the early years following accession, the country has to meet new serious challenges demanding considerable efforts on the part of the administration:

- It is necessary to reinforce the positive changes that pervaded the administrative services during the preparation period for EU accession, i.e., we have to reach the core of the diamond!
- It is necessary to reach a satisfactory level in the implementation of harmonised legislature, including timely transposing of new directives into the national legal base;
- It is necessary to initiate the effective work of all involved in the mechanism of decision-taking concerning this country's

participation in the integration process;

- It is necessary to finalise the capacity building of units that manage the European funds' absorption;
- It is necessary to bring to an end to the fight against corruption in political power and the judiciary system.
- It is necessary for the electronic government to enhance efficiency and transparency in the administrative activities.

Scrutinising these general priority guidelines to further administrative modernisation, it is easy to spot a thousand other smaller decisions and steps to establish good practices. This has already evolved into a decentralised managerial issue. We all have the right to say that the country has now built the skeleton of a good administration, seen as a set of concepts, laws and practices. What is still needed is the political will and managerial commitment to enhance the administrative competences and bring them to a level adequate for rendering effective and efficient services. Along these lines, there is no doubt that the EU both urges and supports the Bulgarian administration in its efforts toward modernisation. If it were not for the EU's forceful influence, the political class ruling the country would be inclined to perform half-hearted and inconsistent reforms. This is why the work towards EU accession built up in the administration a higher level of legitimacy, order, transparency, effectiveness, accountability, and client focused approach, all of which in their integrity can be seen as beneficial practices for the public and characterise a democratic society which is much more mature.

The Scholars' Initiative

inter@nic network

International Network of Young Scientists dealing with Ethnic Reconciliation in the Western Balkans

inter@nic network is a network of young researchers interested in minority rights, post-conflict reconstruction, inter-ethnic reconciliation and dialogue in the Western Balkans region. The main motivation for such an idea emerged as a consequence of inadequate existence of professional ties among research institutions in the region that are sometimes pioneering the reconciliatory attempts in the academic sphere of their countries. Namely, very often already established links between the Western European academic institutions and (certain) counterparts in the Western Balkans regions result in an impression that the regional interconnection at the academic level exists as well. This however is not a case, as the ties among academic communities of the Western Balkan countries have been seriously damaged as a result of wars, nationalistic policies manifested by the ministries managing scientific affairs and restricted ability to travel and get involved in cooperative projects. Sometimes even within a single country.

Particularly young scientists have been hit by such trends, as they had no chance to get to know colleagues from other research and academic circles in neighbouring countries.

The fragmentation of cooperation resulted also in limited accessibility to latest academic sources in neighbouring countries. Emerging literature in different languages of the region is often available exclusively at the national

“Researchers have a responsibility and a kind of moral obligation to show how such a thing could happen, in the hope that it may not be repeated here or anywhere else again.”

level, not being translated into English or published in the local journals. Addressing this shortcoming, the main aim of the network would be to create an on-line platform that

would serve as a space of data, information and references exchange. This will be done by developing a web platform and an on line publication named “**inter@nic network paper series**” which will allow to assure continued and committed cooperation of the young researchers.

Believing that the region possesses powerful academic capacity, and assuming that the true reconciliatory efforts should come from the people from the region itself, the collaborators in the FP6 project Human and Minority Rights in the Life-Cycle of Ethnic Conflicts (MIRICO), who originate from the countries of the region, decided to put forward the initiative for the network establishment. The first goal the network creation should serve is dissemination of the MIRICO research results into all related disciplines (law, sociology, history, political science etc.), whereas later it is supposed to serve as forum for exchange of ideas and research findings dealing with recent history and its implications on today's societies.

More information on the network can be found at the web site of the MIRICO project at:
<http://www.eurac.edu/mirico>.

In case you are interested in joining the network, please contact Antonija Petricusic at: antonija.petricusic@uni-graz.at.

VUPA Project Drawing to a Close

The name VUPA is derived from full English title of a pilot project implemented within Leonardo da Vinci Programme: "Virtual University of Public Administration – The European Internet-based Platform for Professionalization of Public Administration Officers" (PL/04/B/F/PP-174425).

The main objective of the project is permanent improvement of the self-government secretaries vocational competences in all the countries covered with the project. This aim is reached through establishing a virtual centre of lifelong learning, where traditional methods of education are combined with modern tools for public administration qualifications and vocational competences improvement. This innovative e-tool based upon particular target group's analysis, will give public administration staff a possibility to use cheap and continuously available instrument for their qualifications' improvement, providing easy access to professional knowledge and best experts as well as a possibility of establishing new cooperation within public administration units and other non-administration sector institutions.

VUPA is an interactive, e-learning platform that enables education through the Internet. VUPA integrates traditional distance learning methods with regular on-line training. This innovative instrument was elaborated as an answer to the training needs of self-government chief-executives, which were defined upon the basis of researches conducted within

the project by all the partner institutions – the promoter: Wyższa Szkoła Administracji Publicznej in Łódź (Poland); the partners: the University of Pardubice (Czech Republic), DIAKRISI Management & High Technology Services (Greece), Femxa Formación SL (Spain).

Analysis of the outcomes of described researches enabled to choose the trainings' topics, indicated by public administration chief executives in from Poland, Czech, Greece and Spain as the most interesting for them. Among those topics one can find management in public administration, managerial skills human resources management, project management and Internet utilization in public administration. Guided by those educational preferences, the Partnership made an endeavour to elaborate an innovative European training package, bringing a whole new European dimension to the issue of vocational training and development in public administration. Thanks to this the pilot training participants were able to gain a unique knowledge and improve their qualifications through the Internet with the usage of the newest tool and instruments of e-learning.

In October 2007 in Lodz (Poland) will take a place closing conference summing up the implementation of the project. During the conference representatives of all partner' institutions will have possibility to share their experiences gained during the project with other institutions interested in preparation and delivery of e-learning courses.

