Public Administration Reform in the Ukraine: Challenges of Transition

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It would not be an exaggeration to argue that successful public administration reform (PAR) in the Ukraine is almost a precondition for economic and social reforms in the country. The realization of this has been increasingly growing in the Ukraine recently. At the 5th January 1999 meeting of the Cabinet of Ministers, where the issue of the PAR in the Ukraine was discussed in detail, Vice Prime-Minister Serhiy Tihipko called the PAR a cornerstone of all economic reforms.

Since 1991 the historical record of this process has not been very impressive either in terms of contents and organisation during these first years of the Ukrainian independence. Some recent developments can be regarded as obvious moves forward, despite that they still carry a burden of the totalitarian society legacy, primarily in the form of the lack of transparency.

[continued on page 2]
The recent growing dynamics in this field of policy making can, to a substantial degree, be explained by the adoption of the Constitution of the Ukraine (1996), which not only laid a basis for further constitution writing efforts (including those related to the improvement of the administration structure), but also served as a strong impetus to initiate the constitution process.

The very first draft of the PAR Concept was prepared early 1996 by the Working Group set up by the Standing Committee of the Verkhovna Rada (Ukrainian Parliament) on Legal Policy and Judicial-Legal Reform. The document had to wait for more than two years to serve as a starting point for the elaboration of another draft by the State Commission on the PAR established early 1998 under the leadership of the former President Leonid Kravchuk. The Commission produced a 60-page document of the PAR Concept but it has never been made public, which serves as a good illustration of how important national building initiatives are treated in the Ukraine’s eighth year of independence. Ironically enough, the Resolution of the PAR State Commission of 25th March 1998 enacted that the public at large, specialists, experts and practitioners should be involved in broad discussions over the provisions of the Concept, and submit their proposals and recommendations to be considered by the Commission. The question, however, remains open as for the effectiveness of such “public hearings” that were meant by the Commission to take only six weeks to be summarized at a regular meeting of the Commission in June.

The Summer and Autumn 1998 saw a series of Presidential Decrees on the PAR (22nd July, 10th September, 21st September) which gave an impression that the process had been marking time, with no significant progress made. This therefore, demanded the direct involvement of the President who was not satisfied with the situation. This impression proved to be true after the November 1998 regular meeting of the PAR Commission, which stated that:

a) as the PAR Concept had been approved by the President, practical work should be started to implement the Reform;

b) the powers of the Commission should be adjusted and formalized/legalized to adequately address the facing challenges (Ministry of Justice officials in attendance of the meeting suggested the Commission be granted the status of an advisory body under the President);

c) whereas it is appropriate to assign the Government responsible for the Reform of the central bodies of executive power, the powers of reforming the bodies of local self-government, as representation authorities of territories, should be addressed by someone else;

d) immediate measures on the implementation of the PAR should be approved through a Presidential Decree.

The Commission failed to reach a consensus on who could be assigned the mission of dealing with the local self-government component of the PAR. Neither was resolved the question of how and where from the required funding could be obtained.

Immediate Measures

Shortly after the PAR State Commission met, the Presidential Decree of 20th November 1998 approved “Immediate measures on the implementation of the administrative reform in the Ukraine” - a comprehensive document comprising of seven major sections covering a wide range of related issues in a consistent and well thought out manner. First of all, it should be noted that the President agreed with the conclusions of the Commission related to the need of re-adjusting and formalizing the powers of the Commission, which, among others, proves that the process of setting
up the Commission one year ago did not receive enough thought with regard to contents and operations. There is also a strong hope, that this case, when the provisions of the Decree which enacted that the Concept be made public, have been be fulfilled (at least partially), will serve an encouraging example to follow in the future.

Two sections of the “Immediate Measures” deal with the reforming of the Cabinet of Ministers and other central bodies of executive power. It should be noted that for the first time in the history of an independent Ukraine, the Concept of the PAR provides for a division between civil servant and politician, which, if implemented, may serve a contribution to achieve political neutrality of the civil service. Successful introduction of this principle is important for both the central government level and the local self-government.

It can be argued, however, that its significance in the midterm is more relevant to the central Ministries and regional authorities (Oblast Sate Administrations), rather than municipalities. The former are those tiers of governance, which currently in the Ukraine (and normally anywhere else in transitional countries) demand more political neutrality for successful implementation of reforms.

Very recent developments in the Ukraine related to the budgeting process have proved this: for the first time during the Ukrainian independence, the 1999 FY budget was approved by the Verkhovna Rada with strong consideration of the municipal interests, but those are undermined or ignored through politically biased (in principle, unconstitutional) budgetary decisions of the Oblast Authorities.

The Decree also stipulates the development of a few new laws and other normative acts to close some critical gaps in the related Ukrainian legislation. For example, the law “On the service in bodies of local self-government”, changes into the law “On civil service.” The chances of this complex legislative package to be speedily adopted by the Verkhovna Rada are not very promising. The good news, however, being the growing consensus on its need, as well as involvement into the process of different sectors of society, which is capable of at least marginally lobbying pro-reform oriented acts.

Another important (as well as extremely encouraging) component of the PAR package, approved by the Presidential Decree, is the Draft Program in Support and Development of Local Self-government in the Ukraine. The document contains a set of measures and projects (some of them scheduled until 2004) aimed at further improvement of the framework Law “On local self-government in the Ukraine” (1997), and development of a genuine Territorial Hromada (Community) as a basis, and the key player, in promoting economic growth locally.

The comprehensive nature of those PAR related measures, which have been recently announced in the Ukraine, and are due to be performed in the midterm, represents a step forward against somewhat ambiguous and contradictory initiatives of a year ago. The terms of accomplishment (as scheduled by the Presidential Decree) seem slightly over optimistic, especially taking into account the already started presidential race, which will, undoubtedly, distract a significant portion of the key actors’ attention. The evidence of a more than before transparent approach on the part of the authorities, might serve as a partial compensation for the presidential campaign’s political engagements, but its possible positive impact can hardly be assessed with hard data. The key achievement of today is that the PAR in the Ukraine has seen the green lights on process, being supported with strong thinking on vision.
Regional Program “Working Together”
Regional Programme for Capacity Building in Governance and Local Leadership for Central and Eastern European Countries

The goal of the Regional Programme “Working Together” is to forge a sustainable regional network of training institutions and specialists, involved in the reform of local governments, through capacity building, focused on good governance and competent local leadership.

The Regional Programme was established with the following objectives:
1. To develop on a regional basis, the capacity of instructional organizations to initiate national programs, through which they will train trainers and instructors to work with local governments to enhance good governance and competent local leadership.
2. To facilitate the information dissemination, expertise exchange and collaboration between countries, through establishing the regional network of capacity building institutions and specialists.
3. To support the development of national programmes focused on the capacity building of local governments.

Regional Support Centre, Network and Steering Committee

Founded in May 1998, the Regional Support Centre is located in Bucharest, Romania and is managed by the Partners Romania Foundation for Local Development (The Foundation for Local Development and Public Service before October 1998)

The Regional Support Center provides for the network members, training institutions from 15 countries, (Albania, Bulgaria, Czech Republic, Croatia, Estonia, Georgia, Hungary, Latvia, Lithuania, Poland, Republic of Moldova, Romania, Russia, Slovakia, Ukraine) following services consistent with the above mentioned objectives:
• Training of Trainers and Instructors Programmes in areas identified as needed in CEE countries.
• Training materials, high quality, user-friendly and easily accessible for translation/adaptation at national level.
• Facilitation of information exchange and collaboration among network members.
• Support for national programmes development.

