The Requirements of the Modernisation of the Hungarian Local Government System

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Starting point

One of the most significant consequences of the change of the political system in the 1990s was the transformation of the public law system. Owing to this, the operation of some of the former organizations belonging to the state and to the political sphere ceased to exist; others fundamentally changed. Furthermore, some institutions based on the new democratic political requirements were established as well.

The change which was the largest one in respect of its volume and nature took place in the system of local administration and organization, as Act LXV/1990 on Local Governments was one of the first acts accepted by the democratically elected Parliament. This meant that the Soviet-type centralized council system was replaced with the outlines of the local government system which were completely new in their basic values and operation.

[continued on page 2]
In the Act concerning Local Authorities, the right to local government as a consequent enforcement of the collective fundamental right resulted not only in the doubling of the number of local authorities (nearly 3200), but also in the fact that, in the spirit of freedom and independence, local governments were vested with high responsibility irrespective of the conditions determining their performance. The accomplishment of local autonomy was based on the assumption that local organs would establish direct and intensive relations with the inhabitants, thus representative democracy would be supported by different participation forms and mechanisms.

In retrospect, it can be established that the structure of power resulted in a “sandglass-like” model1, since along with the still strong central organs, the role of the deconcentrated organs, filling up the established vacuum almost consequently, was appraised by the regional administration due to the significant weakening of the position of public law and competence on the middle level. Along with the uniting and separating, more than three thousand local authorities, mostly in villages and small towns, became stable on a lower level. After the “launch” of the system, the euphoria accompanying the change was curbed by the restrictions which – for obvious reasons – received little or negligible attention during the change of the political system.

**Diagnosis**

Following the first election cycle, the values and the deficiencies of the democratic local government system were emphasized by the political2 and professional3 evaluations. The original aim of the legislators was properly reflected by the political and municipal autonomy, the accomplishment of independence, the large variety of opportunities in economic freedom and the alternatives ensured by services: cooperating with the whole population, municipalities shall settle the future of their own, relying on a large scale of fundamental rights of local authorities to ensure a higher standard of living. On the other hand, even the best efforts could fall through in a specific case due to some objective circumstances. Substantial improvement in the people’s living conditions in the area was not possible owing to small size (low number of population), limited financial, professional, individual capacity and the obsoleteness of the institutional system of the greater part of municipalities. Normally, resources were exploited in the course of the provision of the basic services; thus development became unattainable for the population in smaller towns and villages.

The amendments adopted in 1994 and afterwards did not essentially change the nature of the local government law. The basic constituting element of the system continued to be the local political autonomy and the institutional manifestation of power. Simultaneously, efficiency, as one of the requirements, was gradually marked up based on operational experience in the light of the limited state resources and the limited economic, entrepreneurial, fundraising ability of the majority of local authorities.

The series of regulation reforms4 preferred by the legislators, the rationalization of jurisdiction vesting, the facilitating of organizational, financial, administration and information reforms resulted only in slight changes. Not only because the modernization of legal – standard nature has limited latitude but also because the system of complicated interests developed by the stabilization of the basic structure resisted any sort of large-scale change. The inertia of the organizational structure established previously easily rejected the politically and methodologically immature conceptions of different political powers taking turns in each election cycle. This gives the explanation to the fact that – apart from minor accomplishments – public administration and local government reforms on the agenda for the last 15 years have not really been successful after all.

In terms of public law, the most essential value of the Hungarian local government system is the autonomy of the local, regional governments. Depriving people of that autonomy is not required; what is more, this cannot be implemented. What is inevitable is the change of the foci of the local governments’ operation: political self-determination and autonomy are not complete without high-standard services, good living conditions.

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1 The comparison became known and used widely by the research made by Pálné Ilona Kovács.
2 ‘The development of local government act’ (1993) 43 Hungarian Public Administration 641 thematic issue
and the proper quality of life. The role of local governments is decisive both in the above listed and in the accomplishment of local democracy.

The formulation of changes and modifications necessitates making the diagnosis as precise as possible. The local government system, in its present state resembling the liberal political system of the nineteenth century, contains several contradictions. It is essential to record these because comprehensive fact-finding examinations concerning public administration and the local government system are noticeably missing.

- The first delicate issue is the problematical rivalry between the categories of small size and the great variety of tasks and jurisdiction. The organization following the Southern European (French, Italian) model with a large scale of responsibilities applied in the Scandinavian countries (Norway, Sweden, Finland) has become controversial by now. All this has led to the fact that in the case of municipalities general jurisdiction is not more than an elegant gesture or a symbolic authorization. It contains hardly any real rights. The formation of associations, a possible solution to the contradictions mentioned above, is one of the fundamental rights of local government law; yet, according to the facts, the inclination of the Hungarian local governments to associate is far from being desirable, to a high extent due to the negative experience from the past. It is widely known that the government strove to handle anomalies originating from the dispersion of powers through the financial system already in the beginning, but practically those measures proved to be inefficient.

- The public sector is expensive, the operational expenses of the local government system are high, the public autonomy is not accompanied by financial autonomy in most of the settlements, and thus these local governments are continually at the mercy of budget resources and distribution mechanisms. Due to the state subsidies, their dependency can be considered long-lasting. For example, 39 settlements out of 60 in Csongrád county are underprivileged owing to the circumstances, several of which suffer from liquidity problems. Not long ago, Ásotthalom, a settlement, could avoid going into financial bankruptcy by receiving vis major support from the earmarked funds. The competition for development funds seems to continue.

- Contrary to the expectations, the politically overemphasized transition years and their consequences – understandable at the time – are characteristic of local authorities even today. According to some views, local governments have become the “victims of politics”, consequently there is a gap between them and the people. When creating the political structure, appointing the officials and distributing membership in committees, it is the politics and the influence of local

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5 The abrogated Government resolution 1026/1992 (V.12.) said: “Holding the autonomy of local governments in respect, incensing integration process based on mutual interest are both significant. During this priority shall be ensured for district notaries, administrative associations and other forms of cooperation in the financing system.” According to our judgement, a real autonomy association is based on the recognition of the limits to organisational, professional, financial and personnel capacity as well as the demand for ensuring high standard services. If associations were established just for fundraising, the decrease in or the withdrawal of funds reveals the real situation immediately: these associations are like ad hoc communities of interests, with no real roots.