The conference will give great opportunity to present the VUPA final products.

Firstly, the VUPA handbook (the e-learning manual) as a set of principles followed in the future by subsequent authors of the e-learning content as well as institutions potential interested in e-learning. The manual has been prepared on the basis of experiences gained by the partnership during realization of the project and will consist of two main parts: the first part is focusing on rules required for e-learning content preparation and methodology of using e-platform and the second one referring to applied e-learning methodology.

Secondly, VUPA off-line version (as CD-ROM off-line version) including the entire VUPA e-training courses offered within the project. This tool should allow better access to the content for persons who have limited access to the Internet and would have to restrict (mainly for economic reasons) amount of time devoted for e-learning on-line.

For further information, please visit VUPA website www.vupa.info

Contact:

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Fax + 48 42 616 25 82
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e.plaszczyk@poczta.wsap.pl;
m.zak@poczta.wsap.pl;

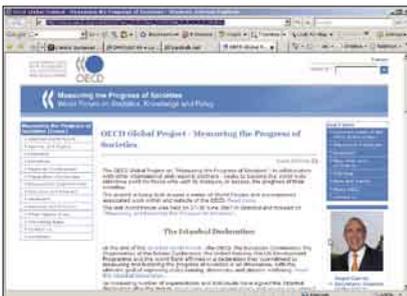


to Web Sites



<http://www.unitar.org/dfm/DFMelearning/Index.htm>

The United Nations Institute for Training and Research (UNITAR) is pleased to announce its e-Learning Course Calendar. UNITAR conducts several online courses intended for a global audience of finance-sector officials. The link includes info about registration procedure, fees, comments from past participants and other course details.



http://www.oecd.org/site/0,3407,en_21571361_31938349_1_1_1_1_1,00.html

In June 2007, an exceptional group of 1200 people from about 130 countries gathered in Istanbul to attend the second OECD World Forum on "Statistics, Knowledge and Policy". The Istanbul World Forum has given a unique opportunity for in-depth discussions about the measurement of progress, as well as some of the most important concerns facing the world, such as climate change, health and economic globalisation.



<http://www.eurobalk.net/>

Link about Institute for Central Eastern, and Balkan Europe situated in Italy. The peculiarity of the Institute lies, however, in the active cooperation with the "Europe and the Balkans International Network", a thick network of experts and scholars (over 150 from 25 European countries, the United States and Canada), who act as the International Academic Board of the Institute, thanks to which the Institute has an *international dimension* in all its initiatives. The Institute can rely on a unique economic, social and political network of individuals and institutes that provide it with high quality politico-diplomatic, legal-economic and linguistic-cultural information, research and training on Central Eastern and Balkan Europe.



<http://www.cejpp.eu/>

The Central European Journal of Public Policy (CEJPP) is a peer-reviewed electronic journal published in English biannually. The aim of the CEJPP is to provide academic scholars and professionals in different policy fields with the latest theoretical and methodological advancements in public policy supported by sound empirical research. The CEJPP addresses all topics of public policy including: civil society, social services and healthcare, environmental protection, education, labour market, immigration, security, public financing and budgeting, administrative reform, performance measurements, governance, etc. Although the journal focuses primarily upon Central Europe, relevant contributions from other geographical areas are encouraged if their purpose enhances public policy research within the Central European region. Potential sections for each journal issue include: public policy theory; empirical public policy research; methodological approaches to policy research; teaching public policy analysis; student's work and book reviews.

Calendar of Events

October 26 – 27, 2007, Third International Conference “National Reconciliation, Ethnic and Religious Tolerance in the Balkans”

Place: Belgrade

Contact:

Bojan Starec,

ECPD General Coordinator for International Relations and Cooperation,

e-mail: starec@ecpd.org.yu,

phone: +39-348-563 0897

October 31, 2007, Annual International Scientific Conference “Strategy of the Regional Development: Formation and Mechanisms of Realization”

Working language:

Russian, Ukrainian, English

Place: Odessa Regional Institute of Public Administration

Contact:

Serhiy Popov, Odessa, Ukraine,

phone: +380-482-638 726,

fax: +380-482-639 249,

e-mail: ird@oridu.odessa.ua

November 1 – 2, 2007, International Conference “Social Economy, Social Enterprise and Social Capital

Languages:

Czech, English, Polish and Slovak

Contact:

Univerzita JEP, Faculty of Social and Economic Studies, Department of Finance and Accounting,

Pavĺína Mazancová,

Moskevská 54, 400 96 Ústí nad Labem,

Czech Republic,

phone: +420 475 284 701,

+420 475 284 703,

+420 475 284 705,

e-mail: mazancova@fse.ujep.cz,

huncova@fse.ujep.cz

November 2007, The XII Republican Scientific and Practical Conference of Students “Theoretical, Methodological and Applied Aspects of Public Administration in the Republic of Belarus and Abroad”

Contact:

Barys Lusiakou,

Center for International Cooperation and Educational Programs,

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

phone/fax: +375 17 226 27 30,

e-mail: interbiz@pacademy.edu.by

November 16, 2007, Conference “The EU’s Impact on the Changing Political and Cultural Identities of the Member States”

Place: Vilnius, Lithuania

Organiser: Institute of International Relations and Political Science, Vilnius University, together with Lithuanian Political Science Association

Language: Lithuanian, English

Contact:

Dr. Algimantas Jankauskas,

Institute of International Relations and Political Science, Vilnius University,

Vokiečių str. 10, 01130 Vilnius, Lithuania,

phone: +370 5 251 41 33,

fax: +370 5 251 41 34,

e-mail: Algimantas.Jankauskas@tspmi.

vu.lt, web: www.lpasoc.lt/public_files/

file_1188559440.doc

November 23 – 24, 2007, International Conference “Transformation of Political System in Russia: Problems and Perspectives”

Place: Moscow, Russian Federation

Organiser:

Russian Political Science Association

Language: Russian

Contact:

Dr. Olga Malinova,

e-mail: rapn@rapn.ru,

web: http://www.rapn.ru/?grup=610

November 24, 2007, International Conference “Baltic Futures”

Place: University of Latvia, Faculty of Social Sciences, Riga, Latvia

Language: English

Contact:

Ieva Zlemeta, Lomonosova iela 1,

Riga, Latvia,

phone: +371 7089867,

fax: 371 7089852,

e-mail: conferenceASPRI@lu.lv

December 7 – 8, 2007, International Conference Varieties of Public Sector Labour Markets: Transformed?

