



NISPAcee

THE NETWORK OF INSTITUTES AND
SCHOOLS OF PUBLIC ADMINISTRATION
IN CENTRAL AND EASTERN EUROPE

Volume X • No.3 • Summer

news 2003

Preparation of Public Institutions and Civil Servants for the EU Membership - Lithuanian Example

Assoc. Prof. Dr. Eugenijus Chlivickas, President of Public Administration Training Association, Lithuania

The efficiently functioning public administration system is one of the main preconditions for Lithuania's successful preparation for the EU membership and forms the basis of efficient performance including consecutive strategic planning of the institution's activity and accountability for its results i. e. strategic planning of public institution activity and the further administration of the institutions themselves.

Since 2000, the Lithuanian government, seeking for better planning of its performance and for more efficient usage of current financial and labor resources, has initiated introduction of strategic planning in the ministries and other budget institutions.

Strategic planning enabled the Government to systemise their activity, to efficiently use budget resources and enhanced supervision of institutions' activity. Implementation of strategic planning princi-

[continued on page 2] >



PA in CEE

EU Membership of Lithuania /1

Studies, Programmes & Projects

Local Action Planning for Employment /8

PA on Internet

Interesting Web Sites /9

Review of Activities

Calendar of Events /10

Recent Publications /10

Recent Conferences

Public Administration: Challenges of Inequality /13

Public Administration in 21 Century /14

NISPAcee Events

11th Annual Conference /16

NISPAcee Announcements

Training Course /23

Web NISPAcee Website /24

Translations into CEE National Languages /25

Occasional Papers Series /25

12th Annual Conference /26

NISPAcee Membership /28

>[continued from page 1]

ples is an important precondition for stable and regular institution performance. The regularity of the activity is based on consecutive implementation of the priorities set by the Government and the efficiency of the public institutions' activity is ensured by purposive use of resources as well as control of this usage. Moreover, the consistency of the activity and appropriate use of financial resources enable the Government to accumulate more finances and energy, at the same time, reflecting the needs of the society members.

In 2001 the process of Lithuanian budget formation and strategic planning were related for the first time. Then the Government strategic planning committee started its real activity being involved in preparing proposals concerning the strategy of Government executive policy, strategic goals, priorities and their implementation.

Although the implementation of the strategic planning principles has already started, some problems are faced while planning the public institution activity and its control. One of the main problems is the abundance of documents concerning activity planning - up to 200 of various documents regulating activity planning of the Government and other institutions at various levels and different in their forms are being prepared and constantly updated. The existing situation not only impedes the strategic planning itself but also, due to a too big number of the independent administrators of budget assignments, makes the allocation of financial resources, their appropriate use and evaluation of the programs' results very complicated.

Preparing for the appropriate exploitation of the EU advantages,

Lithuanian has prepared the **National Development Plan** that includes separate programmes of budget assignment administrators and investment projects provided for in the State Investment programme and financed by the EU structural support.

Many challenges will be faced enhancing Lithuania's administration skills for the implementation of the EU provisions. Although the demand for definite administration capacities has been evaluated and the development plans have been prepared, a lot depends on the administration of institutions' development. Therefore, it is important to ensure that the principles of the strategic planning are consequently followed.

Several of the above mentioned problems directly affect the administration of Lithuania's preparation for the EU accession, quality of its preparation results as well as the speed of the process itself. The inconsistency while preparing various plans impedes the implementation of the **Programme for Lithuania's Preparation for the EU Membership** i. e. many instruments in the programme are not appropriately financed from the budget. The integrity problem of institution activity planning calls for the solution in the context of the country's preparation for EU accession. The distribution of regional and central accountability is essential while implementing programmes of investment and infrastructural development within the national preparation programme for the EU accession. The majority of the EU investment and direct support programmes are implemented at the self-government level (e. g. environment protection, agriculture or energy economy). Appropriate balance of resources distribution at the self-government level and clear determination of account-

ability boundaries will enhance faster preparation of the country in the EU accession.