7 G. Vági, Competing for development funds: territorial distribution, social inequalities (1982) Bp. KJK.

8 I. Kerékgyártó, ‘Local authorities and the local society’ (1995) Hungarian Public Administration 186
dominating parties\(^9\) that play a determining role, sometimes at the expense of expertise. It is to be remarked that e.g. in the Anglo-Saxon countries the situation is the opposite, there the political function of the local governments along with the traditionally strong service practice is to be reinforced by new methods and means.

The excessive emergence of the political parties on the one side, and the indifference and the apathy of the civil society on the other can lead not only to the loss of confidence but it can erode democracy as well, which is the basic value of self-governing.

Under the dominance of representative democracy, the institutions of direct and participative democracy are completely unutilized or less widespread. For the illustration of this, several examples can be enumerated from public audits cancelled through the unanswered complaints of the public to public initiatives foredoomed due to the lack of support.

- The weakness of the middle level, the emptiness of its functions and the uncertainty of its future role imperil not only the integrity of the local government system, but they also render the implementation of the coherent administrative reforms more difficult and hinder the modernization of the traditionally strong sectoral management.
- In spite of the relatively large number of governmental initiatives, even the local level within the whole public sector shows only few signs of the cultural transformation necessary for successful reforms. Development plans are one-sided, the legal-normative aspect (sollen tradition) is dominant, organizational, administrative and management methods are neglected – with no reason. Attention shall be focused on the fact that the modernization efforts are mostly central initiatives\(^10\) and that the inclination of the local and county authorities to innovate is far from being desirable, among others due to the unfavourable professional, personnel and financial circumstances.

- Within the public sector the dividing line between the state, private and non-profit areas is sharp and the various sectors are hardly transferable. There is no real interaction or stimulus in spite of the fact that marketing methods and means tend to be more widespread in the service practice. Cooperation on a large scale is impeded by the lack of the actual knowledge of consumers’ needs, by incomplete service standards and also by the underdevelopment of the monitoring systems. The present static state is inconsistent with the governance-type practice, more and more widespread in Western Europe and facilitated by the EU organs as well, where public tasks are implemented by state-owned, private, non-profit organizations and those of other types.
- Fundamental changes are necessary both in the field of institutional–organizational level and human resources management level as well. Hierarchical structures based on traditional, rule-oriented, resource allocation shall be partly strengthened, partly replaced by more flexible, economical, achievement – oriented units.

**Proposals**

When drafting the proposals concerning the development of the local-government system, with regard to Union membership as well, the fact that the narrower – broader environment has fundamentally changed, necessarily leaving its mark on the legal solutions when passing the local governmental fundamental law, shall be taken into consideration.

The tighter relation with the European Community, the direct effect of Union policies, the decisive role of the European regional policy in national development programs and the outlines of the European Administrative Space refer to the fact that in the future modernization programmes shall put emphasis on new dimensions which did not exist in 1990 at all. The so-called mega-trends (regionalization, Europeanization, transparency, liberalization and flexibility), existing at the local authorities in the Western countries, will have their effects also on our country owing to our membership, among others.

The evidently influential but by no means deterministic role of international environment does not give an exemption from the obligation to elaborate on the autonomous reforms adjusting to the country’s historical, political, administrative and cultural traditions. The path-dependency winding along tradition and historical development has an effect not only on the acceptance of various reformist attempts, tendencies and in some cases fashionable trends, but on their implementation as well.

In addition to the general trends of development, the variety of national aims and priorities

\(^9\) The less perceptible dominance of party policy is to be felt mostly in cities, but it creates a real dividing line between local authorities and the civil society.

\(^10\) Such central initiatives are for example CAF, Best Practices and Citizen’s Charters.
is also outlined. The heterogen-
ity of the reform conceptions of
some countries indicates reori-
entation to local requirements,
and not to following the general reform-wave without considera-
tion. Undoubtedly, development
 can be accomplished only by bal-
ancing carefully. Simultaneous
functional and structural reforms
are necessary within a complex
state reform, a really significant
segment of which is the modern-
ization of the local governments.
While the first type of reforms is
related to the correction of meth-
ods, techniques, expertise and
financing, the latter is connected
to the reorganization of struc-
ture, regulation and main points.

Today it is incremental mod-
ernization (functional reforms)
which is preferred for the grad-
ual development and adaptation
of the existing system. A broad-ange change involving sev-
eral subsystems would possibly
target the base of the systems.
In addition to it, it is doubtful
whether the continual postpone-
ment and the rhetoric means
disguising it can be replaced
with some dynamic measures,
the signs of which have not ap-
peared yet.

In any case, the reform-
pattern in Europe shows that
the last time that a large-scale
structural change was required
was in the sixties and seventies.
Having been characteristic of the
80s and 90s, the strategy focusing
on marketization and the
dimining state role is declin-
ing these days. At the turn of
the millennium, the strategy of
modernization and maintenance
does not intend to increase the
importance of the market at the
expense of the state, but – to a
certain extent – management in-
struments are welcomed by the
public sector. The frameworks
for optimal administration and
service management (viable size)
can probably be created much
more rapidly and more efficient-
ly by respecting the existing po-
itical and power relationships.
The only question is whether the
Hungarian public sector utilizing
the opportunities of marketi-
zation and minimalization only
partially and controversially is
really capable of following the
determining line.

It is only a vague proposal
that can be put forth in respect of
the implementation of moderni-
zation. A relatively good answer
to the basic issue concerning the
right timing of carrying out the
reforms can only be given by
knowing the specifications of the
concrete circumstances. A radical
change made by bad timing can
have as painful and unwelcome
consequences as gradual cor-
rection curbed by the missing
conditions.

We, democratic citizens
with a right sense of justice
dignity, are in favour of
integral reforms based on the
bottom-up operation. We are
of this opinion, hoping that the
development of social, economic,
political and cultural relations is
a mutual interest recognised by
all of us.