Working language: English

Place: Halle, Universitätsring 5, Burse zur Tulpe, Hallescher Saal, Germany

Contact:

Walter Bartl,

Emil-Abderhalden-Strasse 7,

D-06108 Halle (Saale),

phone: +49-345-552 4258,

e-mail:

walter.bartl@soziologie.uni-halle.de

February 3 – 8, 2008, 1st Conference on the Political Economy of International Organizations

Place: Monte Verita, Switzerland

Organiser: The Center for International and Comparative Studies (CIS) at the University of Zurich and ETH and the KOF Swiss Economic Institute at ETH Zurich

Language: English

Contact:

Ms. Monika Noser,

e-mail: monika.noser@pw.uzh.ch,

web:

http://www.cis.ethz.ch/events/PEIO

March 14 – 15, 2008, Conference “No End of Transition? Changes in Media Landscape and Public Rhetoric of Post-Communist Era”

Place: Faculty of Social Sciences, University of Ljubljana, Slovenia

Organiser:

Slovene Communication Association

Language: English

Contact:

Ilija Tomanic,

e-mail: ilija.tomanic@fdv.uni-lj.si,

web: http://www.kom-drustvo.si/index.

php?nav1=conference

May 15 – 16, 2008, International Workshop on Social Audit, Social Accounting and Accountability

Place: Prague, Czech Republic

Organiser: International Research Society for Public Management (IRSPM) and the Third Sector Study Group of European Group for Public Administration (EGPA)

Language: English

Contact:

Stephen Osborne,

University of Edinburgh, Scotland,

e-mail: Stephen.osborne@ed.ac.uk

web: https://irspm.wikispaces.com/

Events of the Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

October 25, 2007, Conference “Problems of Public Service Delivery”

Language: Czech, Slovak

Contact:

Ms. Simona Skarabelova,

e-mail: simona@econ.muni.cz

January 24 – 25, 2007, Conference
“Public Policies and Their Effectiveness – Determinants of Public Sector Management Rationality”

Language: Czech, Slovak, English

Contact:

Mirka Wildmannová,

e-mail: mirkaw@econ.muni.cz

Autumn semester 2007, Course
“Transformation of Public Sector”

Language: English

Contact:

Robert Jahoda,

e-mail: jahoda@econ.muni.cz

Autumn semester 2007, Course
“European Union Public Policy: From Agenda Setting to Policy Formulation and Policy Decision Making, and Through to Policy Implementation”

Language: English

Contact:

Lenka Jilková,

e-mail: jilkova@econ.muni.cz

Autumn semester 2007, Course
“Impacts of the Transformation on the Regional Development of the Czech Republic”

Language: English

Contact:

Vladimir Zitek,

e-mail: zitek@econ.muni.cz

Events of ReSPA/OECD, Paris, France

Working language: English

October 2007, Seminar “Negotiations in the European Union Context”

Place: Tirana

October 15 – 19, 2007, Workshop “Expenditure Management Training”

ReSPA, in coordination with Ecole Nationale d’Administration (ENA – <http://www.ena.fr/>)

Place: Paris

October 23 – 24, 2007, Workshop
“Quality Control in the Public Service”

Sigma, in coordination with the National Agency for Civil Servants (NACS <http://www.anfp-map.ro/>)

Place: – Bucharest

October 24 – 25, 2007, Seminar “Negotiations in the European Union Context”

Place: Pristina

November 19 – 23, 2007, Public Procurement Regional Conference

ReSPA, in cooperation with the International Labour Office in Turin (ILO – <http://www.ilo.org>)

Place: Turin

November 26 – 30, 2007, European Civil Service Conference

ReSPA, in cooperation with the Italian National School for Public Administration (SSPA – <http://www.sspa.it/>)

Place: Caserta

December 5 – 6, 2007, Workshop
“Training Module on Policy Advisory Capacities”

Place: Belgrade

December 5 – 6, 2007, Seminar “Negotiations in the European Union Context”

Place: Belgrade

Contact:

e-mail: inga.stefanowicz@oecd.org

Information on ReSPA events can be found on our website: <http://www.respaweb.eu/activities/activities/home> or by contacting our webmaster at : francoise.drouillon@oecd.org.

Events of Maastricht Graduate School of Governance

Working language: English

November 19 – 20, 2007, Course “A Walk Off Beaten Tracks? New Frontiers in Measuring Poverty”

November 21 – 22, 2007, Research Conference “The Pursuit of Certainty: Applications in measuring poverty”

March 18 – 19, 2008, Course “Workers Without Borders: Rethinking Economic Migration”

May 22 – 23, 2008, Course “Less Dependency – More Participation? Recent innovations in Sickness and Disability Programmes”

Contact:

Charlotte Groven,

phone: +31-43-388 4659,
388 4864,

e-mail: charlotte.groven@governance.unimaas.nl,

web: www.governance.unimaas.nl

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

October 29 – 30, 2007, Working with Impact Assessment in the European Union

Place: EIPA, Maastricht

November 5 – 6, 2007, III Annual Practical Seminar – EU Communication in a Regional and Local Context: Planning, Structuring & Transmitting European Information and Campaigns

