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# news 2003

## Towards Quality Governance for Sustainable Growth and Development in Central and Eastern Europe

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### Introduction

In last decade the Countries of Eastern and Central Europe (CEE) and the Commonwealth of Independent States (CIS) have attempted triple transformations:

- From single party states to pluralist democracies;
- From centrally planned economies to free market economies;
- From subordination to independent statehood.

The Central and Eastern Europe Countries, even if they were marked by similar communist regimes and a similar modern history, have different forms of governance. They also have different philosophies about the values government should express and the roles it should play. Consequently, one can not recommend uniform approaches within all countries to achieve the right balance in governance. No one size fits all. Each society must find

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its own balance based on the particularities of its own social, economic and cultural values. Rather, I would suggest common patterns of political, economic and social change which may be applied to each of three different regions which coexist in Central and Eastern Europe.

The three regions I speak about are: **Central Europe and the Baltic Countries (CE&BC), the West Balkan Countries (WBC) and the Commonwealth of Independent States (CIS)**. Central Europe and the Baltic Countries include: the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovak Republic, Slovenia, (accession countries to EU in 2004) and Bulgaria and Romania (accession countries to EU in 2007). The region of the West Balkan Countries includes Bosnia and Herzegovina, Croatia, Federal Republic of Yugoslavia, FYR Macedonia and Kosovo. The Commonwealth of Independent States includes countries from Europe as well as Central Asia: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyz Republic, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

Although many governments in the mentioned countries, with transitional economies, are transforming their roles, not all states have successfully abandoned traditional functions and embraced those needed to promote economic growth and competitiveness nationally and internationally. For example:

- In the CE and Baltic countries (CSB), the officially measured gross domestic product (GDP) bounced back from the transition recession and had recovered to its 1990 level by 1995 – 1998, and exceeded that

stable level by around 6 % in 2000.

- In the CIS, GDP in 2000 stood at only 65 % of its 1990 level.
- GDP in Poland increased by more than 40% between 1990 and 1999, it shrank by 40% during the same period in the Russian Federation.
- In 1998, one in five people in the region survived on less than US\$2.15 a day, a standard poverty line. A decade before fewer than one in 25 lived in such absolute poverty.
- While absolute income deprivation at those levels is virtually non-existent in many Central European countries, it is as high as 68% in Tajikistan, 50% in the Kyrgyz Republic and 40 % in Armenia,
- Inequality has increased so much in CIS countries such as Armenia, the Kyrgyz Republic, and Russia that they have come to rival the most unequal countries in the world.

As the above data suggest, in too many places CIS living standards steadily declined during the 1990s. Much of this decline has been ascribed to weak governance, ineffective rule of law, inadequate protection of property rights, widespread corruption and ill-advised policymaking serving special interests. Countries like Russia and Ukraine are far from unique in facing a serious challenge (which their newly elected governments may try to address). However, the Central Europe and Baltic Countries have generally been successful in implementing reforms to bring them very close to European integration. What are the main factors to determine the success of reform efforts in the area of governance; what are some of the most successful approaches to emerge in the regions? These are just some of the questions currently facing policy makers

and theoreticians in CEEs countries today.

## Capacity Building Through Institutional Reforms

Quality governance reflects the sum of the multifaceted interactions among public sector organizations, private sector organizations, the market and the civil society. Public administrations alone cannot meet all the challenges of governance. The private sector and civil society also have an important role. To ensure quality governance working in partnership with other governance players and stakeholders is crucial.

***A sustainable system of governance not only requires some modernization of the public sector but also some degree of compatibility with other segments of society like the private sector, market and non-profit organizations.*** When assessing the transition process in CEE countries, we should take into consideration the four segments of a modern culture of democracy which shall be transforming together foreword future improvements. According to Bouckaert and Timsit, we may distinguish (in a reform process) between three situations: institutionalization, transformation, and modernization - and combine these with a coherent set of actions in these four segments of the modern culture of democracy: public and private sector, the market and the civil society networks.

The first situation concerns the formation of an administrative system (institutionalization), the second aims at changing the system (transformation), the third concerns change, not of the system, but to the system (modernization). This has an operational impact on public and private

Table 1. Governance and tendencies

	INSTITUTIONALISE	TRANSFORM	MODERNISE
<b>PUBLIC SECTOR ORGANISATIONS</b>	Create public institutions and organizations	Open public institutions	Install transparent new forms of public management
<b>PRIVATE SECTOR ORGANISATIONS</b>	Create private institutions and organizations	Open private institutions	Adopt to ICT and knowledge-based economy
<b>MARKETS</b>	Create markets	Open markets	Generalise market-type mechanisms
<b>NETWORKS</b>	Create civil society	Open civil society	Trigger networked multi-layered ICT societies

organizations, on markets and on networks as demonstrated in a Table 1.

The reform achievements of the CIS and Western Balkan Countries *clearly indicate that these countries are still at the stage of institutionalization of their reforms, while the Central Europe Countries and Baltic States are in the stage of transformation of their systems*. Governments performance improvement has been a common goals of most CE&BC governments over the last decade and in some countries much progress has been made in improving the quality of governance, increasing implementation of the rule of law, and in some sectors improving the productivity of public administration (i.e. audit and evaluation studies, result based programs). However, for the CE& BC reform process, the importance of accession into EU is critical.

Accession into EU provides these countries with a wider and more stable market and integration into the EU economic system promotes structural reforms in CE&BC. Important aspects of this process are the possibilities to get assistance from EU structural and other funds. In addition accession into the EU attracts foreign investments as well as introduces new technologies and strengthens the non-government sector and the institutional

environment in CE&BC. Hence, today the challenges for reforms of CE&BC are on strengthening transparency and the openness of the public sector, private sector and the market as well as non-government organizations. This signifies a system in the transformation stage, whereas Western European Countries undergo reforms of modernization which concerns changes not of the system, but to the system.