The rationality of institution strategic activity plans and implementation of the Government programme is directly related with legislation establishment planning. The efficiency of institutions activity while introducing legal acts is important for planning the process of legislation concordance and for ensuring the quality of the EU legislation implementation. In this case, rational planning of legislation establishment is directly related to the speed and quality of preparation for the EU membership. The quality comprises evaluation of legal acts effect and the speed can be determined by the decrease in legal acts amendments. Therefore, it is important to ensure obligatory assessment of implementation outcome and the use of clear methodological guidelines identifying the content, forms and the covering information of the legal act. The information concerning drawing of the legal act should be preemptorily accessible not only to the lawyers of the Seimas and the Government but also to all the involved groups of interest involved.

Identification of separate problem categories, which will directly affect the speed of Lithuania's preparation for EU membership, makes it possible to determine general trends in improvement of strategic management and at the same time in preparation for the EU membership.

By the date of accession to the EU, the plans of National Development, Investment planning, Legislation harmonization and Acquis implementation have to be integrated into the unanimous strategic management system and strategic planning phases, harmonizing them with the Lithuanian budget forming procedures. The number of budget assignment administrators has to be reduced

in parallel. While rationalizing the process, it is important to provide appropriate methodological support to the institutions. Striving for qualitative and efficient progress of the state governance, it is necessary not only to start strategic planning in self-government institutions but also to ensure the harmonization of institutions activity planning at self-government and central levels. The efficiency of the government itself is directly related to management of legislation establishment and, therefore, it is important to prepare legislation management regulations, which would become the main instrument of legislation establishment planning and would guarantee faster preparation of the countries accession to the EU. In the improving legislation establishment planning it is essential to introduce the obligatory assessment of legal act enactment outcome and to adopt the unanimous assessment methodology of legal act enactment outcome.

Today Lithuania has developed a consecutive management system of preparation for the EU membership that comprises of a wide network of institutions and the whole of instruments concerning preparation for the accession. The whole of the instruments consists of the Programme of Lithuania's preparation for the EU membership that has been prepared since 1998. It links horizontal (typical of separate ministries) and sector programmes which project the process of the preparation.

The basis of institutions' preparation for the EU membership includes the integral system of Lithuanian government institutions through which the planning and monitoring of the country's preparation for the EU membership is realized. The European integration institutions were established before signing the European agreement and

this highlighted a new phase of Lithuanian preparation for the membership – it became the object of foreign affairs as well as the matter of home affairs. The Governmental European integration commission forms the basis of the system. It was established in 1995 and is chaired by the Prime Minister. At the moment it consists of the Prime Minister, 10 Ministers and the General Director of the European Committee under the Government of the Republic of Lithuania. The commission discusses and makes politically obligatory solutions to the main problems concerning the integration in to the EU. The functions of the Commission secretariat have been performed and the inner work concerning the preparation has been coordinated by the European Committee under the Lithuanian Government. It has also fulfilled the functions of the secretariat for the Lithuanian delegation of the EU membership preparation. The department of European Law implements conformity analysis of the Lithuanian legislation, Government acts and international agreements of the Republic of Lithuania with the norms of the EU legislation and provide conclusions concerning concordance of the above mentioned documents to the Seimas, the Government, the Ministries and public institutions. In 1995, the European integration departments were established in the main ministries and state institutions. They are involved in the coordination of preparative work for the EU membership within the ministries. In 2000, the Lithuanian delegation for negotiations with the EU concerning the country's membership in the union was established and the main negotiator was appointed by the President of the Republic of Lithuania. The head of the delegation is the Minister of Foreign Affairs and the department of the European integration coordinates the imple-

mentation of the European agreement and Lithuania's diplomatic contacts with the EU. At the parliamentary level the Committee of European Affairs, established by the Seimas in 1997, performs the function of the parliamentary control of the executive branch activity preparing for the EU accession.

The functioning of the system is inseparable from the general system of public administration and the needs of the society. It is important to develop transparent public policy, to identify its relations with the preparation for the accession as well as to agree the content and form of the preparation for the EU membership with the society groups interested in this. The agreement of the preparation for the EU membership content and form with the different interest groups will be further implemented through the introduction of regulation effect assessment, the essence of which is to evaluate the opinion of the interest groups directly affected by the solutions made and short- and long-term input into solutions.