However, according to his-
torical experience, the chance of
the consequent and successful
implementation of bottom-up ini-
tiatives, at least under politically
stable circumstances, is really
little. Owing to their structural,
controversial and professional
complexity, public administra-
tion, local government programs
and developments can be con-
trolled successfully only by one
centre11.

All this cannot mean the neg-
ligence of the necessary social
support, all the more so since
stubborn resistance against the
changes can be shown by the
society in the interest of which
the reforms are carried out. All
the development concerning the
government and the local au-
thorities in the Central-Eastern
European region (Poland, Slo-
vakia) justifies the fact that the
information of and the efficient
support by the public are the
sine qua non of all moderniza-
tion.

Before the implementation
of reforms, the vague picture of
the future (centralized-decen-
tralized state, the dilemma of
regionalization-integration etc.)
should be replaced by drafting a
clear, coherent, well-timed, long-
term development program, fol-
lowing a comprehensive survey.
Its results depend on the effi-
ciency of the political analyses,
the feedback on experimental
programs and the opportunities
of the reform capacity, which at
present are missing or not imple-
mented properly.

What is fundamental is the
consensus of the political parties
concerning the main tenden-
cies of the changes, as well as
the elaboration of the structural
and procedural background
of enforcement along with the
amendment of the Constitution
and the laws concerned.

The establishment of the
democratic Hungarian local au-
thorities carried the force of rev-
elation in 1990, as a fundamental
move of the change of the public
law system was the adoption of
Act 1990/LXV.

The expectations concerning
the fundamental role of local au-
thorities not only in the forma-
tion of local politics and public
life, but also in determining the
voters’ and inhabitants’ quality
of life have been confirmed by
the last 15 years.

11 See for example the experiences
of Polish public administration re-
forms. J. Regulski, Local Government
Reform in Poland: An Insider Story
(2003) LGI Studies, pp. 217-229
The adaptability of the system is shown by the fact that – according to the requirements of the changing economic and social environment – the fundamental law has continually been more or less amended since 1990, complying with the requirements of modernization.

Thus the sector of local authorities has sufficiently met the challenges of modernization. Nevertheless, it is needless to say that the change of the legal-normative level is a necessary but not a sufficient condition of the reform. The modification of basic values, norms and habits, changes in culture and attitude are also necessary, which are less impressive and rather time-consuming. As for the international experience\textsuperscript{12}, cultural changes, even under favourable conditions, have their ups and downs, which clearly signify the contradictions and specifications of the transition.

Compared to the former period, the situation has completely changed due to partly internal and partly external causes. One of its characteristics is that the demand for the development of public administration is in close relationship with meeting the expectations and requirements based on our membership in the European Union. The operational experience of the last 15 years unambiguously shows that the requirements of the economical and efficient operation of the local authorities have become equal with the function of the local representation of interest. Figuratively speaking, nowadays political responsibility could be sold only at the expense of service efficiency.

All this means that the obligation of local authorities, specified in the Constitution, is to ensure the same level of services all over the country, as local authorities are part of the structure – system of the state. After all, the provision of proper and quality public services is the responsibility of the state as well, mainly in case of local authorities subsidized by the state. These requirements can be met by the present system only at the expense of serious deficiencies.

A more economical and responsible management can be indirectly facilitated by the supervision of the frequently formal role of financial committees. The more efficient, supervisory supplementation of the weak system of ways of the present-day internal and external controlling forms (Administration Office, State Audit Office) is really necessary, and last but not least the reinforcement of civil control is also needed.

The change in approach is inevitable in the whole local government sector. Besides the engagement in politics based on ideology and value, the significance of local policies justifiable by pragmatic, practical and actual results (investments, environmental protection), has become determining, not least due to the crisis symptoms of the institutions of representative democracy. Or as one of the officials\textsuperscript{13} said: ‘autonomy is not a question of quantity, but that of quality’. The quality of the operation of local authorities can primarily be ascertained not through comparing it to the political programs of the parties, but much rather through objective indices (infrastructure, institution network, culture, health care), which justify the implementation of the local aims of special policy.

Knowing the characteristics of the settlement structure, the traditions of the Hungarian public administration and the institutional forms of municipalities, it is fairly difficult but not impossible to fulfil the requirements of the modern and efficient local government with a system operating with small settlements.

The solution, which may be called modernization, has several alternatives. Currently the reinforcement of integrative, coordinative mechanisms is on the agenda in the form of small region associations, ensuring the prevalence of the professional advantages of the association by financial incentives and interests. The institutionalization of sub-regional associations as integrational junctions raises contradictions\textsuperscript{14}. As long as horizontal integrations are not achieved, the pressure of expediency, cost-efficiency and efficiency will lead to the fact that after a while tasks and powers will be accomplished one level higher, arising from subsidiarity. Whether that level will be the obligatory association or the small region municipality, is still unknown.

The establishment of regional authorities can be considered a change with consequences on a large scale, for which preparatory work has been carried out by theoretical and practical experts for years. It should be realized that regionalization is not an external pressure from the Union but an internal modernisational and democratic challenge, which still be responded to fundamentally within the framework of national interests and conditions. In respect of their artificial inter-


\textsuperscript{13} M. Mészáros, ‘Small regions experiences’ (2004) 6 Jegyző és Közí- gazgatás 10

\textsuperscript{14} É. Károly, ‘On the margin of small regions’ (2004) 6 Jegyző és Közí- gazgatás 12
nal participants, unIntegrated regions with conflicts are unable to gain the advantage of larger areas. It would be too early to make any kind of prediction for regional reforms. The history of the Hungarian public administration\(^{15}\) and local governments can exemplify successful and less successful developments in a large number.

When transforming the regional level, the fact should be considered that there are a great number of settlements, consequently there are numerous practice techniques at the county level depending on the conditions, transformations, the institutional structure and mostly on the practice applied. While the operation of part of the counties is narrowed down to the maintenance of the institutions, in other parts the interests of municipalities are served on a high level through coordination. For this reason the differentiated approach to the issues on the county level is justified, simplifications lead only to wrong conclusions if only because restructuring regional governments necessarily has unpredictable consequences for the function and role of the central and local organs.