Place: EIPA, Barcelona

November 5 – 6, 2007, European Social Fund (ESF) Support for Public Administrations and Social Partners in 2007 – 2013

Place: EIPA, Maastricht

November 8 – 9, 2007, Remodelling the Public Sector – Recent Trends and Initiatives in European Public Administration

Place: EIPA, Maastricht

November 12 – 13, 2007, Module II Law of the European Union, in the framework of the Master’s Programme European Integration and Regionalism (MEIR) in collaboration with the University of Bolzano

Place: EIPA, Luxembourg

November 13 – 14, 2007, Using Public-Private Partnerships Effectively: The Challenges for New Public Financial Management

Place: EIPA, Warsaw

November 14 – 16, 2007, Colloquium on the Recognition of Foreign Diplomas and the Transposition of the New Directive Focusing on the Situation of Teachers and the Paramedical Professions

Place: EIPA, Maastricht

November 14 – 16, 2007, Seminar: European Negotiations I, Techniques to Manage Procedures, People and Package Deals to Survive in European Negotiations

Place: EIPA, Maastricht

November 19 – 20, 2007, Public Procurement Policy Seminar on European Defence Procurement

Place: EIPA, Maastricht



November 20 – 21, 2007, Workshop: State Aid Procedures and Enforcement

Place: EIPA, Maastricht

November 22 – 23, 2007, CAF (Common Assessment Framework) Training Event – Train the Trainers

Place: EIPA, Maastricht

November 22 – 23, 2007, Understanding Decision-Making in the European Union: Principles, Procedures and Practice

Place: EIPA, Maastricht

November 26 – 27, 2007, Seminar: Financial Management of EU Structural Funds

Place: EIPA, Maastricht

November 29 – 30, 2007, Seminar: Recent Trends in the Case Law of the European Courts: What Directions for the Future

Place: EIPA, Luxembourg

November 29 – 30, 2007, Conference: Keep Ahead with European Information in the Enlarged Europe – Information and Communication Strategies

Place: EIPA, Maastricht

December 3 – 4, 2007, Public Private Partnerships (PPP) – Policy Seminar

Place: EIPA, Maastricht

December 6 – 7, 2007, Working with Impact Assessment in the European Union

Place: EIPA, Brussels

December 6 – 7, 2007, Seminar: Anti-Money Laundering and Anti-Terrorist Financing Efforts in the EU: Recent Developments

Place: EIPA, Maastricht

December 6 – 7, 2007, The EU Legislative Regime on Consumer Product Safety. The Specific Case of Chemicals: the REACH Regulatory Framework

Place: EIPA, Luxembourg

December 13 – 14, 2007, Seminar: Common Assessment Framework (CAF) and Leadership

Place: EIPA, Maastricht

December 13 – 14, 2007, European Social Fund (ESF) 2007 – 2013: The New Policy Tool for Employment and Skills

Place: EIPA, Milan

December 13 – 14, 2007, Planning and Implementing EU Communications Campaigns – The Political and Pragmatic Aspects of Communicating in Europe

Place: EIPA, Maastricht

Contact:

*Joyce J.W.M. Groneschild,
EIPA, Maastricht, The Netherlands,
phone: +31 43 3296 357,
fax: +31 43 3296 296,
e-mail: j.groneschild@eipa-nl.com*

Events of the Kharkiv Regional Institute of Public Administration, Ukraine

October 2007, Conference “Public Servants’ Qualification Upgrading as a Part of State Staffing Policy”

Language: Ukrainian

Contact:

*Savchenko B.,
phone: +38-057-732-81-36*

October 2007, Conference “Innovative and Investment Economy Development in the Region and Governing the Effectiveness of its Labor Potential”

Language: Ukrainian

Contact:

*Syvokon V.,
phone: +38-057-732-51-95*

November 2007, Conference “Public Regulation of Economy Branches”

Language: Ukrainian

Contact:

*Degtyar A.,
phone: +38-057-732-51-95*

December 2007, Conference “Policy of Regional Authorities in New Political and Social Conditions

Language: Ukrainian

Contact:

*Dzyundzyuk V.,
phone: +38-057-732-81-36*

December 2007, Round table “Forming Public Opinion Concerning the Realization of the European Choice of Ukraine at Regional Level”

Language: Ukrainian

Contact:

*Trush O.,
phone: +38-057-732-32-55*

December 2007, Conference “Public-administrative Relations at Current Stage of Ukrainian Development”

Language: Ukrainian

Contact:

*Meltyukhova N.,
phone: +38-057-732-09-51*

February 2008, Round table, “Management in Modern Society”

Language: English

Contact:

*Shur V.,
phone: +38-057-732-51-95*

March 2008, 8 – th International Scientific Congress “Public Administration and Local Self-government”

Language: Ukrainian, English

Contact:

*Kurnetsov A.,
phone: +38-057-732-24-25*

Grants/Jobs/Internships

Ph.D. program

The University of Nebraska at Omaha's School of Public Administration is seeking applications for their highly selective Ph.D. program. We also are announcing a competition for funded doctoral assistantships. Assistantships include fully paid tuition and a stipend to cover living expenses. The School's faculty conducts research in several areas of public administration, including international and comparative public administration.

Areas of concentration in the program include Public Budgeting and Finance, Public Aviation and Transportation, Public Policy, Urban Management, Citizenship and Democracy, and Managing Information in the Public Sector.

Contact:

Interested students should visit the School's webpage at <http://www.pubadphd.unomaha.edu/> and contact Dr. Meagan Van Gelder, Academic Program Coordinator at mvangelder@mail.unomaha.edu.

Full professor in Governance, Policy Analysis and Political Science f/m

Institution:

Maastricht Graduate School of Governance

Job description: Development of teaching and research in Political Science and Policy Analysis, coordination academic activities, commitments to the strategic goals of the School, contribution to the study of and the teaching in the academic field of Governance, Policy Analysis and Political Sciences, senior supervision of PhD students.