The management of preparation for the EU membership, without the programme of preparation for it, has its own instruments comprising of adoption of the EU legislation, implementation of legal control measures and development of administration skill related to it while planning, organizing, controlling and evaluating the readiness for the EU accession. The following instruments could be pointed out: the foundations of Lithuania's preparation for the EU membership, the draft of State legislation reform and trends in training Lithuanian public servants for the EU accession, the programme for introduction of inner control in the State sector, the strategy of the society informing and educating while preparing for the EU membership, the programme of Lithuania's

joining the internal EU market and other programme instruments.

The development of administration skills requires EU technical support. Since 1998, the European Commission has been initiating the 'Twinning' PHARE programme which aims at helping the countries candidates to improve the administration quality of the institutions adopting the EU regulations. The 'Twinning' programme is implemented through bilateral support 'relating' with the EU countries' institutions. The implementation of such projects enhances acquisition of the accumulated experience and professional skills.

Negotiations for the membership and the EU preparation for the expansion

On February 15, 2000 Lithuania officially started negotiations concerning the EU membership. In the beginning of the process Lithuania stated that by the beginning of 2004 it would have prepared for the realization of the EU regulations in the sectors without exceptions and transition periods. The negotiations concerning EU membership serve as a strong challenge to Lithuanian institutions striving for qualitative progress and accelerating the reforms relevant to country's development. The accelerating process of integration stimulates to additionally analyse how well the administration and management system of Lithuania's preparation for the EU accession function. Today, it can be stated that the Lithuania's preparation for the membership and public administration systems are two complementing and stimulating each other processes that provide for the appropriate solution to the problems discussed in the article.

This is also confirmed by the readiness of the EU for the expansion which prompts the reform

of the EU institutions. The most important objectives are increase in the responsibility of the Commission officers, improvement of information exchange with the EU institutions, approaching the society to the EU solutions and clearer distribution of accountability among regional, national and international institutions.

Perspective

Lithuania's successful preparation for the EU membership can be also determined by the clearer vision of the country's membership. It should be based on the general principles of the EU functioning and integration in separate sectors of the EU policy that would determine the degree and regularities of the Lithuanian administration adaptation and the country's representation in the EU institutions. It can be expected that after 2004, the EU policy in the most of the sectors will be implemented following the principle of the majority vote. In this case the restriction of the country's veto will be directly related to the tradition of democracy and trust.

Therefore, by the date of accession, the stable and reliable mechanism of the EU integration should start functioning (as a part of state government). Lithuanian should be ready not only for efficient implementation of the general EU resolutions but also for initiating them. The foreign policy, trade and emission policies under the agreement of the sides will be partially delegated to the general EU mechanisms of decision making and the member countries (including Lithuania) will be given the initiative right and freedom implementing the general EU strategic directives. The range of policy planning will include not one but more than 20 countries.

Striving for rational use of opportunities provided by the integration, Lithuania should

have used all the programme and financial instrument, i. e. it should have established all the necessary institutions, implemented the necessary programmes of servants qualification development, have formulated clear procedures of how to use the EU financial support and have cleared the EU integration regulations to the potential receivers of the support. The activated economic and political relations, fast globalization processes will obligate the Lithuanian state not only to inform the society regarding its opportunities and new programmes with expedition but also to appropriately accept and assess the new EU social and economic challenges as well as to suggest constructive solutions to common European institutions. This will require a constant improvement of general governance of the Lithuanian state. The informing of the society will acquire new aspects and a transparent public policy will become a necessity for the Government working with international organizations and groups of interests, putting forward proposals regarding various EU policy sectors, cooperating with the Governments of other countries and getting involved in the process of the EU decision making.

The success of EU membership is determined by internal and external factors of integration policy. The readiness of the EU to accept new countries is the most relevant external factor which will influence the beginning of the expansion process. Lithuania supports the thorough and effective reform of the EU institutions and decision-making mechanisms. The reform would ensure the qualitative expansion of the EU and the stability in the region, it would also harmonise the economic progress of the countries, would enable separate members to coordinate the most complex solutions to the problems and

would make the EU institutions more accessible to the citizens.