Apart from the broad range of reforms, control and feedback mechanism in the operation of organs shall be improved. For the enforcement of efficiency and effectiveness\(^{16}\), the introduction and application of a differentiated, multi-level program and evaluation methods are required. Civil servants are expected to acquire new-type skills and abilities (management methods and techniques), while preserving traditional values (legitimacy, justice, equity and predictability).

The integration of representative structures with the functions of a “small Parliament”, the concentration of the office apparatus of low efficiency would be desirable through professional and public administration rationalization. The compulsory introduction of differentiated office models based on the size and service province of the settlement, compulsory basic exams in public administration for filling the post of mayor of a settlement with a certain number of inhabitants and the employment of service managers in cities would be justified. Municipal affairs as a profession can hardly be practiced today without sufficient qualifications. The local government manager would be in charge of service tasks in the first place, while the notary would exercise traditional public-administrative, official and legal powers.

Along with numerous open questions, one fact is certain. The complexity, the time limits and the contradictory nature of the tasks to be carried out substantiate the view according to which modernization is a continuous task to be fulfilled through the cycles. There are no instructions for their performance as they are determined by national characteristics. In the light of international experience it becomes clear that, in addition to the global approach of institution development, the exact knowledge of the circumstances of a country and the program based on it is the guarantee of success.

The challenge of the future is evident: local governments as important elements of modern public administration could not accept the role of weak, inside-looking institutions; on the contrary, they should provide a new and active community role\(^{17}\). In order to implement this goal, they need to have close contacts with local citizens, less influence from parties and reliable, efficient service practices along the European standards.

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15 K. Martonffy, ‘The innovation of Hungarian public administration’ (1940) Budapest, Királyi Nyomda
16 The explanation of efficiency and effectiveness is provided by A. Ágh from the point of view of public policy. Source: http://www.idea.gov.hu
17 This role is based on a common vision of future, where there is a partnership among different sectors to implement quality services for all citizens.
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Study Visit Programme 2007

Study trip to the Netherlands on social inclusion, integration and safety, 26 – 27 April 2007

The new Urban Policy programme of the Dutch central government puts a strong emphasis on “social aspects, integration and safety” in Dutch cities. Indeed, the Dutch government has been praised by the EU Commission for its implementation of the National Action Plan against Poverty and Social Exclusion. This has given rise to a myriad of successful approaches to tackle these problems from different angles, such as fighting discrimination, education, promoting labour participation and stimulating integration.

The study trip will showcase a number of projects which succeeded in improving the social participation and access to services of ethnic minorities in The Hague, the partnership-oriented approach of the Haaglanden police forces in dealing with cases of honour and a civic street policing scheme in districts with high proportion of ethnic population in Rotterdam.

The issues to be explored on this trip will be:
- How to develop partnership approaches improving the objective and subjective perception of safety of citizens
- How to improve access to decent housing of socially disadvantaged groups
- How to improve integration to the labour market of vulnerable groups
- How to overcome particularly high levels of exclusion and discrimination experienced by ethnic groups
- How to sustain citizen engagement
- How to develop and implement a co-ordinated strategy of citizen engagement, not just a set of separate initiatives

Study trip to Stuttgart region on citizen participation, 10 – 11 May 2007

The South-Western state of Baden-Württemberg is at the top of the league in Germany in terms of citizen engagement. Our visit will take you to several very impressive organisations – an award-winning local authority, a private sector company which has won acclaim for its involvement of staff in social responsibility programmes and several other champions of good governance in the region. The programme will conclude with a session on how to develop a joined-up approach to citizen engagement.

The issues to be explored on this study trip will be:
- How to develop a community of active citizens
- How to make local councillors part of participatory processes
- How to get local companies and the press engaged in supporting citizen engagement
- How to overcome the digital divide
- How to use ICT effectively in education and adult learning (e-learning)
- How to develop and implement a coherent strategy for the information society, not just a set of separate initiatives

Study trip to Finland on E-government, 7 – 8 June 2007

According to the OECD, Finland is No. 1 in e-government. Our visit will show you why and focus on latest developments.

The issues explored on this study trip will be:
- How to overcome the digital divide
- How to join-up public service delivery with e-government
- How to develop a community of active citizens
- How to sustain citizen engagement
- How to develop and implement a co-ordinated strategy of citizen engagement, not just a set of separate initiatives

Study trip to Tuscany on sustainable development, 18 – 19 June 2007

The Province of Siena has a long-standing tradition of sustainable rural development. Unlike other famous regions of Italy, it has been eager to protect its rich endowment of idyllic rural landscapes, artistic and cultural assets, as it recognised at an early stage that it can only be a successful tourist destination if it manages to balance the ever increasing demands for car traffic with the desire of tourists and local residents to live in a quiet and peaceful environment. At
the same time, the low density and very dispersed pattern of towns provide a major challenge to efficient service delivery at local level – a challenge which has necessitated imaginative use of e-government approaches.

This challenge is particularly acute for waste management. Consequently, the Province of Siena set up in 1996 a Waste Management Observatory to carry out environmental analyses, to keep citizens informed about changes in the local environment and engaged in improving that environment, and to integrate the system of waste management.

However, sustainable development in Siena goes well beyond environmental issues, focusing also on public health and community safety issues.

The issues to be explored on this study trip will be:
- Innovative e-government solutions to providing public services in a rural area
- How to set-up and manage an integrated waste management system in an area with urban sprawl and low population density
- How to involve citizens in sustainable development initiatives
- How to develop and implement an action-oriented strategy of sustainable development

**Management, 18 – 19 October 2007**

UK public agencies have had more than 20 years of experience with quality and performance management tools and approaches. This makes the UK a particularly interesting case to explore the practical impacts of tools and approaches which are now spreading to the public sectors of other European countries and beyond. This is your chance to hear from senior officials and front-line staff what lessons can be learnt from the UK. The study trip will include visits to the Cabinet Office, the Audit Commission and other public agencies in the London area.