Profile: extensive experience with interdisciplinary education and research and with interfaculty cooperation, expertise and international network in the field of Political Science and Policy Analysis

More information:

web:

www.governance.unimaas.nl and http://www.academictransfer.nl/organisaties/?adm_pin=00349&fuseaction=detail&Vacature_ID=LU3N81XL, phone: +31-43-388 4650

The Regional Seminar for Excellence in Teaching "Social-economic consequences of corruption, property rights violation and tax evasion in the NIS: interdisciplinary approach in research and teaching"

Supported by: This research and teaching project has been organized through the Open Society Institute's Regional Seminar for Excellence in Teaching (ReSET) program.

Duration: June 2007 – May 2009

Host institutions: Odessa National University, Odessa Regional Institute of Public Administration, Ukraine

Topics: The purpose of the project is to assist the development of independent critically minded academics who are competent in the subject of corruption, property rights violation and tax evasion in the NIS within the international debate and are capable of development of leadership in the critical and complex emerging topic; to develop innovative social-economic approaches to research and teaching on the undergraduate level in the subject of corruption, property rights violation and tax evasion in the NIS; to formulate the strategy of the property rights violation, tax evasion and corruption combating in the transition societies.

Eligibility: Discipline: Sociology; PhD/DPhil or equivalent Degree from a Western-accredited institution. Working language(s): mandato-

ry – English; auxiliary – Russian. Accepted Resource Faculty is required to attend one week of a summer session, which will take place from July 23 till August 3, 2007 in Odessa, Ukraine. All the project related expenses of the accepted candidate will be covered, honorarium will be paid.

Deadline: ongoing. Candidates must submit a CV and a short letter of motivation by email to the project director.

Contact:

Program director
Sergiy Yakubovskiy,
Doctor of Science in International Economics, Dean of the Correspondence Study Department in Economics, Odessa National University,
phone: +38-050 6619995,
fax: +38-0482 238200,
e-mail: sergey_yakubovskiy@yahoo.com

Reagan-Fascell Democracy Fellowships

Institution/Organiser: The National Endowment for Democracy (NED)

Kind of support/work: fellow

Duration: one year

Place: Washington, USA

Topics: The Reagan-Fascell Democracy Fellows Program at the Washington, D.C.-based National Endowment for Democracy invites applications from candidates across Central-Eastern Europe and Eurasia for fellowships in 2008 – 2009. Established in 2001, the program enables democracy activists, practitioners, scholars, and journalists from around the world to deepen their understanding of democracy and to enhance their ability to promote democratic change. The program is intended primarily to support activists, practitioners, and scholars from new and aspiring democracies; distinguished scholars from the United States and other established democracies are also eligible to apply. Projects may focus on the political, social, economic, legal, and cultural aspects of democratic development

and may include a range of methodologies and approaches. A working knowledge of English is required.

Deadline: November 01, 2007

Contact:

Program Assistant, Fellowship Programs, International Forum for Democratic Studies, National Endowment for Democracy, 1025 F Street, N.W., Suite 800, Washington, DC 20004 USA,

phone: +1-202- 378 9700,

fax: +1-202- 378 9407,

e-mail: fellowships@ned.org, **web:** <http://www.ned.org/forum/reagan-fascell.html>

Senior or Junior academic position in Comparative Constitutional Law and International Human Rights Law

Institution/Organiser: The Legal Studies Department of Central European University (CEU)

Kind of support/work: job

Duration: from February 1, 2008 or August 1, 2008

Place: Budapest, Hungary

Topics: The Legal Studies Department of Central European University (CEU) in Budapest, Hungary announces a senior or junior academic position in Comparative Constitutional Law and International Human Rights Law. Applications from candidates who are willing to make a long-term commitment to working and living in the region are particularly welcome. The initial appointment is for 4 years and is renewable. Salary and benefits are dependent upon qualifications and experience. The compensation package is subject to Hungarian taxation regulations. The university assists its employees who are not citizens or permanent residents of Hungary in order to obtain a work permit.

Eligibility: Candidates must hold a PhD (SJD) in law or comparable academic qualifications. Teaching experience at graduate level is an advantage. Candidates should have

a proven record of excellence in scholarship, publishing and teaching in one or more of the following areas: International Humanitarian Law, International Human Rights Law and/or Constitutional Law.

Deadline: November 30, 2007

Contact:

The Rector of CEU,
c/o Erika Belko, Human Resources Office, Central European University, H-1051 Budapest, Nador u. 9, Hungary,

fax: + 36-1-235-6135,

e-mail: HRO@ceu.hu

Research Fellowships for Scholars from CEE Countries

Institution/Organiser: The Malinowski Fund in co-operation with Foundation for Polish Science

Kind of support/work: The monthly grant is approximately equal to an average monthly salary offered to a person holding a corresponding post in Poland plus the costs of accommodation at a level not exceeding that of an academic hostel. In exceptional cases a part of travel costs may also be covered by the Found.

Duration: from one to twelve months

Place: Poland

Topics: Scholarship scheme is designed for researchers and scholars from abroad, mainly from Central and East European countries, interested in research at Polish scientific centers. Scholarships are granted for carrying out research projects, proposals for which are subject to approval by the trustees of the Fund.

Eligibility: Scholars from Central and Eastern Europe. It is indicated that candidates contact the relevant institution prior to application. Priority is given to persons employed in academic institutions of the candidate's home country and holding a degree.