According to Jabes: "For developing the reforms process in the last ten years, the most important challenge for some ( 8 – 10) countries was their formal application to become members of the EU. To do that candidate countries not only changed their national laws to fit with those of Europe, but in the process also had to transform nearly every active institution in their public administration systems". So today we can say that the governments and public administration of CE&BC are entering a second stage of development where quality and openness begins to matter. For these administrations, it is not simply enough to deliver a service – given that its quality is increasingly the subject of public scrutiny and debate.

The above mentioned two main different stages of reforms (institutionalization and transformation) in which CEEs countries remains indicates that

the development of transitional countries can not be uniform. While the first group of countries is generally at the same stage of institutional reforms (CIS, WBC), the others start the next stage opening modernization (CE&BC). Moreover, regarding CIS and WBC more and more practice has shown that applying western models into cultural contexts which are either very different or not ready to absorb them, leads not only to resistance but often to delays in the reform process. Looking at these differences the important questions arise: which factors for quality of governance are most important for the sustainable growth and development of the region now? How do we identify them?

Before assessing the level of quality of governance which influences political, economic and social change in every CEE region, I shall discuss the definition of governance. According to D. Kaufmann and Aart Kraay governance means: "traditions and institutions by which authority is exercised in a country. This includes the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies; and the respect of citizens and the state for the institutions that govern economic and social interactions among them".

Quality of governance may be measured by different indicators. The World Bank ranks the quality of governance of countries and regions on the following factors: voice and accountability, political instability and violence, government effectiveness, regulatory burden, control of corruption. The European Institute of Public Administration offers a Common Assessment Framework (CAF) which is focused on nine key elements of self assessment of public organization: leadership, policy and strategy, human resource management, external partnership and resources, process and change management, customer/citizen oriented results, impact on society, key performance results. The World Economic Forum uses a national competitiveness balance sheet that ranks countries and their governments on: growth competitiveness, current competitiveness, other indicators, including technology, public institutions and macroeconomic environment. Similarly, The World Competitiveness Yearbook published by the Institute of Management Developments ranks the competitiveness of countries on four sets of factors: economic performance, government efficiency, business efficiency and infrastructure – including basic infrastructure, technological infrastructure, health and environment and value system.

Governments have an important policy role in creating conditions that allow these factors to develop or be strengthened within their countries in order to enhance national competitiveness and produce a better standard of living. The United Nations Conference on Trade and Development points out that “the basic policy challenge facing most developing countries remains how best to channel the elemental forces of trade and industry to

wealth creation and satisfaction of human wants. The World Bank contends that competitiveness and economic growth reduce poverty when countries enact and implement policies based on two pillars of development, building a good investment climate in which private entrepreneurs will invest and generate jobs and produce efficiently, and empowering poor people, investing in them so that they can participate in economic growth.

All of the indicators and measuring methods have received some positive opinions as well as criticisms. But there is no doubt that a strong linkage between governance and the economic growth of the nation exists. As Dennis A. Rondinnelli points out: “Economical growth is the most powerful weapon in the fight against poverty. Growth creates jobs that use labour, the main asset of the poor. As growth proceeds, private sector employment becomes the major source of economic support for the majority of workers and their families... Government policies stimulating national economic growth made markets work for the poor by strengthening the assets of the poor, so that they could participate more effectively in economic activities. They provide social and economic services – education, health services, water and sanitation facilities – that reduce poverty and services and infrastructure that help expand small – and medium-sized enterprises. Encouraging effective private investment increased the number of jobs and raised labour incomes.

According to Rondinnelli, the most important roles of governments in an era of globalization are to set the “rules of the game”, and to protect vulnerable groups from the ill effects of market failures. The traditional economic

roles of government in a market system are to protect the health, safety, security, and welfare of the population, to establish and enforce fair and equitable rules for market behaviour, and to ensure open competition. In order to deal with market failures, governments often intervene in the economy to counter the negative impacts of business cycles, of “free riders,” of social inequities, and of “spill over effects” (i.e., the negative impacts of one group of people or territorial jurisdiction from activities in another).

Although in most cases markets can deliver goods and services efficiently, in CEE countries under transition, the private sector cannot profitably provide socially valued “public goods”. Personal and national security (police, judicial and penal systems, and the armed forces), universal education, health and welfare services, and low-cost housing are more accessible by post-communist society when they are delivered by governments or non profit organizations. Governments in CEEs play a strong role in the economy when the private sector cannot or will not offer goods or services at affordable prices to a poor population. In a market system, governments can help assure access to opportunity and participation in economic activities, although they cannot guarantee equal distribution of benefits. In CEE countries, governments are also significant purchasers of products and services from individuals, households, and businesses.

Efficient markets in CEE countries require, among other things: **agricultural institutions** that allow ownership and transfer of land and access to financial resources and agricultural technology, and that promote innova-

tion; **institutions for the governance** of firms and application of business laws; **financial institutions** that enhance access to investment and operating capital; political institutions that develop public policy, promote judicial efficiency, and effective regulation; and formal and informal **social institutions** through which people and groups can interact.

Studies in Central and Eastern Europe indicate also that increases in foreign direct investment by multinational corporations help transitional countries integrate into international production and marketing networks, provide opportunities for small- and medium-sized companies to become suppliers to international companies and bring technology and managerial experience that can spread throughout industry.

The NISPAcee publications clearly indicate that the most important roles of governments in sustainable growth and development in CEE countries are:

- 1) Creating a strong institutional structure for market competition especially in CIS and WB countries;
- 2) Initiating and sustaining macroeconomic reforms,
- 3) Strengthening rule of law;
- 4) Establishing institutional reforms for independent and efficient judiciary;
- 5) Enacting and implementing policies that support private small and medium size enterprise development;
- 6) Improving government efficiency, accountability and responsiveness;
- 7) Support professionalisation of civil services;
- 8) Protecting the economically vulnerable;
- 9) Better use of financial resources for health care and education and plus more targeted social protection to

improve the lives of poorest people;

- 10) Strengthening and supporting organisations of civil society and
- 11) Involvement of NGOs and private business for activities in social issues.