The issues to be explored on this study trip will be:
- How to improve customer orientation through service charters
- How to design and run a Balanced Scorecard
- How to carry-out self-assessments based on the EFQM model
- How to organise effective benchmarking circles

**Study trip to the Paris region on participative budgeting, 6 – 7 December 2007**

The recent riots in France have shown how important it is to give citizens a say and to listen to them. Our visit will lead you to local government champions with a long-standing experience in participative budgeting.

The issues explored on this trip will be:
- Three different approaches of running participative budgets
- Giving citizens a role in holding the local council to account
- Mobilising ethnic minorities to get involved

**Participation fee**

The fee for each individual attending a visit is EUR595 or £395. This covers all briefings during the visits, the written materials prepared by Governance International (including a post-trip CD ROM of all important documents related to the case studies), travel during the visits, meals and refreshments. Participants will cover their own travel to and from the venue and their accommodation costs. (All participants will have the opportunity to stay in a good hotel at which we have negotiated a preferential rate).

Note: There is a discount for the second person registering from the same organisation and a larger discount for each further person. There is also a 20 percent discount for participants from public sector organisations in Central and Eastern Europe.

**Registration**

If you are interested in our study visits please download the registration form at [http://www.govint.org/english/fprodgln.html](http://www.govint.org/english/fprodgln.html) or get in touch with us (email: elke.loeffler@govint.org).
to Web Sites

http://www.nwfreform.org

The Nicolaas Witsen Foundation is an independent, not-for-profit organisation that seeks to promote public administration reform in transitional countries through research and publications, policy and legal advice, management support and training, project management.

We undertake strategic assignments, large and small, and deliver them to the highest standards of international donors and national, regional and local governments in Central and Eastern Europe.

http://www.developmentandtransition.net/

The sites provides the Newsletter on Development and Transition which is published three times a year as a joint enterprise between UNDP (United Nations Development Programme) and LSE (London school of Economics). The Newsletter aims to be a forum for policy-oriented discussions and debates about how the nature, evolution and challenges of development and transition intersect in Central and Eastern Europe and the former Soviet Union and also Turkey.

http://www.mariajoaorodrigues.eu/lisbon-agenda/group/

The site contains the synthesis report of a recent Workshop held in Brussels on “Developing the Lisbon Agenda”, gathering European experts who are proposing some interesting new insights. The full version of the papers prepared for this Workshop are available.

http://www.eu-online-academy.org

European Online Academy (EOA) – Inscription for the next Academic Year (October 2007 – July 2008). EOA offers profound information on recent developments of the European integration as a more and more relevant and complex issue. E-learning modules with workshops alternate during the academic year and thus adequately allow participants to study while continuing with professional activities. The programme is directed at academics, postgraduates and those working in public as well as private institutions who need well-founded information on European integration on a daily basis and delivered by experts with extensive academic and business experience.

Deadline for application for the next academic year 2007/08 is 5 September 2007.
Grants/Studies/Internships

**PhD programmes in Social Sciences**

**Organiser:** Masaryk University, Faculty of Social Studies

**Support:** Scholarship in the form of one-year tuition waiver

**Duration:** three years

**Place:** Brno, Czech Republic

**Topics:** The faculty opens doctoral study programmes in the fields of Sociology, Psychology (General, Developmental and Social Psychology), Political Science and Environmental Humanities. The standard duration of study is 3 years, both for candidates based at the Faculty (full-time form) and those intending to study via an agreed distance-learning including several visits (part-time form). Individual PhD study programmes will be designed to fit respective students’ requirements. Teaching begins in the end of September 2006 and in the half of February 200. The annual tuition fee is 1,600 EUR.

**Eligibility:** Applicants are required to have a Master’s or equivalent degree in social sciences or humanities (preferably).

**Deadline:** May 31, 2007

**Contact:**
Vice-dean Prof. Petr Macek, macek@fss.muni.cz, int@fss.muni.cz.
Common questions Office for International Relations, Mgr. Jolana Navrátilová, jnavrati@fss.muni.cz, web: http://www.fss.muni.cz/Eng

**International Master in Social Policy Analysis by Luxembourg, Leuven and Associate Institutes**

**Organiser:** Centre for Social Studies, Graduate School for Social Research, Institute of Philosophy and Sociology Polish Academy of Sciences, Warsaw

**Work:** Interdisciplinary MA programme taught wholly in English. On successful completion of the programme, graduates receive the degree of MA awarded by Lancaster University (UK).

**Duration:**12 months full time, 2 years part time

**Place:** Warsaw, Poland

**Topics:** Four MA tracks available: MA in Society and Politics, MA in Economy and Society, MA in Culture and Society, MA in Media and Society

**Eligibility:** Applicants should have, or be about to receive, a diploma equivalent to BA or higher, and be capable of intensive study in English.

**Deadline:** Financial aid deadline April 30, 2007; general application deadline October 1, 2007.

**Contact:**
Piotr Binder, phone: +48 22 65258, fax: +48 22 826 48 21, e-mail: pbinder@css.edu.pl, web: www.css.edu.pl

**Doctoral fellowships in Social Sciences**

**Organiser:** Heinrich-Heine-University Düsseldorf, Germany

**Work:** fellow

**Duration:** July 01, 2007 – June 31, 2010

**Place:** Düsseldorf, Germany

**Topics:** The Heinrich-Heine-University Düsseldorf offers two three-year doctoral fellowships within the Ph.D. program “Governing by law and social norms” of the Department for Social Sciences. The Ph.D. program is designed so that its graduates are familiar with major themes and research concerns in social science and able to conduct theoretically-based and methodologically correct research. During their dissertation, the doctoral students will work together with German doctoral students in tandems. A three-month internship in a public institution or a private enterprise will also be
part of the program. The fellowship includes: Monthly grant of 1000 plus transfer costs to Germany/to Russia. The University offers to assist in finding accommodation for the successful candidates.

Eligibility: The prerequisite for admission to a graduate program is an excellent master’s degree in Political Science, Sociology or Law, very good knowledge of German and English and of methods of empirical social research. Candidates should send their applications (CV, certified transcripts/diplomas) and an abstract of three to five pages. Abstracts should deal with modes of policy-making on federal or regional level in Russia (or in comparative perspective). Thereby, outlines should reflect the role of law and social norms for contemporary governance. An official transcript from each college or university is required. The degree certificate is not sufficient. The transcript should show courses, grades and degrees received, mentioning rank or distinction if applicable. A certified translation is required for any transcript in a language other than English or German.