Deadline: October 30, 2007

Contact:

Kasa im. Jozefa Malinowskiego-Fundacja Popierania Nauki, Palac Staszica, ul. Nowy Swiat 72, pok. 109

A, 00-330 Warszawa, Poland,
phone: +48-22-82-67-17-4,
e-mail: kasa@mianowski.waw.pl,
web: <http://www.fnp.org.pl/ang/programy/programy2.8.html>

Senior Visiting Research Fellowship 2008 - 2009 - Economic Sciences

Institution/Organiser: University of Padova

Kind of support/work: Gross salary is 5,000 euros per month, plus reimbursement of travel expenses (terms to be agreed).

Duration: one to three months

Place: Padova, Italy

Topics: The fellowship is addressed to experienced researchers with a record of academic excellence in the Department's fields of interest, including: Accounting, Economics, Econometrics, Finance, History of Economic Thought, and Management Sciences. The fellow's stay can range from a minimum of one up to a maximum of three months. The fellow is expected to entertain scientific interactions with the members of the Department, and to actively participate to the Department's events. In particular, the fellow should: give one or more research seminars and attend those organized by the Department; be willing to teach a short course (up to 10 hours) in the Department's Ph.D. Program in Economics and Management on a topic related to her/his research interests (to be agreed); submit for publication in the Department's working paper series at least one of her/his research works.

Eligibility: Open to experienced researchers with a record of academic excellence.

Deadline: October 31, 2007

Contact:

e-mail: visiting.decon@unipd.it,
web: <http://www.decon.unipd.it/assets/pdf/notizie/visiting2008-09.pdf>

Recent Publications

Information Polity – The International Journal of Government and Democracy in the Information Age, Vol. 11, No. 3,4, 2006



Publisher: IOS Press
Special issue devoted to the development of e-government in Central and Eastern Europe. Most of the papers selected for this issue were selected from the Working Group on E-Government that was established within NISPACEe. The primary aim of this issue was to take an 'x-ray' of CEE e-government and provide readers with an in-depth comparative study of e-government phenomena in this huge region. Part I presents three papers that are not specifically focused on the e-government phenomena in the region alone, ones that attempt to outline some characteristics of e-government development which can be generalised across most EU countries, including CEE countries. Part II offers four country-based case studies.

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phone: +31-20-688 3355,
fax : +31-20-687 0019,
e-mail: order@iospress.nl,
web: www.iospress.nl.

Special Issue of the Review of Central and East European Law on Public Administration in Central and Eastern Europe

Editor: William B. Simons
The forthcoming issue of the Review of Central and East European Law (<http://www.brill.nl/rela>) will deal with public administration in Central and Eastern Europe. The main topic of the special issue of the Review covers a comparatively new and not yet fully developed discipline of jurisprudence: Comparative Administrative Law. Especially for an investor wanting to renovate or to build up an industrial complex—besides being concerned with special regulations—it is also important to know what administrative body is responsible for what problem, what procedures need to be observed in what circumstances and whether there are special administrative tribunals that govern decision making in certain areas or not.

Web: <http://www.brill.nl/rela>

Regulatory Management Capacities of Member States of the European Union that joined the Union on 1 May 2004, Sustaining Regulatory Management Improvements Through a Better Regulation Policy, Sigma Paper No. 42

web: [http://www.oelis.oecd.org/olis/2007doc.nsf/linkto/gov-sigma\(2007\)6](http://www.oelis.oecd.org/olis/2007doc.nsf/linkto/gov-sigma(2007)6)

Study on the Political Involvement in Senior Staffing and on the Delineation of Responsibilities Between Ministers and Senior Civil Servants, OECD

Authors: Alex Matheson, Boris Weber, Nick Manning, Emmanuelle Arnould

Resume:

Political involvement in administration is essential for the proper functioning of a democracy. Without this an incoming political administration would find itself unable to change policy direction. However public services need protection against being misused for partisan purposes, they need technical capacity which survives changes of government, and they need protection against being used to impair the capacity of future governments to govern.

web: http://miranda.sourceoecd.org/vl=2056570/cl=20/nw=1/rpsv/workingpapers/19934351/wp_514jn2s6lr8t_long_en.htm

Complexity and the Experience of Managing in Public Sector Organizations
Editors: Ralph D. Stacey, Douglas Griffin



Publisher: Routledge

Including narrative accounts from experts in the field, this volume questions traditional public sector governance thinking and takes the perspective in which organizations are complex responsive processes of relating between people.

Price: 75 GBP

Contact:
<http://www.routledge.com/>

Multiple Meanings of Gender Equality – A critical Frame Analysis of Gender Policies in Europe

Editor: Mieke Verloo

Publisher:

CEU Press, Budapest, 2007

Language: English

Summary:

This book aims to map the diversity of meanings of gender equality across Europe and reflects on the contested concept of gender equality. In its exploration of the diverse meanings of gender equality it not only takes into account the existence of different visions of gender equality, and the way in which different political and theoretical debates crosscut these visions, but also reflects upon the geographical contexts in which visions and debates over gender equality are located.

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Publication of the Centre for Regional Studies of the Hungarian Academy of Sciences

Discussion Papers Series no. 59 – Path Dependency or Route Flexibility in Demand Responsive Transport?

Editor: Viktor Varju

Series editor: Zoltan Gal

Price: 2500,- HUF (10 Euro) + costs of postage

The rising mobility claims resulted not just in the increase of private car use but also but also called for solution in the field of public transport. Public transportation act upon the needs, but much higher flexibility is

needed. The first experimentations began in the field of Flexible Transport Systems (FTS) or in Demand Responsive Transport (DRT) in the 1980's. TWIST (Transport with a Social Target) is a European part-financed project, oriented towards the promotion of the mobility in underprivileged areas by experimenting a Demand Responsive System and implementing a pilot system in the practice. This book presents the theoretical and practical outputs of the pilot project.

South-East Europe: State borders, Cross-border Relations, Spatial Structures

Editors: Zoltan Hajdu, Ivan Illes, Zoltan Raffay

Publisher: HAS Centre for Regional Studies

Language: English – Hungarian

Short resume: The major part of South-East Europe was integrated in the European planning, collaborative and competitive larger space. In the framework of the ESTIA-SPOSE research basic research activities were conducted and concrete steps were made towards the establishment of planning co-operations.