Also very important for CE and BE are the simplifying of the administrative environment and removing burdens for free market activities, (with strong political support), developing efficient horizontal coordination as a precondition for government achievements, introducing E-governance as an important tool for efficiency and transparency, developing strong co-operation with non-government and private organizations.

### Capacity Building through People

But almost all these initiatives are essentially about money, and while they are indispensable features modern governance, they do not engender an “intelligent” state recognized for its ability to reform and innovate. But the challenge of quality governance is about capacity building not only through reforming institutions and the economic status of the states. Establishing new institutions is not enough for the implementation of reforms and innovations. We all know that many newly established market institutions have despaired in the complicated environment of CIS & WBC and many laws and decrees are not implemented through secondary regulation to public life. From a general point of view, it may be indicated that a lot of financial and intellectual efforts was done in CEEs in vain.

Abandoning the structures and systems of the past to give way to a newer modern model is very difficult, and especially chal-

lenging for governments, since most of their activities have traditionally been governed by old rigid rules. Civil servants from my generation have been trained to follow orders and directives, command and be under control: a very efficient way to ensure uniformity and consistency but a new management model is needed in transitional countries. The old one was poorly suited to encourage innovation, flexibility and a new way of thinking about the new role of state. This dimension has created a crisis of leadership in the public sector and generates and influences mismanagement, faults, mistakes and even fraud and corruption.

That is why the most important challenge of quality governance in CEE countries is about **capacity building through people**.

This challenge was also recognized by the Committee of Experts of the UN ECOSOC. The main finding of the Committee stressed that “the challenge of good governance is about capacity building through people and institutions. Through their knowledge, know-how and skills, people are at the heart of the performance of the State, for it is people who provide services, innovate and carry out reforms”.

According Jocelyne Bourgon: “after so many years of discussion about fiscal imperatives and market forces, the agenda is becoming whole again by giving predominance to what matters most... people, their skills, mind and soul and their ability to change the world. People are the source of all innovation and are the most important source of wealth”.

Coming back to the Kaufman and Kraay definition on governance (which I mentioned at the beginning of this presentation) one can say that not only tradi-

tion and institutions but also **the people** “by which authority exercised in the country” affect important characteristics of governance.

Speaking about the people in governance and human resources reforms in CEE countries one can stress that the special attention of research and activities should be focused on the groups of individuals who can have a very powerful impact on the direction which governments takes. It should be addressed then to officials: national and sub-national governments (elected leaders, appointed senior government officials, senior civil servants) and leaders in the public, private and non-profit sectors. Improving the quality of human resource management should be addressed at the beginning to leaders of public administration. This modern leadership should find an easily operational way of defining it in order to determine to whom one would direct one's efforts. According to Geert Bouckaret, “Renewed public leadership consists of three components, which should interact in a renewed way: new political leadership, executive and legislative, new administrative leadership and new citizen leadership. This may result in rebalancing the power in society. A specific actor in this side ...is the media, which has a major responsibility in renewing leadership in society”.

In addition, according to Allan Rosenbaum, the competencies most necessary for top level government leadership to function effectively in a globalizing world are the ability to: convey complex ideas orally and in writing; adapt rapidly to change and complexity, to foster effective collaboration; see situations as others see them; build democratic institutions; foster ethical

awareness and sensitivity; develop enhanced self management capability; entrepreneurialism and risk-taking ability; engage in strategic planning; facilitate effective staff professional and personal development; build and nurture harmonious multi-ethnic, multi-cultural gender equitable environments and focus in an increasingly diffuse environment. Developing these areas of competency ensure a seamless process of intellectual growth. Consequently the main task of governments should be preparing highly competent and qualified knowledge leaders who will have the added characteristic of being learners, innovators and entrepreneurs. Lifelong learning and personal employability will become the main source of personal security of these leaders rather than traditional job security.

Enhancing new government leaders in these new abilities gives new complexion to modern, intelligent leadership. Improvement of these areas of competency of leaders is especially important in CIS and WB countries since authority in their public sectors is still highly centralized and control and loyalty are treated as values and measures of performance. Likewise, too often people are instruments to achieve results and human capital is treated as secondary to financial and physical capital assets.

In this old environment only new intelligent leadership may give new moral impact between government and its employees and guarantee the full implementation of new innovative reforms in the public sphere. That is, in my opinion, not purely institutional reforms, but human resource management reforms, which give new faces of leadership, may change our world

toward expecting new ideas and values and fighting poverty.

It should be done through building quality governments that must recruit and retain their fair share of the best talent through an efficient recruitment strategy, based on merit and competence combined with a retention strategy of the most critical skills and through reasonable compensation and adequate working conditions. According to the Committee of Experts of the UN ECOSOC, the transformation of hierarchical, Weberian modelled public sector organizations to open learning institutions will likely involve shifts from:

- Individual tasks to the performance of the overall organization;
- Focus on a job, to focus on a mission and results;
- Training to lifelong learning;
- Repetition of predictable functions to innovation;
- Employment for life to employability with safeguards;
- A top-down management model to horizontal teams and networks; and
- An inward, to an outward orientation towards all segments of society.

This new kind of intelligent leadership will also ensure that more people are more knowledgeable about all aspects relevant to the mission of their governments or the collective undertakings of their society. It means that building the learning infrastructure of the country will not be any easier or less costly than building the physical infrastructure of the industrial era. But lifting people from poverty, providing health services, providing a decent environment, these are essential to ensure that no one is excluded from the benefits of lifelong learning as

a way to grow and develop in a free society.

Furthermore, the conceptual work of new leaders is essential to support progress in the sectoral areas responsible for the issues important for the sustainable growth and development of CEE countries as such as income, poverty, health, education, employment and the environment. CEE states will better achieve the targets in these areas if they can rely on intelligent leadership in governance, an innovative civil service, an educational revolution for society and fruitful public-private partnerships.