The common language of the network, used by the Regional Support Centre for all its services is English.

Activity Plan

The activities are structured in time as follows:
• For the period 1995-1998, performed before the Regional Programme approval by LGI/OSI, through which the network of training institutions and countries have been step by step built, and the Regional Program activities and focus clarified.
• For the period May 1998 - May 1999, performed under the Regional Programme 1st year of activity, based on the Steering Committee 1st Meeting decisions, activity approved and financed by LGI/OSI
• For the period May 1999-2000, planned to be held in the Regional Programme 2nd year of activity, based on the Steering Committee 2nd Meeting decisions and being the subject of the present request for funding or other possible funding sources.
• For the period May 2000-2001, planned to be held in the Regional Program 3rd year of activity.

The activities are structured as follows:
Training of Trainers (TOT) programs
Focused on public administration issues as well as on advanced training and managerial skills.

TOT’s for the Regional Programme 1st year of activity:
• Consulting Skills (two weeks TOT, held in September 1998, for 18 trainers from nine countries)
• Elected Leadership (two weeks TOT, held in September-October 1998, for 14 trainers from eight countries)
• Local Government General Management (to be held in April 1999)

TOT’s for the Regional Programme 2nd year of activity:
• Advanced TOT for Training Needs Assessment and Train-
Programmes at Al Nova

ACADEMIA ISTROPOLITANA NOVA (AINova) an institute of higher education in the Slovak Republic invites you to apply for one of the following postgraduate programmes:

EUROPEAN STUDIES: History, Culture and Politics.
A one-year full time programme oriented towards European cultural and social history, political cultures in a European perspective, with the emphasis on the process of European integration. Career opportunities are open for European Studies graduates in both governmental sector (ministries, public administration offices, education and research), and non-governmental sector (EU institutions, mass media, NGOs, banks).

Contact: eurost@ainova.sk

PROFESSIONAL PROGRAMME IN APPLIED ECONOMICS
A modern two-year programme, designed to prepare university graduates for professional careers as economic and financial analysts and consultants, economic policy advisors and system analysts, also for engineers and scientists seeking alternative careers in new and challenging fields.

The Federal Chancellery of the Republic of Austria is offering 10 scholarships for CEE students at the Professional Programme in Applied Economics.

Contact: ppae@ainova.sk

ARCHITECTURAL CONSERVATION STUDIES
The aim: training of professionals whose activities are in the field of maintenance, preservation and adaptation of historic towns and buildings. The programme curriculum: philosophical, cultural, legal, economic, management and technical aspects of cultural heritage conservation.

The study is for Slovak and CEE students free of charge in the academic year 1999/2000.

Limited amount of students can be awarded scholarship to the amount of 6000, SK per month.

Contact: acs@ainova.sk

ENVIRONMENTAL POLICY
Serious environmental problems as well as current changes in Central and Eastern Europe (new environmental laws and regulations, economic transformation, administrative reforms) have given rise to the need for specialists (from governmental and private sector) who are responsible for decision and policy making in the environmental field.

Contact: ep@ainova.sk

Conditions for admission:
university degree in relevant field and good knowledge of English (language of instruction)

SUMMER ‘99 OFFER
Central Europe: Region of Borders
The programme curriculum: specific features and patterns of development, comprehensive overview of modern history, politics and societal development of four countries of Central Europe: the Czech Republic, Slovakia, Hungary and Poland.

Programme co-ordinator: Mrs. Katarína Cigánová, e-mail: kata@ainova.sk
Web page: http://www.ainova.sk
Public Administration on Internet

Welcome to Web Sites

http://www.osi.hu/hesp/index.html
Higher Education Support Program of Open Society Institute, information about its programmes and application possibilities for grants.

http://www.oecd.org/puma/links.htm
Other Public Management Links put together by OECD/PUMA.

http://www.wws.princeton.edu/other/otherpages.html
Web Sites and Home Pages of Other Public Policy Schools put together by the Woodrow Wilson School of Public and International Affairs, Princeton University.

http://www.coleurop.be/
Site of the College of Europe (Bruges, Belgium), a unique innovative postgraduates institute for European studies.

http://www.e-elgar.co.uk/
Site of Edward Elgar Publishing – The International Publisher in the Social Sciences.

The Anti-Corruption Network is a forum where all parties interested in reducing public sector corruption can exchange information about anti-corruption programmes as well as collaborate on regional, national, sub-national initiatives. Ideas and information are exchanged across the Network to allow all constituencies to participate in the design, implementation, and monitoring of effective anti-corruption activities.

The Network is focused primarily on Eastern Europe and the Former Soviet Union. Stakeholder groups in these countries include business, international non-profit organisations, and donor agencies. The co-ordinating body for the Network is a Steering Group composed of several international organisations and major NGOs.

http://solar.cini.utk.edu/~ccsi/ccsihome.html

Civic Action in Eurasia, resources, NGOs, and research related to Civic Action in Eurasia, jobs, grants, exchange, etc.
Calendar of Events

March 15-19, 1999, Workshop
“Political Management and Local Democracy”
Working language: English
Contact: Mrs. Georgheta Ghet, Mr. Eugen Crai,
Territorial Centre for Professional Training for Civil Servants in PA, B-dul
Elisabetta 47, sector 5, Bucharest,
Romania,
phone: +40-1-312 5226,
Fax: +40-1-312 5270,
e-mail: ctptbuc@hades.ro

April 6-9, 1999, Regional Seminar
“Improving Public Sector Service Delivery”
Working language: English
Contact: Gunta Veismane, Director, Maija Bilsena, Director’s Assistant, Latvian School of Public Administration, Raina bulva 4, Riga LV-1050, Latvia,
phone: 371-7-229 116,
Fax: 371-7-921 277,
e-mail: maija@vas.lv

April 12-16 and May 3-7, 1999,
Special Course “TOT on Local Government Management”
Working language: English, translation to Latvian
Contact: Donatas Silauskas, Local Government Training Centre, Riga, Latvia,
phone: 371-7-551 217,
Fax: 371-7-552 252,
e-mail: donatas@lpnc.riga.lv

April 14, 1999, Scientific and Theoretical Seminar on Theoretical and Methodological Background to Effective Performance of State-Owned Establishment at Local Level
Working language: Ukrainian
Contact: Galina Odintsova, 75 Moskovsky Ave.,
31005 Kharkiv, Ukraine,
phone/fax: +380-772-215 343,
e-mail: roo@kbuapa.hkarkov.ua

April 21-24, 1999, Seminar “Resources and Energy Saving Technologies in Public Administration and Local Government”
Working language: Ukrainian
Contact: Petro Shevchuk, UAPA LB, Sukhomlynskoho 16, 290901, Lviv – Brukhoovychy,
Ukraine,
phone: +380-322-593 491, 593 385,
Fax: +380-322-593 385,
e-mail: admin@uapalb.lviv.ua

April 19-22, 1999, Workshop “MPA – Program Validation, supported by University of North London, UK”
Working language: Ukrainian, English
Contact: Olexander Sinytskyy, UAPA LB,
Sukhomlynskoho 16, 290901, Lviv – Brukhoovychy,
Ukraine,
phone: +380-322-593 468, 593 463,
Fax: +380-322-593 463,
e-mail: sina@uapalb.lviv.ua