Deadline: May 15, 2007

Contact:
Prof. Dr. Sabine Kropp, Heinrich-Heine-Universität Düsseldorf, Philosophische Fakultät, Sozialwissenschaftliches Institut, Lehrstuhl Politikwissenschaft I, Universitätsstr. 1, 40225 Düsseldorf, phone: +49-0211/81-14555, fax: +49-0211/81-12875, e-mail: kropp@phil-fak.uni-duesseldorf.de, web: http://www.sowi.uni-duesseldorf.de/HHU/fakultaeten/phil/sowi/politik/polI

Calendar of Events

Place: Tallinn, Estonia
Contact: General info: Helmut Hallemaa, phone: +372 513 1241, e-mail: helmut.hallemaa@mail.ee
Registration: Agu Laius, phone: +372 508 2997, e-mail: agu@ffi.ee
web: www.emy.ee/4ceecn

Language: Ukrainian, Russian
Contact: Prof. Akhlamov Anatoly, Head of Department of Economy and Financial Policy, Odessa Regional Institute of Public Administration, Ukraine, phone: +380-482-639 356, 639 514, fax: +380-482-639 249, e-mail: atas_25@ukr.net

June 3 – 6, 2007, Summer School “Global Governance, Regionalisation and Regulation: the Role of the EU”
Place: Ljubljana, Slovenia
Language: English
Contact: Barbara Groselj, e-mail: sspa2007@fu.uni-lj.si, barbara.groselj@fu.uni-lj.si, web: http://www.fu.uni-lj.si/SSPA2007/submission.asp#call

June 3 – 7, 2007, 3rd MMCP Diversity Management Training Jamboree

Location: Budapest, Hungary
Workshop 1.
Power-sharing in the local policy process
Workshop 2.
Mainstreaming minority rights into the local public policy process
Workshop 3.
Conflict management through the public policy process
Contact: Angela Radosits, phone: +36-1-327 3835, e-mail: aradosits@osi.hu

June 7 – 10, 2007, Dynamics of National Identity and Transnational Identities in the Process of European Integration
Place: Sofia, Bulgaria
Organiser: The Jean Monnet Fond, support for Study and Research Centres 2006, Program of the European Commission by The Balkan Ethnology Department of Ethnographic Institute and Museum, Bulgarian Academy of Sciences.
Language: English
Contact: e-mail: balkan_ethnobg@yahoo.co.uk, web: http://212.72.210.65/sr-www/JMC.html

Place: Ljubljana, Slovenia
Organiser: University of Ljubljana, Faculty of Administration
Contact: Barbara Groselj, e-mail: sspa2007@fu.uni-lj.si, barbara.groselj@fu.uni-lj.si, web: http://www.fu.uni-lj.si/SSPA2007/submission.asp#call

June 14 – 15, 2007, VIth International Congress on Public and Non-Profit Marketing
Place: Braga, Portugal, University of Minho
Languages: English, Spanish.
Contact: Prof. Jose Carlos Pinho, e-mail: aimpn2007@eeg.uminho.pt, web: http://www.eeg.uminho.pt/gestao/VIAIMPN/
June 16 – 18, 2007, Academy of Business and Administrative Sciences Annual Conference
Place: Cluj Napoca, Romania, Babes Bolyai University, Public Administration Department
Language: English
Contact:

Place: The Hague, The Netherlands
Organizer: Centre for Government Studies at Leiden University, Ash Institute for Democratic Governance and Innovation at Harvard University’s John F. Kennedy School of Government
Contact:
e-mail: foudijk@campusdenhaag.nl,
phone: +31 6 52 33 72 51,
web: www.cgs.leidenuniv.nl

June 20 – 22, 2007, 10th Colloquium on Regional Sciences
Place: Pavlov, Czech Republic
Languages: Czech, Slovak, English
Contact:
Ms. Viktoria Klimova,
Faculty of Economics and Administration, Masaryk University, Liptová 41a, Brno, Czech Republic,
phone: +420 549 491 784,
fax: +420 549 491 720,
e-mail: klimova@econ.muni.cz,

Place: Vienna, Austria
Contact:
G. Shabbir Cheema,
United Nations, New York,
e-mail: 7thglobalforum@un.org,
phone: +1-212-963 8746,
fax: +1-917-367 0624,
web: www.7thglobalforum.org

June 28 – 30, 2007, International Conference: Institutions of Tertiary Education in Central and South East Europe
Working language: English
Place: Graz, Austria
Contact:
Dr. Hedwig Kopetz, University of Graz, Faculty of Law, Graz, Austria,
phone: +43-316-380 3603,
e-mail: hedwig.kopetz@uni-graz.at

July 2 – 14, 2007, Jean Monnet Summer School “International Environment and European Integration”
Place: Rijeka, Croatia
Organiser: The Faculty of Economics and Jean Monnet Chair of the University of Rijeka
Language: English
Deadline: June 4, 2007
Contact:
Nataša Rupčić,
e-mail: efri-summerschool@efri.hr,
web: http://www.efri.hr/english/prikaz.asp?txt_id=3113

Place: Zagreb, Croatia
Organiser: Faculty of Economics & Business, University of Zagreb
Language: English, Croatian
Deadline: July 20, 2007
The concept of ISS is to offer a variety of courses in English and Croatian which are taught within the undergraduate economics and business programs: Accounting, Econometrics, Information Technologies, International Economics, Macroeconomics, Principles of Economics, Statistics and Advanced English.
Contact:
International Summer School,
Faculty of Economics & Business,
Zagreb, Croatia,
phone: +385 1 238 3160,
fax: +385 1 238 2618

July 12 – 14, 2007, 5th ICAF – International Conference on Accounting and Finance in Transition
Place: London, UK
Organiser: University of Greenwich, UK
Contact:
Dr. Edouard Mambuma Khenzu,
University of Greenwich, Business School, Greenwich, London, England, UK,
e-mail: ICAF-2007@gre.ac.uk,
web: http://www.icaf.org.uk