To build this new leadership, we in the CEE countries need new schools of public administration which are open to international knowledge and utilize the most modern technologies. Thanks to a variety of kinds of assistance we have been able to reinvent both our theory and our institutions - starting some time from the stage of destruction; continuing through the stage of reconstruction and conversion; in order to achieve harmony and balance between tradition and globalization. Everything that we have done and what we will do in the future is marked by a desire to improve the quality of governance through the people and for the people. Quality of governance represents the face of our new generation and they hope for better future in Common European Space and in the global village.

*The paper was published with the permission of the IIAS (International Institute of Administrative Sciences) and originally presented at the IIAS conference in New Delhi, November 2002.*

## Cooperation with OSI's Information Program - a New Section in the LOGIN Library

The OSI Information Program supports projects for the equitable deployment of knowledge and communication resources - providing access to content, tools and networks - for civic empowerment and democratic governance. The activities of the program are covering areas such as information policy, civic networking and ICT support, ICT toolsets for civil society and governance, e-democracy, more specifically government/citizen communication and electronic journals. The program uses the most appropriate combination of new and traditional media, as well as policy advocacy, training and institution building, to pursue this mission.

In February 2002, LOGIN concluded an agreement with OSI's Information Program in the frame of which a new section on local government communication with citizens was created in the LOGIN library. LOGIN national partners took up the responsibility to upload information related to this area and to promote the topic among their audience. Our seven partner organizations uploaded a total of 406 documents linked to local government communication with citizens. Documents include reports, case studies, publications and articles, laws, best practices, program descriptions, strategy papers and surveys. About 20% of the information are available in English, while the rest of the documents can be read in Bulgarian, Hungarian, Latvian, Lithuanian, Polish, Russian and Ukrainian.

Some of most popular areas covered by the documents are customer service centers, information systems and centers, internet sites, training in information and communication, eGovernment, open society and



open government, community involvement, citizen participation, communal services and human development. Please visit:

[http://www.logincee.org/library\\_browse.asp](http://www.logincee.org/library_browse.asp)

for access to the documents.

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*Please check out LOGIN digital library which contains more than 4000 local government related documents:*

*[www.logincee.org](http://www.logincee.org)*

## Distance Learning On-line English Instruction for Finance Professionals

Andrejus Račkovskis & Aurelija Čepienė

Many learners and teachers feel that the opportunities offered by distance education outweigh the obstacles. The challenges posed by distance education are countered by opportunities to reach a wider audience, meet the needs of students unable to attend regular classes, involve outside speakers who would otherwise be unavailable, make students take an active role by independently taking responsibility for their learning as well as link students from different cultural, economic, and experiential backgrounds.

Information technologies have become a vital part of the European economy. They have increased and expanded communication possibilities and fostered the development of new forms of international business such as e-business. Vast projects are being developed in the field of computerisation of colleges, universities, training centres and governmental institutions. Computers can facilitate self-paced learning, individualise learning, and give immediate reinforcement and feedback. They also increase access. Local, regional, national and global networks link resources and individuals, wherever they might be. As a result, web- and network-based educational programmes suited to the requirements and needs of individuals are in great demand.

In response to this demand, we are creating an e-teaching and learning module of the English languages for students and finance professionals in the countries integrating into the European Union. The product

creation team includes specialists from Vilnius Cooperative College (Lithuania), Foreign Language Centre (Lithuania), The Language Centre of Ireland and Colchester English Study Centre (UK) with considerable experience in teaching as well as producing and publishing their own ELT materials. The team closely cooperates with finance specialists from the Training Centre of the Ministry of Finance (Lithuania). The final, online version of the product is being created by a Lithuanian-Polish-German joint venture "Bayerperibalita".



### Meeting student needs

#### The development stage

Foreign language centres in Lithuania, Ireland and the UK have reviewed existing language teaching materials for specific purposes. NISPACEe (the Network of Institutes and Schools of Public Administration in Central and Eastern Europe) and the Training Centre of the Ministry of Finance in Lithuania have analysed the needs of finance professionals studying and working in the partners' countries. Their survey shows that the basic needs include:

- a good knowledge of professional terminology in foreign languages,
- a good background knowledge of the EU financial systems, and
- computer literacy.

The project aims at meeting these needs. Another project goal is to *increase compatibility and improve correlation of financial terminology used in the European Union*, as a number of terms do not correlate properly at present. In addition to the primary objective – the acquisition of language skills in English and knowledge of finance - the course will also have an informative function: it will include materials on the EU principles in the field of finance. We also hope that the product will help its potential users to improve their computer skills and make students aware of and comfortable with new patterns of communication to be used in the course (Holmberg, 1985).

#### The evaluation stage

At the initial evaluation stage of the project groups of learners studied Financial English with the aid of the product in question. Having finished the first lesson, they expressed their opinions about the course and the overall improvement of their language proficiency and knowledge of finance. Their language tutors also wrote reviews of the product and evaluated the results achieved by the groups of learners. The final testing and evaluation of the product will take place after the product is complete.

## COURSE STRUCTURE

MODULE 1	MONEY TALKS
Unit 1	Forms & functions of money
Unit 2	Monetary policy
Unit 3	Module check
MODULE 2	FINANCIAL INSTITUTIONS
Unit 1	Banks and other sources of finance
Unit 2	European financial institutions
Unit 3	Module check
MODULE 3	STATE FINANCE
Unit 1	Budgeting & macro indices
Unit 2	Fiscal policy & taxation
Unit 3	Module check
MODULE 4	CORPORATE FINANCE
Unit 1	Share capital
Unit 2	Corporate accounting & taxes; corporate project finance
Unit 3	Module check
MODULE 5	AUDITING
Unit 1	Accounting
Unit 2	Auditing functions & procedures
Unit 3	Module check

Coordinated by Vilnius Cooperative College, Lithuania

Figure 1 Structure of the course

## The product

Research comparing distance education to traditional face-to-face instruction indicates that teaching and studying at a distance can be as effective as traditional instruction, when the method and technologies used are appropriate to the instructional tasks, there is student-to-student interaction, and when there is timely teacher-to-student feedback (see Moore & Thompson, 1990).