April 19-23, 1999, Workshop “Local Co-operation”
Working language: French
Contact: Mrs. Georgheta Ghet, Mr. Cornelie Saulean, Bucharest, Romania,
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Fax: +40-1-312 5270,
e-mail: ctptbuc@hades.ro

Working language: Ukrainian, English
Contact: Taras Seniuta, UAPA LB,
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phone: +380-322-593 568, 593 463,
Fax: +380-322-593 463,
E-mail: admin@uapalb.lviv.ua

May 3-7, 1999, Workshop “Municipal Services, Infrastructure”
Working language: English
Contact: Mrs. Georgheta Ghet, Mr. Eugen Crai,
Bucharest, Romania,
phone: +40-1-312 5226,
Fax: +40-1-312 5270,
e-mail: ctptbuc@hades.ro

May 7, 1999, Conference “Theory and Practice of the State Consolidation in Ukraine: History and Modernity”
Working language: Ukrainian, English
Contact: Andry Lipentsev, UAPA LB,
Sukhomlynskoho 16, 290901, Lviv – Brukhoovychy,
Ukraine,
phone: +380-322-593 485, 593 463,
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E-mail: lipen@uapalb.lviv.ua

March 10-14, 1999, Workshop
“Corruption and Ethics in Local Government”
Working language: French
Contact: Mrs. Georgheta Ghet, Mr. Eugen Crai,
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phone: +40-1-312 5226,
Fax: +40-1-312 5270,
e-mail: ctptbuc@hades.ro

May 10-14, 1999, Special Course
“TOT on Strategic Planning for Regional Development”
Working language: English, translation to Latvian
Contact: Donatas Silauskas, Local Government Training Centre, Riga, Latvia,
phone: 371-7-551 217,
Fax: 371-7-552 252,
e-mail: donatas@lpnc.riga.lv

May 17-21, 1999, Multistage Seminar for State Officials and UAPA’s Faculty “Adults Learning (Swiss-Austria-Ukraine)”
Working language: Ukrainian, German
Contact: Sergey Romashko, UAPA LB,
Sukhomlynskoho 16, 290901, Lviv – Brukhoovychy,
Ukraine,
phone: +380-322-593 460, 593 463,
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e-mail: admin@uapalb.lviv.ua

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Review of Activities

March - June, 1999, Special Course
“Management in the New Local Government’s Units”
Working language: Polish
Contact: Malopolska Institute of Local Government and Administration (MISTIA),
Cracow, Poland,
phone: +48-12-6335 154,
Fax: +48-12-6335 154,
633 9800,
e-mail: mistia@mistia.org.pl
Working language: Ukrainian, Russian, English
Contact:
Vasily Lisnichiy, 75 Moskovsky Ave., 310050 Kharkiv, Ukraine,
phone/fax: +380-572-214 546, e-mail: root@kbuapa.kharkov.ua

May 26, 1999, European Conference „The Enlargement of the European Union“
Working languages: English, French, German
Contact:
Dr. Thomas Kröker, DBB-Bundesgeschäftsstelle, Peter-Hensen-Str. 5-7, D-53175 Bonn, Germany
phone: +49-228 811 190, fax:+49-228 811 171, e-mail: post@dbb.de

Working language: English
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Mrs. Georgetha Ghete, Mr. Eugen Crai, Bucharest, Romania,
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May, 1999, Conference “Benchmarking”
Contact:
Małopolska Institute of Local Government and Administration (MISTIA), Cracow, Poland
phone: +48-12-6335 154, +48-12-6335 154, 633 9800, e-mail: mistia@mistia.org.pl

May - September, 1999, Special Course “Ukraine 2001”
Working language: Ukrainian
Contact:
Petro Shechuk, UAPA LB, Sukhomlynskoho 16, 290901, Lviv – Bruhkovychy, Ukraine,
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phone: +40-1-312 5226, fax: +40-1-312 5270, e-mail: ctpbuc@hades.ro

June 13-17, 1999, SCEPSTA Annual Conference “Ethics in Training and Training in Ethics”
Working language: English
Contact:
Donatas Silauskas, Local Government Training Centre, Riga, Latvia,
phone: +371-7-551 217, +371-7-552 252, e-mail: donitas@lpmc.riga.lv

June 14-18, 1999, Workshop “Sources of Income for Local Budgets”
Working language: English

June 22-23, 1999, International Seminar on Regional Sciences
Working language: Czech
Contact:
Dr. Jiři Vystoupil, Dept. of Regional Economics & Administration, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic,
phone: +420-5-43 523 240, fax: +420-5-43 523 222, e-mail: maryas@econ.muni.cz

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June 28 – July 3, 1999, Multistage Seminar for State Officials and UAPA’s Faculty “Adults Learning (Swiss-Austria-Ukraine)”
Working language: Ukrainian, German
Contact:
Sergey Romashko, UAPA LB, Sukhomlynskoho 16, 290901, Lviv – Brukhovychy, Ukraine,
phone: +380-322-593 460, 593 463, fax: +380-322-593 385, e-mail: admin@uapalb.lviv.ua

July 4-11, 1999, Seminar “Information and Communications Technology in the Relationship between Public Administration and Citizens”
Working language: Romanian
Contact:
Alex Tanase, Black Sea University Foundation (BSUF), 50, Primaverii Blvd., 7197 Bucharest 1, Romania,
phone: +40-1-222 4118, 222 7001, fax: +40-1-222 4118, 222 7001, e-mail: bseea@brnc.ro

July 5-9, 1999, Workshop “Organisation and Management of Local Public Services”
Working language: English
Contact:
Mrs. Georgetha Ghete, Mr. Corneliu Saulean, Bucharest, Romania,
phone: +40-1-312 5226, fax: +40-1-312 5270, e-mail: ctpbuc@hades.ro
July 12-16, 1999, Workshop “Methodology for Collecting and Analyzing Information on Local Social-Economic Situation”
Working language: English
Contact:
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July 25 – August 1, 1999, Seminar “Legislative Reform in Public Administration”
Working language: Romanian
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e-mail: bseaur@rcn.ro

August 22-29, 1999, Seminar “Public Service Management”
Working language: Romanian
Contact:
Alex Tanase, BSUF, 50, Primaverii Blvd., 71297 Bucharest 1, Romania,
phone: +40-1-222 4118, 222 7001, fax: +40-1-222 4118, 222 7001,
e-mail: bseaur@rcn.ro

August 31 – September 1, 1999, Scientific and Practical Conference on Regional and Local Government in the Ukraine and Abroad: Contemporary Experience
Working language: Ukrainian, Russian, English
Contact:
Galina Odintsova, 75 Moskovsky Ave., 310050 Kharkiv, Ukraine,
phone/fax: +380-572-215 343, e-mail: root@kbuapa.kharkov.ua

August, 1999, International Meeting “Project Management”
Contact:
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Cracow, Poland
phone: +48-12-6335 154, fax: +48-12-6335 154, 633 9800,
e-mail: mistia@mistia.org.pl