Place: Orlando, Florida, USA
Contact:

Place: Orlando, Florida, USA
Contact:

July 14 – 24, 2007, European Summer School 2007 “Central Europe in the EU: Old Europe – New Europe”
Place: Prague, Czech Republic
Organiser: Institute for European Policy (EUROPEUM)
Language: English
Contact:
EUROPEUM
Institute for European Policy,
Rytírská 31, Prague 1, Czech Republic,
phone: +420-221-610 206,
+420-221-610 207,
fax: +420-221-610 204,
e-mail: ess2007@europeum.org,

August 12 – 25, 2007, PhD Summer School 2007 on Governance and Democracy in Central Eastern Europe
Place: Luneburg, Germany
Organiser: Center for the Study of Democracy, University of Luneburg
Target group: Master and doctoral students with a special interest in comparative research on governance and democracy.
Language: English
Deadline: May 31, 2007
Contact:
Prof. Ferdinand Muller-Rommel,
Universität Luneburg,
Scharnhorststr. 1, Luneburg, Germany,
e-mail: muero@uni-lueneburg.de,
web: www.uni-lueneburg.de/fb2/zdemo/summerschool/

September 4 – 6, 2007, International Academic Conference “Increasing the Competitiveness or New Challenges for the Development of Regions, States and International Markets
Place: Ostrava, Czech Republic
Organiser: Faculty of Economics, Technical University of Ostrava, Czech Republic
Contact:
Ms. Ivana Rostkova,
e-mail: ivana.rostkova@rshb.cz

Review of Activities

Date: September 27 – 29, 2007
Place: Pula, Croatia
Organiser: University of Rijeka, Faculty of Economics and Tourism
Language: English
Contact:
Ms. Sandra Krtalic,
phone: +385 52 37 7049,
fax: +385 52 21 6416,
e-mail: conference@efpu.hr,
web: www.efpu.hr/conference

Events of the New Bulgarian University, Sofia, Bulgaria
May 21 – June 13, 2007, Course “Globalisation and Sovereignty”
Contact:
Mrs. Veselka Nesterova,
e-mail: vnesterova@nbu.bg

Events of the Siauliai University, Lithuania
Deadline: April 25, 2007
Deadline: October 1, 2007
Place: Siauliai, Lithuania
Language: Lithuanian, English, Russian
Contact:
Faculty of Social Sciences, Siauliai University, Siauliai,
Inesa Suvorova,
e-mail: inesa@smf.su.lt,
phone: +370 41 595 880

Events of the National Institute of Administration, Bucharest, Romania
April – September, 2007, Specialized Training Program for the Civil Servants in Management Position
Language: French
Contact:
Carmen Hartopeanu,
e-mail: carmen.hartopeanu@ina.gov.ro,
phone/fax: +40-21- 314 5056

April – June, 2007, Training for Romanian High-ranking Civil Servants
Language: Romanian
Contact:
Catalin Constantin,
e-mail: catalin.constantin@ina.gov.ro,
phone/fax: +40-21-314 5056

Language: English
Contact:
Catalin Constantin,
e-mail: catalin.constantin@ina.gov.ro,
phone/fax: +40-21-314 5056

Events of the European Institute of Public Administration (EIPA), The Netherlands
May 7 – 8, 2007, Public Procurement Policy Seminar on European Defence Procurement
Place: Maastricht (NL)
Contact:
Roger Hessel, EIPA-CEFASS European Training Centre for Social Affairs & Public Health, Milano, Italy,
phone: +39-2-67 100 600,
e-mail: r.hessel@eipa-it.com,
web: http://www.eipa.nl

Place: Maastricht (NL)
June 4 – 5, 2007, Seminar “Managing Change in Public Administration”
Contact:
Ms. Nicolette Brouwers,
e-mail: n.brouwers@eipa-nl.com;
phone: +31-43-329 6245,
web: http://www.eipa.eu

June 4 – 5, 2007, Towards the Completion of the Internal Market for Services
Place: Luxembour (L)
Place: Brussels (B)
June 6, 2007, One-day Seminar: European Information and Communication Management – Who’s Afraid of European Information? EU Policy-Making and Information Implications
Place: Brussels (B)
June 12 – 14, 2007, Seminar: European Negotiations I, Techniques to Manage Procedures, People and Package Deals to Survive in European Negotiations
Place: Brussels (B)
June 13 – 15, 2007, Seminar: CAF (Common Assessment Framework) and BSC (Balanced Score Card)
Place: Maastricht (NL)
June 14 – 15, 2007, Seminar: Managing Culture in Public Administration
Place: Maastricht (NL)
June 21 – 22, 2007, Interactive Workshop: How to Communicate Europe Effectively
Place: Maastricht (NL)
Place: Maastricht (NL)
Place: Barcelona (E)
Place: Maastricht (NL)
Place: Barcelona (ES)
Working language: English and Spanish with simultaneous interpretation
Contact:
Natalia Doménech,
phone: +34 93 567 23 89,
fax: +34 93 567 23 56,
e-mail: n.domenech@eipa-ecr.com
Recent Publications

Management of Regional and Municipal Administration
Price: not for sale by now
Language: Czech
Resume: This publication serves as a handbook of the currently emphasized public management instruments. It introduces instruments particularly from the field of finance and quality management.
Contact: David Spacek, Masaryk University, Brno, Czech Republic, e-mail: 77120@econ.muni.cz

Regional Development: Newer Theoretical Concepts
Author: Bucek M. at all Publisher: EKONOM, Bratislava, Slovakia, 2006
Price: 189 Sk
Language: Slovak
Resume: In this monograph authors try to present, from different angels, an idea that in current globalised economy a ratio between knowledge and other resources has been changed. In other words, knowledge has probably become the most important development factor and welfare of a country.
The book is divided into 5 chapters. Introductory chapter Task of the Knowledge in Regional Development and Research is followed by the chapter Regional Dimension of Knowledge-Based Economy, where concepts like learning regions, clusters, actors of regional innovations systems and others are presented.
Contact: Eva Belvoncikova, e-mail: esekeres@euba.sk