The course will contain 15 lessons (see Figure 1 below for further details), 3 review tests and the final test. Each lesson will include activities focusing on:

- reading skills,
- listening and speaking skills,
- financial vocabulary,
- grammar practice,

- lesson glossary
- essentials of writing for business,

.All exercises will be checked automatically to provide immediate feedback to learners using the product for self-study purposes. Additional features will include:

- online bank of reading materials,
- message board to enable users to exchange and share knowledge and opinions,
- e-tutoring system (option available only for institutions).

Starting from the dissemination stage of the project, the course will be available for students of colleges and universities as well as finance professionals in the EU candidate countries.

Information about the product will be disseminated through NISPACEE and via the Internet.

For further information and to try Lesson 1 of Module 1, please visit [www.english-finance.com](http://www.english-finance.com).

## References

Holmberg, B. (1985). *Communication in distance study*. In Status and trends of distance education. Lund, Sweden: Lector Publishing.

Moore, M.G. & Thompson et al. (1990). *The effects of distance learning: A summary of the literature*. Research Monograph No. 2. University Park, PA: The Pennsylvania State University, American Center for the Study of Distance Education.



## to Web Sites



<http://www.interscience.wiley.com/publicadministrationanddevelopment>



Public Administration and Development (PAD), the International Journal of Management Research and Practice, is the only international comparative journal which deals with public administration and development in industrialising and transitional states alike on a cross sectoral and multidisciplinary basis. On the cutting edge for over 50 years, PAD continues its strong commitment to the transitional states of Eastern/Central Europe and CIS. Over the last decade it has carried articles on local and regional government, civil service reform and training and state-NGO relations in the region – from Mongolia, Kyrgyzstan and Albania to Russia, Ukraine, Estonia and Hungary. Its 2002 special issue on Government-Nonprofit Relations in Comparative Perspective won the Virginia A. Hodgkinson Research Prize. PAD has been a NISPACEE observer for several years now and a member of IASIA. It has links through its Editorial Advisory Panel with leading scholars and practitioners in the region. PAD continues to welcome articles and book reviews on the region from academics, researchers, consultants, policy makers and donors. If you would like to review books and articles for PAD, please contact us at :

[PaulCollins@PADJournal.freemove.co.uk](mailto:PaulCollins@PADJournal.freemove.co.uk)



<http://www.ceu.hu/sun/sunindx>

The Summer University Program (SUN) of the Central European University (CEU) announces a call for course proposals for its summer school held in Budapest, July 5 - 30, 2004.



<http://www.epan-eu.org>

EPAN (European Public Administration Network) Sixth Annual Thematic Network in Public Administration Conference in Leuven, Belgium, June 6 & 7, 2003..



[http://www.ceu.hu/cps/eve/eve\\_statebuilding\\_report.pdf.net/](http://www.ceu.hu/cps/eve/eve_statebuilding_report.pdf.net/)

Nation Building versus State Building in the Balkans: Lessons Learnt. Workshop Report. Written by Tania Gosselin. Budapest: Center for Policy Studies, 2003.



<http://www.enhr2003tirana.albnet.net/>



International ENHR (The European Network for Housing Research) Conference: Making Cities Work: Comparing “Transitional” and “Developed” Urban and Housing Models, Tirana, Albania, May 26 – 28, 2003



[http://www.untcentre.org/other\\_root/newsletters/OccPa3.pdf](http://www.untcentre.org/other_root/newsletters/OccPa3.pdf)



The 3rd issue of the UNTC Occasional Papers, titled: „Administrative Reform in Europe: The Dialectical coexistence between Convergence and Diversity“ by Nikos Michalopoulos

## Calendar of Events

### May 26 – 29, 2003 International conference Public Administration in 21 Century: Concepts, Methods, Technology

Contact:

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### Events of the Masaryk University, Brno, Czech Republic

#### April 28, 2003, Seminar: Actual Questions of Public Finance

Working language: Czech, Slovak

Contact:

*Juraj Nemec, Matej Bel University, Banska Bystrica, Slovakia, phone: +421 48 446 6318, fax: 421 48 446 6666, e-mail: nemec@financ.umb.sk*

#### August 2003, Special Course: 6<sup>th</sup> Summer School of Development Assistance and Cooperation

A week course for university students and others interested in theoretical and practical aspects of development assistance, organized by Centre for Interdisciplinary Studies, Palacký University Olomouc and Department of Environmental Studies, School of Social Studies, Masaryk University.

Working language: Czech

Contact:

*Mr. Pavel Novacek, Mr. Zbynek Ulcak, e-mail: ulcak@fss.muni.cz*

#### October 23 – 25, 2003, 3<sup>rd</sup> International Conference on Conflict in Identities, Identities in Conflict

The aim of the conference is to present and discuss some recent concerns with the concept of identity in a broad variety of context (nationality, religion, ethnicity, gender, generation, class, etc.), and to test the concept's analytical power and weaknesses;

Working language: English

Contact:

*Mr. Csaba Szalo, e-mail: szalo@fss.muni.cz, Mr. Radim Marada, e-mail: marada@fss.muni.cz*

### Events of the Central European University, Budapest, Hungary

#### April 22, 2003 Seminar "Inflation, Growth and Credit"

Working language: English

Contact:

*Max Gillman, gillman@ceu.hu*

#### June 13, 2003, Seminar "State Capacity and the Leading Sector of Economy in Post-Socialist Eastern Europe"

Working language: English

Contact:

*Bela Greskovits, greskovi@ceu.hu*

#### June 14 – 15, Workshop "State Capacity and the Leading Sector of Economy in Post-Socialist Eastern Europe"

Working language: English

Contact:

*Bela Greskovits, greskovi@ceu.hu*

#### June 27 – 28, 2003 Workshop "Civil Rights and Security"

Working language: English

Contact:

*Denis Galligan, galligan@ceu.hu*

### Events of the European Institute of Public Administration, Maastricht, The Netherlands

#### May 15 – 16, 2003, Seminar "Implementation of European Environmental Legislation: The Strategic Environmental Impact Assessment Directive"

Contact:

*Ms. Araceli Barragán, Programme Organiser, phone: +31 43 329 6325, fax: +31 43 329 6296, e-mail: a.barragan@eipa-nl.com, web site: www.eipa.nl*

#### May 15 – 16, 2003, Seminar "The Presidency Challenge - The Practicalities of Chairing Council Working Groups"

Contact:

*Ms. Noelle Debie, Programme Organiser, phone: +31.43.3296226, fax: +31.43.3296296, e-mail: n.debie@eipa-nl.com, web site: www.eipa.nl*

#### June 16 – 18, 2003, Seminar "Who's Afraid of European Information?"

The aim of this seminar is to provide those working in the field of European affairs on a daily or occasional basis, with the skills to trace and use European documents, by offering them a complete overview of major European information sources, and methods of gaining access to it.



#### November 20 – 21, 2003, Conference "Keep Ahead with European Information"

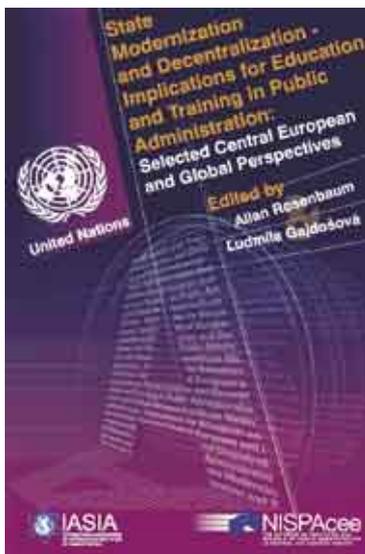
This conference is aimed at experienced European information professionals. It will look at new and important issues, products and services of interest to those who work with European information on a daily basis.

Contact:

*Ms. Joyce Groneschild, Programme Organiser, phone: +31 43 3296 357, fax: +31 43 3296 296, e-mail: j.groneschild@eipa-nl.com, web site http://www.eipa.nl*

## Recent Publications

### State Modernization and Decentralization – Implications for Education and Training in Public Administration: Selected Central European and Global Perspectives



Proceedings from the seminar held in Bratislava, Slovakia, December 6 – 8, 2001; Eds: Allan Rosenbaum, Ludmila Gajdosova

This publication is the report from the seminar on public administration education and training in a framework of modernization and decentralization. The papers presented illustrate decentralization and state modernization experiences from both European and global perspectives, identify conditions for delivering effective education and training for public servants, as well as describe the models of public administration education and training in various countries. The authors attempt to define new approaches to public administration education and training and identify the opportunities and challenges it involves in a changing environment. The publication underscores the importance of international cooperation, as well as the cooperation among the public sector, NGOs and private sector in delivering

effective public administration and training.

Contact: NISPAcee

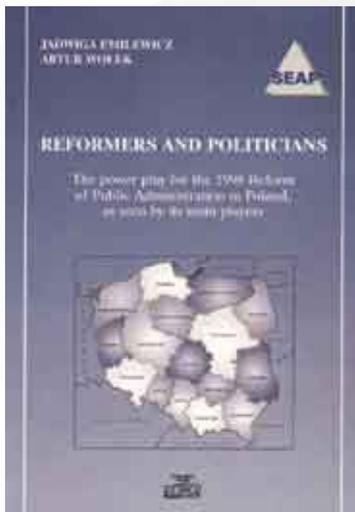
### Reformers and Politicians - The power play for the 1998 Reform of Public Administration in Poland, as seen by its main players

Authors: Jadwiga Emilewicz, Artur Wołek

Publisher: Dom Wydawniczy "Elipsa", Warsaw 2002

Resume:

The book published in English by the Association for Public Administration Education (SEAP) - Poland with financial support of OSI / LGI (Budapest) is based on the second Polish edition. The volume contains a broad selection of statements and opinions of personalities who made a 1998 Polish administration reform or were directly connected with it, illustrating the political and administrative decision-making process. The Authors conducted numerous interviews with major politicians and experts, who were involved in the administration reform and gathered important documentation. The book



presents an exchange of views as well as stages of work on legal base of the reform and shows political and administrative dilemmas and problems occurred during the process. The book

also contains selected information about general administration of the Republic of Poland, list of legal acts important for Local and Regional Self-Governments, related Articles of Polish Constitution 1997 and agenda of the 1998 Public Administration Reform.

Contact:

Polish Association for Public Administration Education (SEAP), 26 Dojlidy Fabryczne str.,

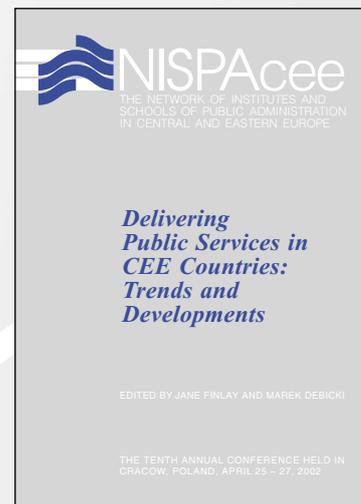
15-555 Białystok, Poland,

phone/fax: +48 85 732 12 96,

e-mail: [seap@seap.org.pl](mailto:seap@seap.org.pl), web:

[www.seap.org.pl](http://www.seap.org.pl)

### Delivering Public Services in CEE Countries: Trends and Developments



Proceedings from the tenth annual conference held in Cracow, Poland, April 25–27, 2002; Eds.: Jane Finlay, Marek Debicki