August, 1999, Summer School of Public Economics
Working language: Czech
Contact:
Mr. Vladimir Hyane, Dept. of Public Economics & Administration, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic,
phone: +420-5-43 523 237, fax: +420-5-43 523 222,
e-mail: hyane@econ.muni.cz

September 6-8, 1999, Conference “Designing the Future in Europe ’99”
Contact:
Assoc. Prof. Frantisek Petrasek, Civic Futurology Society, Cerna 13, 110 00 Prague 1, Czech Republic,
phone: +420-2-295 444, fax: +420-2-2491 1937,
e-mail: petrasek@vse.cz, barbora@vse.cz

September 9-12, 1999, Conference “Societal Changes and Social Policy Responses”
Contact:
Prof. Martin Potucek, Institute of Sociological Studies, Faculty of Social Sciences, Charles University, Celetna 20, 116 36 Prague 1, Czech Republic,
phone: +420-2-2449 1492, fax: +420-2-2422 7950, 2421 0505,
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Working language: Ukrainian
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Vasily Linschit, 75 Moskovsky Ave., 310050 Kharkiv, Ukraine,
phone/fax: +380-572-214 546, e-mail: root@kbuapa.kharkov.ua

September 23-24, 1999, Conference “Municipality and School III”
Working language: Czech
Contact:
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phone: +420-5-43 523 223, fax: +420-5-43 523 222,
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September 23-25, 1999, Conference “Slovene Administration”
Working language: Slovene, English
Contact:
School of Public Administration, University of Ljubljana, Ljubljana, Slovenia,
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September, 1999, Conference “Ethics in Strategic Management”
Contact:
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Cracow, Poland
phone: +48-12-6335 154, fax: +48-12-6335 154, 633 9800,
e-mail: mistia@mistia.org.pl

September, 1999, International Seminar on Department of Finance
Working language: Czech
Contact:
Assoc. Prof. Viktoria Cejkova, Dept. of Finance, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic,
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Recent Publications

“New State, New Millenium, New Public Management: Coping with the Problems of Transition: The case of Slovenia”
Editors: Morton R. Davies, Miha Brejc, Stanka Setnika-Cankar, Mirko Vintar,
Publisher: School of Public Administration, University of Ljubljana, and Liverpool University,
Language: English, Price: 1260 ST.
Resume: This book addresses some of the problems of transition in Slovenia. The ideas and analysis presented in this volume will provide „food for thought“ in many transitional societies.
Contact:
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University of Ljubljana, Ljubljana,
Slovenia,
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e-mail: simona.koncnik@vus.uni-lj.si

“Baltic Economic Case Studies”
Editor: Barry Lesser,
Publisher: Latvian School of Public Administration,
Language: Latvian
Resume: Economic Case studies are real economical situation samples from economical transition period in Latvia. They have been designed as teaching materials for different training programs on economical subjects.
Contact:
Maija Bilsena, Latvian School of Public Administration, Raina bulv. 4, Riga LV-1050, Latvia, phone: 371-7-229 116,
fax: 371-7-821 277,
e-mail: maija@vas.lv

“Local Government Finances: Options for Reform”
Authors: Kenneth Davey, Gabor Peteri,
Publisher: Pontes Ltd. Nagykovacs, Hungary 1998. Language: Hungarian, English
Resume: The book focuses on local government issues in Hungary. First chapter discusses the allocation of functions, relationship between institutional changes and reform of inter-governmental transfers. Two sets of fiscal policy options with basic simulations are analysed: incremental and radical changes.
The authors’ major proposals are to incorporate own source revenue raising capacity into the grant allocation formula, to introduce local surcharge on personal income tax, to develop value based local property taxation and to support cooperation among municipalities by fiscal measures.
The last chapter gives an overview of local service delivery methods with a special focus on contracted services.
Contact:
Local Government Know How Programme, Kolozsvár tca 22/a,
H-2094 Nagykovacs, Hungary,
e-mail: gabor_peteri@compuserve.com
(the book is free of charge)

“Exchange Rate of the Slovenian Tolar in the Context of Slovenia’s Inclusion in the EU and in the EMU”
Author: Vladimir Lavrac,
Publisher: Institute for Economic Research
Contact:
Dr. Peter Stanovnik, phone: +386-61-345 787,
fax: +386-61-342 760,
e-mail: stanovnikp@ier.si

Publications of Kharkiv Branch of the Ukrainian Academy of PA, Kharkiv, Ukraine

“Philosophy of Education: Change of Orientations”
V. Korzhenko; UAPA Publishing House; Ukrainian language; Price 7 GRN
Resume: The monograph investigates problems of changing philosophical paradigms and suggestions and the place of the role of human education as an essential factor in the development of society.

A. Nechitaylenko; UAPA Publishing House; Ukrainian language; Price 3.50 GRN
Resume: The manual elucidates the issues of the origin and essence of law and its interrelation to other social norms that are valid in the society.

“Management of Investment and Innovation Activity on the Basis of Project Analysis”
A. Iakovlev; UAPA Publishing House; Ukrainian language; Price 5 GRN
Resume: The structure and content of project analysis are considered as well as the necessity of its use to create high
quality innovations and to render services.

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Publications of Lviv Branch of Ukrainian Academy of PA, Lviv, Ukraine

“East Galizia and Poland in 1918-1923: Problems of the Relationship”
Orest Krasivskiy; UAPA Publishers; Ukrainian language; Price 15 GRN
Resume: Complex analysis of the relationship between Ukraine and Poland in 1918-1923

“History of the Social Movements and Political Parties in the Ukraine: XIX – XX Centuries”, Yaroslav Malych (Ed.); Lviv State University; Ukrainian language; Price 15 GRN
Resume: Discovering processes of arising and consolidation of the social movements and political parties in the Ukraine in XIX – XX centuries

“Intro to Political Science, Vol. 3”
Borys Kukhta (Ed.); UAPA LB; Ukrainian language; Price 12.5 GRN

Resume: Considering main aspects of the political science, particularly political culture

“Occasional Seminars, for Excellence, 1998-1999”, Anatoliy Chemerys (Ed.); UAPA LB; Ukrainian language; Price 3.5 GRN
Resume: Collection of special seminars in advanced training for state officials and managers of state enterprises

“Strategy for Business Development and State Regulation of Economics”
Igor Alekseev (Ed.); UAPA; Ukrainian language; Price 8 GRN
Resume: Review of existing state regulation systems related to the opportunities for business development

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Visiting Professors

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Peniks Janis, Prof.,
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7th NISPAcee Annual Conference
‘Improving Relations between the Administration and the Public’ and the NISPAcee Business Meeting

Ludmila Gajdjošová, NISPAcee Executive Director, in co-operation with the working sessions and working groups co-ordinators

The 7th NISPAcee conference was held in Sofia, Bulgaria, on March 25th-27th, 1999 and organised in co-operation with the Sofia University and the New Bulgarian University. This year’s conference was positioned to examine administrative reforms from a broader perspective bearing in mind the citizens as the clients of the services provided by the state. Improving the relationships between the administration and the public, and providing responsive services to citizens were the main themes of the conference discussions. The goal was not only to use the conference as a forum for exchanging research results on the overall theme, but also to teach interested participants more about this important reform area.

Accordingly, the plenary session at the beginning of the conference utilised an opportunity to provide the conference participants with information about the recent development of public administration and the state of public affairs in Bulgaria. Four Bulgarian speakers presented their views and experience.