The whole EU is getting ready for the expansion; however, every candidate should be perfectly ready inside the country – to have adopted the majority of the EU legal acts and completed structuring reforms. Trying to achieve the above mentioned objectives it is necessary to make decision related to the EU integration more efficiently, to ensure the consecutive control of their implementation and distribution of financial resources necessary for the implementation of separate legal acts. This forms the objective of Lithuanian public administration adaptability for the control of the EU regulations implementation and the objective of representing the country's national interest in the EU institutions.

Summarizing the Lithuanian experience of getting ready for the EU membership, it can be stated that the sore problem of the preparation for the accession administration is insufficient relation between this system and general public administration system. The activity regarding the preparation is often organised as a separate activity of the sectors and has not become an integral part of the public administration system.

The problem in question will be solved and the administration system of preparation for the EU membership will be reformed in two directions. Firstly, the administration of the preparation (including the planning of the activities, their implementation and monitoring) should form an inseparable part of public decision-making and implementation system. However, according to the majority of the parameters, the present EU administration system is more advanced than general public governance system (because it distinguishes in planning, advanced supervision of implementation). Therefore EU

preparation for integrity into general public governance system is directly associated with reform of the public administration system, which is orientated to EU preparative needs.

This reform is associated with the level of Government and is executed as the reform of planning and budget formatting. The purpose of this reform – a clear connection of Governmental institutions activity with Governmental strategic priorities (among them – preparation to EU membership). The essential element of this reform is consistent cycle of planning and budget formatting, which consists of budget formatting, programming, monitoring and evaluating of programmes. Considering Governmental strategic priorities and financial economic perspective, Governmental institutions arrange strategic plans, programmes and projects for budgetary estimates.

PHARE/Institution development/ Twinning program

This programme was initiated by the European Commission. The aim of this programme was to support all candidate countries to reach the requirements of EU that administrative institutions could correspond. The main features of Twinning programme are longevity of the projects and particular results.

The great part of all PHARE programme allocations is allocated for the creation and strengthening of institutions. With the help of this program it is supposed to strengthen those government divisions that are responsible for acquis (EU law and practice) movement to national law, implementation and compliance. In many cases in Lithuania, as well as in other candidate states, there are needed transformed and new administrative structures, purposeful training and technical equipment as well.

Executing this partnership programme, an important role falls to European Commission, which evaluates various requests and proposals, also seeks to balance them in a way, that supply corresponded demand. Though the other candidate states executing projects as well as Lithuania play an important role as well,

the European Commission initiates integration in usage of structural funds, keeping established requirements and rules.

The Twinning instrument has risen after decentralizing PHARE programme – the coordination of Twinning programme moving into candidate states, where European Commission represents its representatives in European Commission Delegation. In that way, Brussels becomes less connected with the execution and monitoring of those projects. Candidate states' institutions and ministries are stimulated to involve in common process.

Every Twinning project forecasts some objectives. While implementing those objectives, candidate states are not ordered to accept administrative model of one or other European state, but rather to form national model. It is recommended to consider the suggested administrative traditions of West Europe.

There were successfully executed projects of Budgetary computer system development and implementation; Administration of law and training of officials; Strengthening of internal financial control; Training of civil servants; Developing of computer customs integrated tariff system; Budget management and financial control; Administrative procedures and Activity strengthening of customs department and regional customs.

The strengthening of administrative capabilities is scheduled in the training tendencies of Lithua-

nian civil servants in preparation to the EU, directly conducts to EU integration development of government and the formation of clear public policy. The training tendencies of civil servants provides: (1) to formulate methodical material for civil servants and primary training about EU programme; (2) to train lawyers who work in central state government institutions and are responsible for European integration deals; (3) to train negotiation chiefs and high rank officials.

Public Administration Training Association

In the process of the strengthening of administrative capabilities and development of the democratic state of Lithuania it is necessary to provide professional training to the politicians and civil servants at national and municipal levels.