Price: 3765,- HUF (15 Euro) + costs of postage

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Publication of the Academy of Public Administration, Belarus

Public Administration: From the Philosophical Foundations to the Creation of Strong and Prosperous State

Editor: Knyasev S.N.

Language: Russian

The edition is an innovative complex research of the theory and practice of public administration. Public administration is for the first time presented as a system of legal, economical, philosophic, historical, psychological and sociological grounds which are oriented for the creation of strong and prosperous state. The special place in the work is devoted to the analysis of personnel policy, different aspects of the modern civil service and issues of ensuring of the national security. The monography is addressed to the students, representatives of various levels of civil service and wide circle of readers interested in problems of a modern state and its place in the global world.

Politics of the Eastward Enlargement of the European Union

Authors:

Dostanko E. A.,
Vorotnizkaya T. V.

The edition is an attempt of complex research of the EU eastward enlargement at the end of 1980-s – 2000. The main theories and concepts of the European integration are being examined. Preconditions and motives are revealed, the main stages, mechanism, problems and possible consequences of the EU eastward enlargement policy are characterized. The edition is intended for specialists in international relations engaged in European studies.

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Publication of the Odessa Regional Institute of Public Administration, Ukraine

Finance of Enterprises: Training Materials: Scientific Manual.

Author: Iryna Andrianova, Volodymyr Isaycko

Price: 18.84 UAH

Language: Ukrainian

Resume:

The manual represents basic concepts of the financing system, financial mechanisms, policy and activity of enterprise. It contains numbers of exercises and tests; it could be useful for students, who learn essential principles of financing and management.

Theory and History of Public Administration (Basic Synopsis of Subject): Manual.

Author: Petro Nadolishniy

Price: 12.87 UAH

Language: Ukrainian

Resume:

This edition is a part of educational and methodological complex of discipline on subject "Theory and History of Public Administration". The synopsis contains on structural and logical scheme of theoretical material, basic concepts that reveal the core of theoretical and methodological bases of public administration. The author refers to the main stages of administration and its nature traditions regarding principles and directions of public administration reforming system in Ukraine in accordance with standards of the EU countries. It can be used as a workbook where students will fix their notes on contemporary issues of public administration, public administration analysis and reforming of administrative system.

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Summer School 2007 "Public Administration Education and Training: Innovations in the Teaching Techniques and Process of Education"

From the 25th to the 29th June NISPAcee in cooperation with School of Public Administration of Lomonosov Moscow State University organized the *Summer School 2007* in Moscow, Russia. The event brought together 21 participant from 11 countries including CIS countries, Baltic States, Hungary and Slovakia who spent the best part of one week enjoying the pleasures Moscow, the facilities of the Moscow State University and a series of stimulating presented lectures by eminent lecturers. School of Public Administration provided funds to support lecturers, teaching process, entertainment program and meal for participants. Participants themselves covered the travel costs and accommodation expenditures.

The summer school was targeted at experienced specialists in the field of Public Administration and related disciplines with interests in deepening their teaching and administrative expertise. Applicants were selected from the list of 61 applicants based on their CV and completed application form. People interested in attending the Summer School were asked to complete an on-line regis-

tration form and to send a CV stating previous and current experience and research interests electronically.

The summer school program was 5 days long, the teaching modes were interactive lecture sessions, presentations, simulations and computer exercises. This program was designed as rigorous, challenging summer



"train the trainers" education program that enables faculty and trainers from different educational centers to acquire additional knowledge and skills in the best-of-arts of teaching methodology and teaching techniques as well as gain additional interests in the education and training.

Broadly, the meetings at the school were revolved around the following themes:

- Methods of teaching and training in public administration. Case studies and their effective use in CEE conditions;
- New approaches in distance learning: target group, pro-

grams, syllabi, methodology and technical issues;

- Marketing of PA education & training: competition, quality and content of educational process;
- Active teaching techniques: business games, brain storming, imitations and group training.

The summer school organizers and participants would like to say special thanks to all 5 lecturers, who gave their excellence and tutorials in Moscow and offered new insights on the topics:

Juraj Nemec, Professor, Slovakia; **Molchanova Olga P.**, Professor, Russia; **Kupriachin Gennady L.**, Associate Professor, Russia; **Mysliaeva Irina N.**, Professor, Russia; **Minaeva Ludmila N.**, Professor, Russia

At the end of the school participants were given the evaluation form to express their opinion about the event. All of them reported that the school surpassed their expectations, it was a great opportunity both to growth professionally and to wider their horizons in the field of Public Administration as well as to exceed the personal net of valuable professional contacts. Participants noticed that they had the chance to value from the capabilities of experts and to talk with people of great experience. Moreover some of the techniques explained during the sessions were completely new to participants and differed from those they were used to.

All the participants noticed that they were very grateful for the opportunity to participate in the Summer School. This event considerably contributed to their professional development. It was only pity that there was not enough room to give the chance to participate to more than 25 participants.

Training course “How to be a Better Policy Advisor”

Sarajevo, Bosnia and Herzegovina, September 11 – 14, 2007

ReSPA (The Regional School of Public Administration) organized, in September 2007 in Sarajevo, a NISP Acee training course “How to be a Better Policy Advisor” for participants from Albania, Bosnia and Herzegovina, Croatia, FYROM, Kosovo, Montenegro and Serbia.