Mario Tagarinski, Minister of the State Administration explained the Public Administration reform process in Bulgaria, stressing the important dialogue between civil society and the political level. In explaining the government strategy he pointed out that the whole administrative system had been analysed, and attention was being given for the first time to the legal status of civil servants through a civil service act which was in 2nd reading in the Parliament. Plans for reform include the inception of an Institute of Public Administration and EU Integration, improving information policy, and dialogue with civil society as the state withdraws from regulating the social processes. The EU Integration and Institution building are the pillars around which the strategy is built.

The presentation of Vladislav Slavov, President of the Supreme Administrative Court provided the audience with a sense of history going back to 1888 as he traced the evolution of the Court. Since transition, the court has been functioning for two years, and has the main tasks of controlling the legality of acts and raising the quality of decisions rendered by civil servants. The change in the attitudes of civil servants towards citizens, by getting them to focus on the results of administrative actions on the citizen, is an important mentality change that needs to occur in Bulgaria according to Judge Slavov.

Assen Djulgerov, General Secretary of the Sofia City Municipality spoke about a process, which allows direct access of citizens to the Municipality of Sofia. This is accomplished by organising a Citizen Reception Room where a member of the public can meet the person working in the Municipality against which he has a complaint. This institution provides useful feedback. Nearly one third of citizens ask to see the Mayor, and about 25% ask to see the Deputy Mayor for Restitution and Construction. This type of reception office fills an important gap in Bulgaria - namely that of not having an ombudsman type of institution.

Ludmil Georgiev, Vice-Rector of the New Bulgarian University, stressed the need for a management rather than administratively oriented system of government to meet the challenges of internationalisation, privatisation and decentralisation facing Bulgaria currently. The traditional view of the apathetic citizen being taken care of by adminis-
trators’ needs to be replaced by methods that reinforces participation. Public participation creates a sense of ownership of public decisions. Bulgarian citizens are more and more concerned about being consult-ed as evidenced, for example, from the popularity of call in radio shows about public opinion of administrative decisions.

After the opening plenary the conference was split into two thematic working sessions focusing on the conference theme and two working groups focusing on topics which generated considerable interest at last year’s conference in Prague.

Results and recommendations of the working sessions and working groups were reported to the conference participants during the closing plenary session.

More than 130 participants from 26 CEE and also Western countries and the US appreciated the intensive and fruitful working programme of the conference. They were also well enriched by the pleasant social events which provided participants with a good opportunity to relax and enjoy the pleasant social atmosphere, and to visit some interesting parts of Bulgaria as well. We would like to thank the Sofia University, mainly Mrs. Albena Taneva and Mr. Todor Tanev, and to the New Bulgarian University, mainly Mr. Ludmil Georgiev, for their efforts their devotion to the conference preparation and implementation which contributed in a great deal to the overall success of the conference.

Reports on Working Sessions

Working Session I

Improving Accessibility and Participation

Co-ordinators:
Joanne Caddy, SIGMA/OECD, Paris France, and
Emilia Spiridonova-Kandeva, New Bulgarian University, Sofia, Bulgaria

This working session covered a large number of topics - ranging from public participation in local strategic planning to issues of transparency in the award of national public contracts - as was to be expected given the breadth of its title. The nine papers from seven countries presented in the session provided a useful basis for debate, while the diverse backgrounds of the participants (drawn from national administrations, NGOs, training centres and schools of public administration) brought a significant wealth of experience to bear on the issues under review. Despite such diversity, and the exploratory nature of the discussions, the focus throughout was on the conditions needed to bring about concrete improvements in the openness, responsiveness, and quality of the public administration’s relations with citizens.

Three main components were identified as being essential in this regard, namely: laws, institutions and attitudes. A clear legal basis for citizens’ rights of access to information, rights of standing and appeal of administrative decisions was considered to be of fundamental importance - as was the specification of the responsibilities and obligations of the public administration itself, for example, by means of a law on administrative proce-

The conference participants highlighted the scope, rewards and limits of their relations was highlighted.

Although the group made good progress in providing preliminary answers to the key questions of ‘why’, ‘who’ and ‘how’ to improve accessibility and participation – much remains to be done in the fields of research, reform and practice in order to achieve tangible improvements in relations between the administration and the public it serves.
Working Session 2

Reducing the Administrative Burden

Co-ordinators:
Jeffrey Straussman, Syracuse University, New York, USA, and
Mirko Vintar, School of Public Administration, University of Ljubljana, Slovenia

Twelve papers from six countries were presented at the conference in this session. At the very beginning it became obvious that the problem being addressed is more or less common to all countries, regardless of the state of economy or general development level. Discussion started with an attempt to define the notion of the “administrative burden”, possible perspectives for its further analysis and its decrease. Participants agreed that the main course of action should be focused on rationalisation of all public activities through increased efficiency and effectiveness of public administration organisations, however without detracting from quality of services, right of choice or user-friendliness of the administration. Presentations of papers highlighted different possible approaches to reducing the administrative burdens through decentralisation and better organisation of local services, better human resource management, improved training and innovative use of information and communication technology.

Reports on Working Groups

1. Working Group on Politico-Administrative Relations

Co-ordinators:
Tony Verheijen, University of Leiden, The Netherlands,
E-mail: Verheijen@ruifsw.fsw.leidenuniv.nl, and
Aleksandra Rabrenovic, University of Belgrade, Yugoslavia,
E-mail: saska@eunet.yu

The working group on politico-administrative relations was established at the 1998 NISPAcee Annual Conference in Prague. The research activity under the working group in 1998-1999 focused on the development of country studies on politico-administrative relations and a comparative analysis, based on a research protocol for comparative research developed by the co-chairs of the group. The discussion during the working group meeting in Sofia focused on the analysis of factors determining the nature of politico-administrative relations, the development

session focused on the influence of political culture and history on the development of politico-administrative relations. The second session dealt with the question why laws have so far had only a limited impact on the stabilisation and professionalism of the administration. The third session dealt with a typology of policy processes designed by Georg Soota. This typology could help explain the often-unpredictable differences in practice in Central and Eastern European states at given times.

In the session on methodology the usefulness of existing configurations for the analysis of politico-administrative relations was debated. There was general agreement on the fact that the models used thus far, do not allow sufficiently for the dynamic situation in states in transition. Two members of the working Group will design a methodology for comparative...
analysis of politico-adminis-
tative relations, to facilitate further 
comparative research.

Objectives of research agenda
1. Widening the number of 
country studies on politico-
administrative relations in 
central government.
2. Developing the local govern-
ment dimension of the working 
group.
3. To design new methodologies 
for comparative analysis.
4. To draft thematic papers on 
possible solutions to the 
problems of politico-adminis-
trative relations. The following 
areas have been identified 
thus far:
• Organising policy advice 
and reconciling politicians 
and civil servants
• Educating politicians, an 
inventory of instruments
• Literature paper on profes-
sionalism as an instrument 
of stabilising politico-admin-
istrative relations
• Alternative approaches to 
re-design politico-adminis-
trative relations

For more information contact 
working group coordinators.