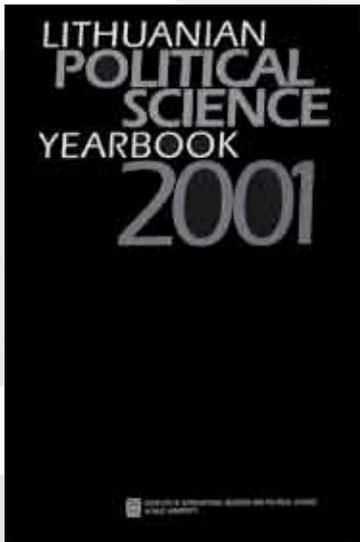
The main theme of the fourth conference was “Delivering Public Services in Central and Eastern Europe: Trends and Developments”. The book includes selected papers from six research groups: (1) Politico-Administrative Relations; (2) Better Quality Administration for the Public; (3) Systems of Social Security; (4) Democratic Governance of Multiethnic Communities; (5) Public Sector Finance and Accounting; and (6) Applying the e-Government Framework in Transitional Countries.

**Price:**

5 \$ (personal purchase), 10 \$ (including postage within Europe), 15 \$ (including postage to other countries). Free of charge only for NISPAcee members (institutional and associate ones).

Contact: NISPAcee

### Lithuanian Political Science Yearbook 2001



Editor: Algimantas Jankauskas  
 Publisher: Institute of International Relations and Political Science, Vilnius University

**Resume:**

The Yearbook is a collection of the articles written by Lithuanian political scientists, which discuss the questions of terrorism as a challenge to the contemporary world as well as the questions of political philosophy and theory, of public administration and Euro-Atlantic integration process.

**Contact:**

Phone: +370 2 762 672,  
 fax: +370 2 700 779,  
 e-mail: [tspmi@tspmi.vu.lt](mailto:tspmi@tspmi.vu.lt),  
<http://www.tspmi.vu.lt>

### Publications of the Center for Policy Studies, Budapest, Hungary

#### Reinventing Media - Media Policy Reform in East Central Europe

Editors: Miklos Sukosd, Peter Bajomi-Lazar

Publisher: Central European University Press, 2003

**Resume:**

This volume is a collection of comparative and country case studies describing aspects of media reform in East Central Europe. The book focuses on the shortcomings of reform and includes various policy proposals for media democratization, public service and minority media, harmonization with European media policies and law, and other areas of the current media scene.

#### Reshaping Globalization: Multilateral Dialogues and New Policy Initiatives

**Editors:**

Andrea Krizsan, Violetta Zentai  
 Buda Publisher: Central European University Press, 2003

**Resume:**

This book is a collection of selected essays from the conference organized at the Central European University in the Fall of 2001. Chapters of the volume critically examine some major white papers, reports, policy proposals that have been recently developed by international and national governmental agencies or by professional, civic or individual endeavors and elements of the institutional setting that are crucial from the point of view of globalization today.

#### Nation Building versus State Building in the Balkans: Lessons learnt

Workshop Report

Author: Tania Gosselin

#### Ethnic Violence and Justice

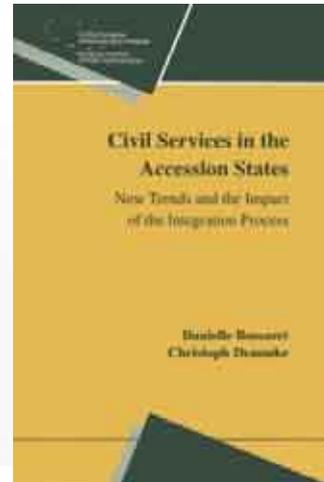
Edited transcript of the workshop

**Contact:**

Tamas Dombos, Center for Policy Studies, Central European University,  
 e-mail: [dombost@ceu.hu](mailto:dombost@ceu.hu),  
 phone: +36 1 235 6184

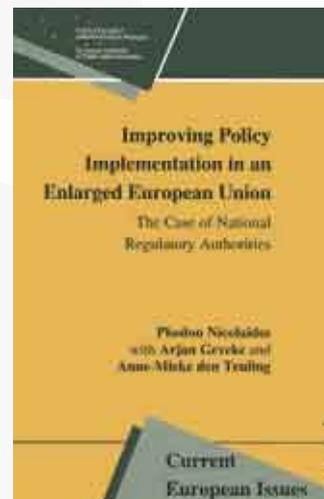
### Publications of the European Institute of Public Administration, Maastricht, The Netherlands

#### Civil Services in the Accession States – New Trends and the Impact of the Integration Process



Authors: Danielle Bossaert, Christoph Demmke  
 Price: 21 EUR

#### Improving Policy Implementation in an Enlarged European Union – The Case of National Regulatory Authorities



Authors: Phedon Nicolaides, Arjan Geveke, Anne-Mieke den Teuling  
 Price: 21 EUR

**Contact:**

Publications Department, EIPA, P.O. Box 1229, NL - 6201 BE, Maastricht, The Netherlands, fax: +31-43-3296 296, email: [m.simons@eipa-nl.com](mailto:m.simons@eipa-nl.com)

## Second Call for Papers

### International West-East Conference

#### ACCOUNTING AND FINANCE IN TRANSITION: EUROPEAN AND ASIAN EXPERIENCES AND PUBLIC POLICY CONSIDERATIONS

London, 10 – 12<sup>th</sup> July 2003

Deadline for papers 15<sup>th</sup> April 2003

The University of Greenwich, in collaboration with its long-standing Chinese partners Shanghai University of Finance and Economics, Beijing Renmin University of China and Jinan University, is organising a major international conference devoted to current issues facing accounting and finance during periods of rapid economic and social change. The conference will examine not only issues related to the transition from a command to a market-oriented economy and its implications for accounting and finance, but also all other aspects of accounting and finance in times of rapid social and economic change. Papers in any area of accounting and finance are welcome, especially those that address issues such as the failure of classical models and methodologies to grasp the nuances of emerging markets. Privatisation is also a natural topic for consideration, particularly if the authors relate the influence of privatisation to the development of the accounting and finance profession, and its processes and procedures. Papers on accounting and finance issues in the EU are also welcome. These may address the role of the EU as a major regulatory player, and also issues related to the EU's influence on the development of accounting frameworks throughout Europe, in both EU member countries and those countries that are existing and prospective

candidate for entry to the EU. Papers in International Business (International Finance and Financial Strategy) are also welcome, as well as those dealing with the future of accounting/finance profession(s). Comparative studies on the development of the accounting profession in emerging markets are of particular interest for one of the conference tracks. The above list of topics is by no means exclusive, and any paper dealing with any issue facing the accounting and finance professions in the 21st century will find a positive response from the International Programme Committee.