ReSPA is a joint initiative of the European Union and the OECD, principally financed by the EU. The initial concept of ReSPA was developed with the objective of boosting regional co-operation in the field of public administration, strengthening administrative capacity and developing human resources in line with the principles of the

Minister in B&H’s Ministry of Justice, member of the ReSPA Steering Committee, Ms. Inga Stefanowicz, ReSPA representative and Ms. Elena Zakova, NISP Acee representative. The training course was successfully led by a team of NISP Acee international trainers – Mr. Alfredas Chmieliauskas (Lithuania), Mr. Gyorgy Gajdushek (Hungary) and Ms. Lesya Il’chenko-Syuyva (Ukraine).

The objective of the training course was to provide participating public officials from the Western Balkan region with an opportunity to increase their knowledge and develop their skills in the design of public



European Administrative Space (Sigma Paper No. 23).

The introduction was made by Mr. Niko Grubestic, Assistant

policy advice and the establishment of channels for its delivery to their respective governments.

At the request of the ReSPA team at the OECD, the initial training module "How to be a Better Policy Advisor" had to be tailored by NISPAcee trainers for the participants. For a target audience of public officials, certain academic parts of the original module were substituted with key elements of change management, project management, team building and policy paper writing skills (alternatives, formulation and evaluation).



The positive feedback from participants and their evaluation of the course indicates that this kind of training is very much needed and appreciated in the NISPAcee region. The participants confirmed in their evaluations that the training course brought them new information and a better understanding of issues in the area of policy making and advice and also opportunities for further personal development. The course also served as an excellent forum for participating officials from the respective countries to share experiences, learn more about each other's countries and institutions and establish new ways of co-operation.



NISPAcee Yearbook in Public Administration and Public Policy

Call for Papers

NISPAcee is working on launching its academic peer-reviewed publication series which will be published yearly and distributed starting from the spring of 2008.

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

Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief

Juraj Nemec, Matej Bel University, Banska Bystrica, Slovakia

Members of Editorial Board

Geert Bouckaert, Catholic University, Leuven, Belgium;

Wolfgang Drechsler, Tallin Technical University, Tallinn, Estonia;

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

Editorial correspondence, including manuscripts for submission, should be addressed to Mr. Juraj Sklenar, deputy editor, e-mail: sklenar@nispa.sk.

Manuscripts should be sent in electronic form.

More information: www.nispa.sk



Translation of Selected Publications into CEE National Languages

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

How to apply

Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe; Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the

distribution costs; Priority will be given to institutions, which will distribute the publication at their own expense; Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

Please send letters of inquiry and applications to NISPAcee Secretariat.

The deadline:

November 30, 2007



The 16th NISPAcee Annual Conference

“Public Policy and Administration: Challenges and Synergies”

May 15 – 17, 2008, Bratislava, Slovak Republic

Organized in cooperation with **The Institute of Public Administration, Bratislava**, and **The Institute of Public Policy, Comenius University, Bratislava**

The annual conferences of NISPAcee focus upon a significant theme which facilitates a better understanding of important issues regarding administrative development and policymaking capacity in Central and Eastern Europe and Central Asia. The Conference includes experts, scholars and practitioners who work in the field of public administration in Central and Eastern Europe (including all countries covered by the NISPAcee membership, the Russian Federation, Caucasus and Central Asia), as well as from many other regions and countries of the world.

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

Main Conference Theme

The 16th NISPAcee Annual Conference invites papers discussing Public Policy, especially in relation to Public Administration, in the regions of Central and Eastern Europe and Central Asia and the Caucasus. The floor is open for theoretical and practical approaches, case studies and general analyses.

The conference main theme also offers a general, comprehensive framework for analyses of the changes and the development of scientific approaches in administrative science in the CEE/CAC region due to the emerging policy science. We hope that the main

theme discussions will eventually enrich our knowledge about the state of the policy science and give hints on the most important steps necessary for further development.

General Session

In order to include a wide array of potential contributors and to make the NISPAcee Annual Conference even more attractive to Public Administration and Policy scholars, experts, and practitioners and to further enhance its position as one of the most important meetings in the field internationally, the 16th NISPAcee Annual Conference will include General Sessions, in which papers that cover topics which go beyond the conference or working group themes can be presented. The only criteria for acceptance are (a) scholarly quality, (b) interest of topic and (c) “from or about the region”, i.e. papers should come from Central and Eastern Europe, Central Asia, and the Caucasus, or be about that region. Such sessions are intended to give scholars the possibility to present their most interesting and recent research which they would wish to share and discuss with an international and knowledgeable audience – and to give them the option to do this in the NISPAcee framework. As with all sessions, the best papers will be published in the Conference Proceedings or NISPAcee Yearbook.

Working Groups

NISPAcee Working Group is a group of researchers and/or professionals associated with NISPAcee who are investigating a particular

public administration or public policy topic. Currently, there are six NISPAcee Working Groups which intend to schedule their meetings during the 16th NISPAcee Annual Conference in Bratislava.

- I. Working Group on Local Government
- II. Working Group on e-Government
- III. Working Group on Integrity in Public Governance
- IV. Working Group on Democratic Governance of Multi-ethnic Communities
- V. Working Group on Public Sector Finance and Accounting
- VI. Working Group on Capacity Building of a Civil Servants' Training System according to EU Requirements

Panel

Getting Public Administration Reform to Work

Deadline for applications to present papers: October 31, 2007

Work plan and papers

The authors of the paper proposals will be informed about the selection results via the NISPAcee web page by the beginning of December 2007.

Registration for the conference: **December 2007**

All additional information about next year's conference will be published on the NISPAcee website: www.NISPA.sk

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 129 Institutional members (from 23 countries), 32 Associate members (from 20 countries).

New Institutional members of the NISPAcee

Department of Public Administration, Social Polytechnic Zagreb, Croatia

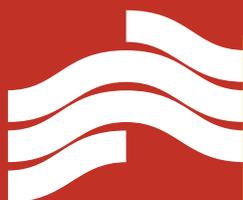
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NISPAcee News is published quarterly. We invite individuals as well as organisations to contribute to the second issue of volume XII. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is November 30, 2007.



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