2. Working Group on System of Social Security and Unemployment, Youth and the Elderly

Co-ordinators:
Janos Hoos, Centre for Public 
Affairs Studies, BUES, Budapest, 
Hungary,
E-mail: janos.hoos@jkut.bke.hu, 
and
Markéta Miková, Research Insti-
tute for Labour and Social 
Affairs, Prague, Czech Republic, 
E-mail: jarka@ecn.cz

Nine papers dealing with the 
subject were presented in the 
working group from following 
countries: Armenia, Czech 
Republic, Estonia, Latvia, Hunga-
ry, Macedonia, Russia, Ukraine 
and Croatia. The papers were 
country case studies based upon 
field research. The working 
group had two aims:
- exchange by participants 
about the social security 
system of their countries;
- make recommendations 
about future policy making 
and research.

The group concluded that every 
country evaluated in the 
discussion could be considered 
as a special case, as there are 
great differences among them. 
However, at the same time there 
are very essential common 
features as well and both of the 
differences and common 
characteristics have important 
messages for the future policy-
making and research. The follow-
ing main lessons can be drawn from papers and 
the discussion:
• Although it is very 
important to consider the whole system of 
social security, there are some key issues and 
priorities to be investigated and to be de-
veloped which are: unemployment, poverty and 
gender problems.
• The data related to 
social policy should be 
handled very carefully by 
distinguishing the so-called 
oficial and unofficial data.
• The ratio of the so-called non-
market economy is very high 
in some of these countries.
• It is very important from the 
social policy point of view, as 
well to invest into the human 
capital and the infrastructure 
of these countries.
• In order to find solutions for 
the problems of social securi-
ties one needs to simulta-
neously take account of the 
proper rate of economic 
growth and efficient system of 
social security.
• In the cases of many of these 
countries the unstable interna-
tional political and economic 
situation and the refugee 
problem should be taken into 
consideration.

The members of the working 
group agreed to form a research 
group to further evaluate the 
discussed subjects and to apply 
for funding for future research.

Business Meeting

After the closing plenary of 
the conference, the NISPAceee Busi-
ness Meeting was held. NISPAceee 
annual reports (activities, 
finances) and future plans were 
presented to representatives of 
NISPAceee members and other 
participating interested guests. 
The future development of the 
organisation towards its 
sustainability was also on the 
discussion. To meet in a larger 
scope part of the administrative 
costs of the organisation, the 
general assembly approved an 
increase of membership fees for 
Institutional members from US 
$100 to US $150 per year, 
effective from the year 2000.
Call for Participation

Working Group on Better Quality Administration for the Public

The central theme of the 7th NISPAcee Annual Conference “Improving Relations Between the Administration and the Public” was explored by two groups of academics, teachers and practitioners attending the conference. Working Session I addressed the issue of “Improving Accessibility and Participation” and Working Session II focused on “Reducing the Administrative Burden”. While both groups made considerable progress in establishing an analytical framework, identifying key problems and reviewing potential solutions in their respective areas, they also recognised that more empirical investigation would be necessary – preferably of a comparative nature.

It was in this spirit that Working Sessions I and II joined forces during the last session of the conference to outline a common research agenda and to establish a Working Group on Better Quality Administration for the Public which would develop this theme further through co-ordinated empirical research. The main issue for the this Working Group will be to conduct empirical research on concrete cases – which may be drawn from the national, regional and local levels.

A set of detailed ‘Guidelines for Research’ to be conducted under the auspices of the Working Group is currently being drafted and will be made available on the NISPAcee website together with a ‘Call for Papers’ setting out the schedule by which the work will be carried out. If you are interested in participating in the Working Group please contact the co-ordinators, whose email addresses are provided below.

Co-ordinators of the working groups:
Joanne Caddy (SIGMA, Paris), email: joanne.caddy@oecd.org
Mirko Vintar (University of Ljubljana, Slovenia), email: mirko.vintar@vus.uni-lj.si
Two Years of East-East Exchanges

“I am sure that the knowledge I obtained from my meetings with the representatives of the Hungarian Parliament will help me in my future work”, expresses Irena Sergeeva, Student, Yekaterinburg, Russia.

“Information collected during the visit to Charles University, Prague was used for the preparation of the master paper by the students of the Dnipropetrovsk Branch of the Ukrainian Academy of PA and in the improvement of new modules of the programme, “Master of Public Administration”, says Yuri Navruzov, Dnipropetrovsk, Ukraine.

These are just some of the quotations from the reports of those grantees who participated in one of the most successful NISPAcee activity East-East Exchange Programme.

The programme aimed to extend the possibilities of mobility of scholars, professors and students within Central and Eastern Europe to understand and learn more about the public administration situation in CEE countries.

Thanks to the grant awarded to NASPAA (National Association of Schools of Public Affairs and Administration, USA) for NISPAcee by The Pew Charitable Trust, this activity could start its first phase and the visits were carried out during the 1997-1998 and continued in a second phase ended in March 1999.

The Exchange Programme Selection Committee appointed by the NISPAcee Steering Committee was working on a selection of applications for the two years of the project’s duration. The Committee selected 97 students who were awarded grants within the Students Exchange Programme and 18 scholars within Visiting Scholars Programme and the Invited Speakers Series in the two-year of the existence of the project.

The participants and the NISPAcee Steering Committee extend their appreciation to the sponsors and the members of the Exchange Programme Selection Committee chaired by Georg Sootla, Tallinn Pedagogical University, Centre of Public Administration, Estonia in co-operation with Stanka Setnikar-Cankar, University of Ljubljana, School of Public Administration, Slovenia; Janos Hoos, Budapest University of Economic Sciences, Hungary; Martin Potuček, Institute of Sociological Studies, Faculty of Social Sciences, Charles University, Czech Republic; Vladislav Romanor, the Ukrainian Academy of Public Administration, Office of The President of Ukraine, Dnipropetrovsk Branch, Ukraine.

In the years 1997 - 1998 the most active and attractive institution in these programmes was the Budapest University of Economic Sciences, Hungary which hosted five groups of students (from Poland, Russia and the Ukraine) and two scholars from Russia. They offered academic lectures for students as well as extensive knowledge and expertise for visiting scholars, and visits to the Parliament and local government units. Some of the visits were reciprocal when the initiators of the exchanges were professors from the following universities: Georg Sootla, Tallinn Pedagogical University and Gyorg Jenei, the Budapest University of Economic Sciences.

High appreciation comes to Tomáš Kučera (see the picture), Head of the Dept. of Demography and Geodemography, Charles University, Prague, Czech Republic who was directly involved in hosting two groups of students from Dnipropetrovsk, Ukraine.

Thanks to his determination, the participants obtained new insights and new experiences which brought range of perspectives for the future work.

Each participant has submitted the Final report on the accomplishments of the goals and objectives of the exchange programme including either the results of the research or by presenting an insight into the problems derived from the different regions.

The following are short reports of some participants who highly appreciated the possibility to join the NISPAcee Exchange Programme.
Russian Professors and Students of Public Administration in Budapest

Sergei Pushkarev
Assistant Professor, Ural Academy of Civil Service, Yekaterinburg, Russia

In early February, Professor Ivan A. Koch and Professor Sergei S. Pushkarev, together with the students Irina Sergeeva, Yelena Tereschenko, Sveta Goreva, Natalia Kondakova, Tatiana Ignatenko, Tatiana Tarazanova, Natalia Domovesova, Tatiana Barakshina and Aleksei Terebenin from the Ural Academy of Civil Service in Yekaterinburg, Russia, visited the Centre for Public Affairs Studies, the Budapest University of Economic Sciences. We were invited by Professor György Jenei and Professor

Laszlo Varadi from CPAS. While the students attended lectures, debated PA topics and enjoyed the rich cultural life of Budapest, Professor Koch and Professor Pushkarev had several meetings with the faculty members at CPAS. These discussions focused on possible ways to do joint research and exchange information. It was interesting for us to get to know how the Centre operates, what the Centre’s current projects are and how they are managed. We used the opportunity to visit several foundations in Budapest, including OSI/Budapest, LGI, HESP, and the Central European University. We managed to get first-hand information on different programs and activities which are of interest to us.