Authors are invited to submit a full paper (in triplicate and electronically) by 15<sup>th</sup> April 2003. Notification of acceptance will be sent to all successful authors by 31<sup>st</sup> May 2003, while completed papers, taking into consideration referees' comments, will have to be submitted by 5<sup>th</sup> July 2003. All accepted papers will be published in the conference proceedings and on CD-ROM. It is also expected that a selection of revised papers will appear in a book published by a reputable academic publisher and in a symposia issue of a journal. Currently the organisers agreed symposia issue of: *Managerial Finance*, *MOCT-MOST* and the *European Journal of Management and Public Policy*.

The Conference will have a number of tracks, including (ten-

tatively): The EU and its influence, Central and Eastern Europe, Public Finance and Public Policy, the Future of the Profession and Accounting Methodology, China and Asia and, Young Scholars. It is also possible that one track will be organised and presented in Chinese (Mandarin).

The Conference will take place in the historical setting of the Old Royal Naval College in Greenwich (London), which is now the home of the University of Greenwich Business School, between 9<sup>th</sup> and 12<sup>th</sup> July 2003.

It is expected that the full conference fee will be GBP 545 (which covers lunches, dinners, refreshments and a social programme during the conference, four nights accommodation in the University Halls of Residence, along with all the conference materials). 'Conference only' fee will be GBP 295.

For further information and registration refer to the conference web-site:

<http://www.gre.ac.uk/schools/business/Events/Account%20and%20finance.html>

#### Contact details:

E-mail: [Acc-Conf.2003@gre.ac.uk](mailto:Acc-Conf.2003@gre.ac.uk)  
(the most preferred mode of communication)

Fax: +44 (0)20 8331 9005

#### Postal address:

2003 Conference  
Department of Accounting and Finance  
The Business School  
University of Greenwich  
Old Royal Naval College  
Maritime Greenwich Campus  
30 Park Row, Greenwich  
London SE10 9LS  
England, UK

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

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

### How to apply:

Eligibility is limited to members of NISP Acee 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). NISP Acee make a general agreement with the EIPA (European Institute of Public Administration, Maastricht, The Netherlands) for the translation of EIPA publications within this project. All institutions interested in translation of the EIPA publications are invited to apply for the translation grants to NISP Acee. Information about the publication you can find at the homepage of EIPA <http://www.eipa.nl>

**The deadline:**  
- **May 31, 2003**

## Winner of the Alena Brunovska Award 2003



EMILIA KANDEVA – SPIRIDONOVA J.D. 1961, Ph.D. in Law, 1972. Habitation 1988. Professor of Administrative Law and Public Administration, and Dean of Law School, Bourgas Free University since 1996. A Director of the Centre for Administration at the Council of Ministers - a position of a deputy minister to the Prime Minister of Republic of Bulgaria at the first democratic government in 1992 – 93. A founder and the Director of the first MPA Program in Bulgaria at the New Bulgarian University, Sofia in 1996 – 1999. A Fulbright professor. Her publications include more than 90 works in administrative law and public administration. Her “Public Administration” 1998, 2nd ed. 2000, 3rd ed. 2003 is used in Bulgaria as the basic textbook for the university courses in Public Administration. Her other books such as “Discretionary Power in Administrative Practice”, “Local Government Administration in USA”, “Administrative Decision”, “Papers in Administrative Justice”, “Legal Foundations of Civil Service” (co-author) have two and more editions too. Since 1972 she has been teaching courses in Public Administration, Comparative

Public Administration, Comparative Local Government, Civil Service, Administrative Law in universities in Bulgaria, USA, Finland, Ireland, England, Turkey. Honoured a “St. St. Cyril and Methodius” State Golden Order for achievements in the area of science and education.

## NISP Acee Occasional Papers

### CALL FOR PAPERS

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

**Those authors whose papers are selected for publication will receive a modest honorarium.**

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

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

### **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 121 Institutional members (from 24 countries), 33 Associate members (from 15 countries), and 232 Observers (from 35 countries).

#### **New Institutional members of the NISPAcee**

Faculty of Public Management, Law University, Vilnius, Lithuania

Academy of Public Administration, Minsk, Belarus

#### **New Associate members of the NISPAcee**

United Nations Thessaloniki Center, Thessaloniki, Greece

Department of Political Science, University of Aarhus, Aarhus, Denmark

### **NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:**

– The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary – SIGMA/OECD, Paris, France (SIGMA-Support for Improvement in Governance and Management in Central and Eastern European Countries is a joint initiative of OECD/CCET and EU/PHARE mainly financed by EU/PHARE) – USAID, New York, USA – NASPAA (National Association of Schools of Public Affairs and Administration), Washington, USA – UNDP RBEC (United Nations Development Programme, Regional Bureau for Europe & the Commonwealth of Independent States), Regional Support Center, Bratislava, Slovakia – The Austrian Federal Chancellery, in particular the Federal Academy of Public Administration, Vienna, Austria – UNDESA (United Nations Division of Public Economics and Public Administration) New York, USA

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

**The deadline for the next issue is May 31, 2003.**



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