In Lithuania several training centres successfully work aiming at the professional training of specialists in this field. However, after the programmes of public administration have been prepared many problems arose as how to put into practice the process of qualification improvement. Such problems as the co-ordination of training process, data exchange and presentation of information to clients, training quality assurance as well as the problem of motivation of politicians and officials to acquire higher qualification arose.

In order to solve the above-mentioned problems all the public administration-training institutions joined their forces and founded Public Administration Training Association. Public Administration Training Association is a voluntary unification of the institutions that provide training to the Lithuanian politicians and civil servants at national and municipal levels. Public Administration Training Association (PATA) was officially registered on November

9, 1998. The association unites the non-academic institutions of that field in Lithuania such as:

- Lithuanian Cultural Administrators Training Centre in Vilnius;
- Lithuanian Institute of Public Administration in Vilnius;
- Social Insurance Training and Research Centre in Vilnius;
- The Foreign Languages Training Centre in Vilnius;
- The Municipal Training Centre at the Kaunas University of Technology in Kaunas;
- The Social Workers Training Centre in Vilnius;
- The Training Centre at the Ministry of Finance in Vilnius and in five other biggest towns of Lithuania;
- The Training Centre "Dainava" for Civil Servants and Local Administration in Druskininkai;
- Customs Training Centre

Goals of Association:

- to coordinate the activities of Association members in the fields of training, scientific research and consulting as well as to ensure the optimal use and development of the present resources;
- to participate in the formulating and implementation of state policy in the fields of qualification improvement of politicians and civil servants at national and municipal level;
- to ensure the quality of the services provided by Association members;
- to coordinate and conduct the researches on the needs to improve the qualification of politicians and civil servants of national and municipal level, to evaluate the training influence on the efficiency and effectiveness of the servants' work;
- to conceive and carry out the projects in public administration field;
- to co-operate with the Lithuanian state administrative institutions of national and municipal

level, associations and other local and foreign organisations;

- to provide the information about Association and its members to the international organisations.

Many of the present problems of reform of public administration in Lithuania are stipulated by the inadequate qualification of civil servants and local administration. Realizing the importance of this problem the Association founders actively work at the implementation of requirements to the qualification of a servants as well as the possibility for them to participate in post-gradual studies. In order to implement the elevated tasks it is planned to utilize the present training resources and to develop them in co-operation with the international partners. Qualification insurance system would embrace civil servants of different categories and experience. Public Administration Training Association is expecting to take its active part in the effective implementation of the public administration reform in Lithuania.

At present Public Administration Training Association and its members actively work at strengthening administrative capabilities of civil servants according to training programmes, where the disciplines of EU integration predominate.

The blocks of training programmes are arranged according to the courses:

I. EU law: Technical English language in EU; EU fundamentals of law; Arrangement of law; EU fundamentals of law (for lawyers, Analysis and search of EU law; Preparation of EU documentation; European Justice Law impact for national justice system; EU and Lithuanian competition law; and Harmonization of law.

II. EU finances: Common programming document (former National development plan,

Management of EU financing programmes (identification and formulation of the projected regional policy and structural funds, Management of EU financing programmes (creation of project implementation structure, arrangement of plan, selecting of command, forming of budget), European Union Membership. How much it will cost for Lithuania?, Preparation for membership to European Union financial instruments (PHARE, ISPA, SAPARD), EU budget and finances, Management fundamentals of project cycle, EU structural funds and culture, Lithuania and the Euro.

IV. Social security: Social policy of EU, Policy of EU and usage possibilities of European social fund.

Implementation of the EU policy of environmental control in Lithuania; Health policy of EU; Education programmes of EU; Negotiations of EU; and the EU as an international character.

According to State Service Law of Republic of Lithuania, the system of institutions, which are participating in the training of civil servants, consists of: the Ministry of Interior, the institutions, which perform functions of state service, other state institutions and civil servants qualification improvement institutions that are confirmed by the established order of the Minister of Interior.