The program for the students included lectures and discussions on the Hungarian political system, fiscal policy, problems of contracting out in government, the phenomenon of international bureaucracy, and the limits of state intervention. The students had a chance to compare the teaching styles and the topics discussed with those they are familiar with in Russia. Besides in-class meetings, there were several meetings with professionals. There was a meeting with Professor Imre Verebely from the Hungarian Institute of Public Administration who shared his vision of the reforms in Hungary. The students visited the Hungarian Parliament where they had a briefing with Istvan Zoltos, the Deputy Chief of Staff, and Peter Sardi, Head of the International Office. Whenever the students had any free time, they enjoyed the unique flavor of Budapest cultural and tourist attractions. Without any doubt, it was a valuable addition to their experience.

This visit followed the trip made by two Hungarian students to the Ural Academy of Civil Service in Yekaterinburg.

Internship Programme for Ukrainian Public Servants in Poland

Anna Opanasiuk
UAPA Doctorate Student, Kiev, Ukraine

After an active preparation of the Students’ Exchange programme, 15 students from the Ukrainian Academy of Public and Administration in Kiev visited the School of Public Administration in Lodz, Poland.

The main goal of our visit which lasted from the 7th -18th September 1998 was to get acquainted with the system, functions and the tasks of the public administration in Poland.

At the very beginning of our special study stay we familiarised ourselves with the School of Public Administration structure, organisation and the mission of the school. We were informed about the practically oriented curriculum which was opened for international experience and flexibility corresponding to the changes and reforms introduced in Poland.

Lectures organised by SPA enlarged our knowledge on division of budget resources between the state budget and local government, central management versus the micro management of public resources. Of great interest was the lecture oriented on the structure of

Sergei Pushkarev and Ivan Koch (from the left), two scholars from Ural Academy of PA, Russia visiting The Budapest University of Economic Sciences, Hungary

György Jenei and Kenneth Baar (from the right), a visiting lecturer at BUAS, giving lectures to students from Ukraine and Russia

Anna Opanasiuk
public administration in Poland and on current problems connected with public administration reform implementation. We obtained more theoretical knowledge about the “Civil Service Law” recruitment and the promotion of public servants and civil service training system in Poland, for example.

In addition to the speeches and practical issues of administration modernisation we have gained invaluable experience in the areas of this expertise.

Visiting the City Council of Lodz we discussed the problem of responsibility for city co-operation with Eastern European markets. We have learned that there are various attempts made by the city authorities to create a positive image of the city and to attract foreign capital for important investments. The meeting with the “Burgomister” of The City Office of Leczyca, Mr. Krzysztof Lipinski, was based on the discussion about the organisation and functions of Leczyca Commune organs as a typical example of gmina (a body of executive authority in Poland).

At the Centre for European Studies we discussed the organisation, structure and tasks of the Centre with regard to political, social and cultural aspects of the integration process into the EU.

In the Ukraine there is a wide range of unsolved problems in the field of public administration. For us it was very interesting to know how similar problems are solved in Poland. In conclusion I would say that it was very useful:
- to see the role of governmental bodies in the realisation of administrative reform in Poland;
- to become acquainted with modern literature and legislative acts in the field of Public Administration;
- to establish contacts with foreign scientists;
- to know more about the history and the culture of Poland;
- to take part in the lectures, seminars, disputes, and meetings with public servants, who are working for the governmental structures.

Many thanks to the organisers of our special study in Lodz for taking the time and trouble to provide with us all the possible information we needed.

![The caption: Ukrainian students of the Students Exchange Programme in Poland (left to right: Natalia Petrenko, Oleksandra Vynogradova and Yulianna Kutsenko) in the library of the Institute of European Studies in Lodz, branch of the Institute of Public Administration in Maastricht]

We had fruitful lectures with the students from University of Mateja Běla in Banská Bystrica. The lectures were concentrated on various topic. Mr. Leoš Vítek had lectures on actual issues in the public finance during the transition, Tax reforms in the Transitional Economies, Public Administration in Czech Republic and Tax policy in the Developed Countries. He explained development public expenditures, some changes in the institutional infrastructures of the central government administration and relations between politicians and bureaucrats.

Mrs. Alena Maaytová explained Fiscal Policy into the Transitional Economies, Non-profit sector in the Transitional Economies and Future of Czech health system. Last lecture was concentrated on the problem connected with financing the health care providers and the problem effective allocation of public revenue flow in the health system.

During our week in Banská Bystrica we took a lot of varied information from the area of macroeconomic, social and political development in the Slovak Republic. The main notion made after meeting and discussions was that in spite of the fact that the reform in Czech Republic began earlier than in Slovakia, but the present situation in many fields of public sector is similar. We prepared the research project “Administrative and Compliance Cost of Tax Administration in the Selected Transitional Countries”.

The most important results according to our point of view are collection of data about social policy, fiscal policy, transmissions new scientific information between Czech Republic and Slovakia and support of connections between students and lectures from University of Economics Prague and the University of Mateja Běla in Banská Bystrica.
Alena Brunovská Award for Teaching Excellence in Public Administration

The NISPAcee Steering Committee has decided to launch this award in memory of Alena Brunovská, one of NISPAcee’s founders and the first Chair of the NISPAcee Steering Committee. The award is a tribute to her commitment to the development of public administration education in the region of Central and Eastern Europe.

Eligibility
To be eligible candidates must:
• be full-time faculty members of an institute of public administration or university;
• have been actively teaching during at least three of the five most recent academic years (i.e. at least 50% of the full-time teaching load defined by the academic regulations of their respective institutions);
• be teaching courses at undergraduate or graduate level or for programmes of professional in-service training; those who are currently administrators of programmes are not eligible (e.g. dean, director, department head etc.)

Procedure for nomination
In submitting a nomination, the following procedures apply:
• candidates must be nominated by their department or faculty (self-nominations will not be accepted). It is recommended that a collegial process be used for selecting candidates;
• nominations should include all of the following: i) a completed nomination form; ii) the curriculum vitae of the candidate; iii) a description of the candidate’s principal achievements in each of the areas covered by the selection criteria; iv) five letters of reference (two of which from students; two from colleagues on leadership in pedagogy and contribution to research, respectively; and one from a public official working in the national, regional or local administration on the candidate’s contribution to the practice of public administration);
• nominations must be received by the NISPAcee Secretariat by 1st December of the year preceding the award (e.g. 1st December 1999 for the award presented in 2000).