Publications of the European Centre for Minority Issues, Flensburg, Germany

web: http://www.ecmi.de/download/brief_15.pdf

web: http://www.ecmi.de/download/working_paper_37_en.pdf

“Implementing Human Rights in Serbia and Montenegro”, 2007 Materials in English and Serbian of joint ECMI-Danish Institute of Human Rights project
web: http://www.ecmi.de/doc/Implementing_Human_Rights/


Contact: European Centre for Minority Issues, Schiffbruecke 12, D-24939 Flensburg, Germany
web: http://www.ecmi.de

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Contact:
Ms Joyce Groneschild,
e-mail: j.groneschild@eipa-nl.com,
phone: +31-43-329 6357,
fax: +31-43-3296296

Events of the University of Economics in Bratislava, Slovakia
October 10 – 13, 2007, 2nd Central European Conference in Regional Science
Place: Nový Smokovec – High Tatras, Slovak Republic
Registration and further information web: http://www.cers.tuke.sk/

Summer school PREPARE “Priority European Programme in Advanced Regional Economics”,
More information web: www.ersa.org/prepare

Events of the Center of Excellence in Finance, Ljubljana, Slovenia
Language: English
May 9 – 11, 2007, Workshop on Policy Coordination and Financial Stability
May 21 – 22, 2007, Workshop “Health Financing, Competition and Strategic Purchasing”
May 23 – 25, 2007, Workshop “Medium-Term Budgeting. From Concept to Reality”
June 18 – 22, 2007, Introduction to Public Finance Management – Summer School
- for junior governmental officials assigned to public finance management positions
Contact:
phone: +386 1 369 6190,
fax: +386 1 369 6244,
e-mail: info@cef-see.org,
web: http://www.cef-see.org/
NISPAcee Summer School 2007

Joint activity of NISPAcee and School of Public Administration, Lomonosov Moscow State University, Russia

**Dates:** 25th to 30th June 2007

**Language:** The Summer School 2007 will be run in the Russian language

**Place:** School of Public Administration, Lomonosov Moscow State University, Moscow, Russia

**Target group**
The summer school is primarily intended for people who wish to become deeply acquainted with the newest teaching techniques in the field of PA education. It is especially hoped that the summer school will serve to transfer knowledge to the university teachers and trainers from CIS and former Eastern Block countries. All courses are targeted at professionals and practicing teachers who wish to enhance their current skill set.

**Aims & Scope**
To raise the quality and availability of education in Public Administration, NISPAcee in cooperation with the School of Public Administration of Lomonosov Moscow State University is organizing the *Summer School 2007* program. This program is designed as rigorous, challenging summer “train the trainers” education program that enable faculty and trainers from different educative centers all over the Eastern Europe and CIS to acquire additional knowledge and skills in the best-of-arts of teaching methodology and teaching techniques as well as gain additional interests in the education and training.

Summer School 2007 program offers several advantages for quality PA education & training by providing:

- Challenging and engaging PA education & training opportunities during one saturated week.
- Immersion experiences where participants spend consecutive hours each day.
- Comprehensive education & training instruction that otherwise would not be available because of lack of time and possibilities.

A summer school in the PA education & training is one that:
- Provides instruction in different types of teaching techniques.
- Offers a comprehensive curriculum where participants actively create and/or perform as well as respond to the PA educational process.
- Culminates in presentations, simulations, or other demonstrations of the participants’ achievements in the PA education & training.
- Distributes best individual attainments and expertise between trainers and participants.
- Creates the net of personal professional contacts.

Content will deal with all the newest active teaching methods and techniques: distance learning; group training, business games, case studies and simulations.

Distance learning courses will be described first of all in terms of the courses design, allowing teachers to tailor “attendance” of students to maximize learning. Secondly we will investigate schemes on creating convenient and interesting interactive educational courses combining contemporary, creative technologies, and professional services.

Participants will shortly come across theory in the areas of experiential learning theory, educational taxonomy, group development theory, interpersonal relations theory, team-building models, motivation theory, and personality theory as a foundation for group training designs and will receive suggestions on how specific theories might be used.

Business games are the area where faculty of Lomonosov Moscow State University is especially strong and innovative. Participants will discover how business games can be used in teaching process to warm up meetings, improve training, and liven up conferences. Business games ideas and rules will help participants to design and to use games and exercises for training sessions, meetings, workshops, seminars or conferences, for adults and young people.

Case studies will be viewed in the focus of how they could be used in performing the work of teachers. Participants will study different applications of case study methods, including purposes and pitfalls of each. Our Professors will present also an evaluation perspective on case studies, determining their appropriateness and usefulness.

**Infrastructure**
The teaching mode will be interactive lecture sessions, presentations, simulations and computer exercises. The School will take place at Lomonosov Moscow State University, located in the most prestige and marvelous district of Moscow city.
NISPAcee Yearbook in Public Administration and Public Policy 2007

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

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

Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief
Prof. Juraj Nemec, Matej Bel University, Banska Bystrica, Slovakia

Members of Editorial Board
Geert Bouckaert, Catholic University, Leuven, Belgium;
Wolfgang Drechsler, Tallinn Technical University, Tallinn, Estonia;
Gyorgy Jenei, Corvinus University of Budapest, Budapest, Hungary.

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

More information: www.nispa.sk

Translation of Selected Publications into CEE National Languages

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

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

Clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

Please send letters of inquiry and applications to NISPAcee Secretariat.

The deadline: May 31, 2007
**NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 125 Institutional members (from 23 countries), 34 Associate members (from 20 countries).

**New Institutional members of the NISPAcee**

Faculty of Management, Technical University, Sofia, Bulgaria

**NISPAcee newsletter is sponsored by:**

The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary.

**NISPAcee NEWS is published with the support of the Local Government and Public Service Reform Initiative (Affiliated with the Open Society Institute), Nador ut. 11, 1525 Budapest 114, Hungary. NISPAcee News is published quarterly. We invite individuals as well as organisations to contribute to the second issue of volume XII. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.**

The deadline for the next issue is May 31, 2007.