Selection criteria
Candidates will be assessed on the basis of their performance in the following fields:
• teaching excellence: outstanding performance in classroom teaching
• leadership in pedagogy: in all non-classroom activities which contribute to improving the teaching of public administration

Although the main emphasis is on the criteria set out above, the following will also be taken into consideration:
• contributions to the practice of public administration: all activities which support improvements in the public administration of the candidate’s country or region
• applied research: research and related activities which advance the practice of public administration

Selection procedure
A Selection Committee will be appointed by the NISPAcee Steering Committee to review the applications and to designate the award winner. Decisions of the Selection Committee will be final and binding. The results of the competition will be made public as soon as the Selection Committee delivers its decision.

Award and public lecture
The recipient of the Alena Brunovská Award for Teaching Excellence in Public Administration will receive a certificate (accompanied by a monetary prize of 500 US) at the award ceremony to be held during the NISPAcee Annual Conference. The recipient may be invited to deliver a lecture to the Conference on a topic of his or her choice, within the field of public administration. In this event, travel and expenses will be covered for such participation.

Further information and nomination forms
Nomination forms and a copy of the Guidelines for the Preparation of Nominations (in which the selection criteria and nomination procedures are specified in more detail) may be obtained from the NISPAcee Secretariat.

The Alena Brunovská Award
NISPAcee Secretariat
Hanulova 5/B
840 02 Bratislava 42
Slovak Republic

Tel/fax: +421 (7) 6428 5357, 6428 5557
email: nispa@nispa.sk
http://www.nispa.sk
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NISPACee would like to express its thanks to the first donor -
NASPAA (National Association of Schools of Public Affairs and Administration), Washington, USA. The contribution was given by Dr. Michael Brinnall, Executive Director of NASPAA during the business meeting at the 7th NISPACee Annual conference in Sofia, Bulgaria, March 27th, 1999.

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Announcement of a Discussion Paper Series

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or:
Local Government and Public Service Reform Initiative (affiliated with the Open Society Institute)
Nador utca 11
1051 Budapest, Hungary

Discussion Papers Series are distributed by NISPACee among all NISPACee members and interested institutions and individuals free of charge. Orders should be sent directly to NISPACee Secretariat. The following Discussion Papers were published by LGI and made available from NISPACee Secretariat:

No.1. Jeffrey D. Straussman: *Innovation in a Post-Communist Environment - Preliminary Results from a Hungarian Project*

No.2. Robert J. Bennet: *Local Government in Post-Socialist Cities*

No.3. Bohdan Krawchenko: *Administrative Reform in Ukraine - Setting the Agenda*

No.4. Stephen P. Osborne, Aniko Kaposvari: *Non-governmental Organizations, Local Government and the Development of Social Services - Managing Social Needs in Post Communist Hungary*

No.5. Petra Kovacs: *A Comparative Typology of Ethnic Relations in Central and Eastern Europe*

No.6. William M. Miller, Ase B. Groedeland, Tatyana Y. Koshechkina: *Are the People Victims or Accomplices? The Use of Presents and Bribe to Influence Officials in Eastern Europe*
Call for Papers

NISPAcee is working on launching its academic publication series called “OCCASIONAL PAPERS in Public Administration and Public Policy” which will be published quarterly and distributed together with NISPAcee Newsletter starting from the Autumn of 1999.

The ‘OCCASIONAL PAPERS’ will provide a forum for analysis and discussion on contemporary problems and possible solutions, models and methods of public administration and public policy, and public sector reforms stemming from regional practice in transition countries. NISPAcee’s broader goal is to enhance the quality and quantity of intellectual exchange among researchers, educators, scholars and practitioners of policy-making and public administration specifically focusing on the central and eastern European regions. Each issue of the ‘OCCASIONAL PAPERS’ will include several peer-reviewed papers.

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

Contributors are invited to send their papers (hard copy and an electronic format as well) to the NISPAcee secretariat (contact information on the last page of the Newsletter) meeting with one of the three deadlines in 1999:
- May 31st, 1999
- September 30th, 1999
- December 31st, 1999

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

NISPAcee Membership

Presently, the NISPAcee enlists 86 Institutional members (from 18 countries), 23 Associate members (from 14 countries), and 122 Observers (from 27 countries).

New Institutional members of the NISPAcee:
- Institute for Market Economy, Sofia, Bulgaria
- Faculty of Law, Burgas Free University, Burgas, Bulgaria
- Civil Society Development Foundation, Bucharest, Romania
- Black Sea University Foundation, Bucharest, Romania
- Faculty of Public Administration, University of P. J. Safarik, Kosice, Slovak Republic
- Institute of Public Administration & Regional Development, Uzhgorod State University, Uzhgorod, Ukraine
- PALGO - Center of Public Administration and Local Government, Faculty of Political Sciences, University of Belgrade, Belgrade, Yugoslavia

New Associate members of the NISPAcee:
- Local Government Training Ltd., Helsinki, Finland
- Graduate School of Public & International Affairs, University of Pittsburgh, Pittsburgh, USA
Extension of the deadlines for:

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

NISPAcee announces the extension of the project for 1999 with the following deadlines:
- May 31st, 1999
- September 30th, 1999
- December 31st, 1999

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

How to apply:
- Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe.
- Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs.
- Priority will be given to institutions which will distribute the publication at their own expense.
- Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).
- The institution must meet re-print conditions of the OECD, and acknowledge credit to NISPAcee, SIGMA and LGPSRI.
- Extra copies will be made available upon demand, by the organisation, for at least six months after publication, to satisfy late requests.

Please send letters of inquiry and applications to:
NISPAcee Secretariat
Hanulova 5/B
840 02 Bratislava 42
Slovak Republic
Tel/Fax: (421-7)-6428 5357, 6428 5557
E-mail: nispa@nispa.sk

**List of publications translated or being translated into national languages within the first year of the project**

**SIGMA Papers:**

**Top Management Service in Central Government: Introducing a System for the Higher Civil Service in CEE Countries (SIGMA Paper No. 1)** – Ukrainian, Bulgarian, Romanian, Armenian

**Training Civil Servants for Internationalization (SIGMA Paper No. 3)** – Romanian

**Management Control in Modern Government Administration: Some Comparative Practices (SIGMA Paper No. 4)** – Ukrainian

**Internationalization of Policy Making (SIGMA Paper No. 6)** – Romanian, Estonian

**Effective Communications between the Public and the Media (SIGMA Paper No. 9)** – Romanian, Estonian

**Country Profiles of Civil Service Training System (SIGMA Paper No. 12)** – Ukrainian

**Public Service Training Systems in OECD Countries (SIGMA Paper No. 16)** – Ukrainian, Bulgarian, Romanian, Armenian

**Administrative Procedures and the Supervision of Administration in Hungary, Poland, Bulgaria, Estonia and Albania (SIGMA Paper No. 17)** – Ukrainian, Romanian

**Law Drafting and Regulatory Management in CEE (SIGMA Paper No. 18)** – Romanian

**Effects of European Union Accession – Part 1: Budgeting and Financial Control (SIGMA Paper No. 19)** – Bulgarian

**Effects of European Union Accession – Part 2: External Audit (SIGMA Paper No. 20)** – Bulgarian

**Promoting Performance and Professionalism in the Public Service (SIGMA Paper No. 21)** – Ukrainian, Bulgarian, Romanian, Estonian, Armenian

**Management Challenges at the Center of Government: Coalition Situations and Government Transitions (SIGMA Paper No. 22)** – Estonian, Armenian

**Preparing Public Administrations for the European Administrative Space (SIGMA Paper No. 23)** – Bulgarian, Romanian

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