Training strategy of civil servants for 2002 – 2006, prescribes, that in order to guarantee training quality of state institutions, there are established underlying objectives of civil servants training and underlying training groups of civil servants. There are confirmed training programmes and qualification improvement institutions, the implementation of various programs is auditing and the qualification of lecturers is improved as well.

Additions of references to the paper of Barbara Kudrycka "Towards Quality Governance for Sustainable Growth and Development in Central and Eastern Europe" in the previous issue, Vol. X, No. 2, Spring 2003, p. 1 – 6:

p. 1, line 10 – 11

World Public Sector Report, Globalization and the State, United Nations 2001, p. 43

p. 2, column 2, line 23 – 28

Transition, The First Ten Years. Analysis and Lessons for Eastern Europe and the Former Soviet Union, The World Bank, 2002

p. 2, column 2, line 38 – 43

D. Kaufman, A. Kraay, P. Zoido – Loba-tion, Governance Matters; From Measurement to Action, Finance & Development, IMF, June 2000, Vol. 37, No. 2

p. 3, table 1

Ch. Pollitt, G. Bouckaert, Public Management Reform: An International Comparison, Oxford University Press, 2000, p. 305
p. 3, column 2, 2nd paragraph, line 1 – 14
J. Jabes (ed.) Ten Years of Transition: Prospect and Challenges for the Future of Public Administration, NISPAcee, Budapest, p. 506

p. 3, column 3, line 6 – 19

D. Kaufmann and Aart Kraay, Growth without Governance, World Bank Publications, 2002

p. 4, column 2, paragraph 2, line 8 – 34

D. A. Rondinelli, Promoting National Competitiveness In a Global Economy: The State's Changing Roles

p. 4, column 2, paragraph 3

D. A. Rondinelli, Capacity Building In Emerging Market Economies: The Second Wave of Reform, In., Business & Contemporary World, Vol. 6, No. # (1994), p. 153 – 167

p. 4, column 3, paragraph 3

World Bank, World Development Report 2002, Washington, DC: World Bank, 2002.

p. 5, column 1, paragraph 2

Bartłomiej Kaminski, Beata K. Smarzynska, "Foreign Direct Investment and Integration into Global Production and Distribution Networks, Working Paper No. 2646, Washington, DC: World Bank, 2001.

p. 5, column 1, paragraph 3

J. Caddy, M. Vintar (ed.), Building Better Quality Administration for the Public: Case Studies from Central and Eastern

Europe, NISPAcee 2002, G. Wright (ed.), Government, Market and the Civic sector: the Search for a productive Partnership, NISPAcee 2001, J. Caddy, J. Jabes (ed.), Improving Relations Between the Administration and the Public, NISPAcee 1999, J. Jabes (ed.), Public Administration and Social Policies in Central and Eastern Europe, NISPAcee 1998.

p. 5, column 2, paragraph 2

K. Cresnar Pergar, Modernising Public Administration in Slovenia – A Challenge and/or Oportunity, 2nd Quality Conference on PA in EU, Copenhagen, 2 – 7 October 2002

p. 5, column 3, paragraph 3

Report of the First Meeting of the Committee of Experts on Public Administration, Economic and Social Council, United Nations, Resumed substantive session of 2002, New York, Agenda item 13 (g): public administration.

p. 5, column 3, paragraph 4

J. Bourgon, Innovation and the Public Sector, Keynote Address to the 2nd Quality Conference for Public Administration in the Economic Union on the theme "Innovation", Copenhagen, October 3, 2002

p. 6, column 1, paragraph 2, line 26 – 38

G. Bouckaert, Renewing public leadership; the context for public service delivery reform. NISPAcee conference, Cracow, 4. 05. 2002

p. 6, column 1, paragraph 3

A. Rosenbaum, An Overview of the Five Principal Themes of the UN/IASIA Expert Group Meeting, Turin, Italy, 19 – 20 September 2002

p. 6, column 3, paragraph 2, line 12 – 34

Report of the First Meeting of the Committee of Experts on Public Administration, Economic and Social Council, United Nations... op. cit., p. 6

p. 6, column 3, paragraph 3

J. Bourgon, Innovation and the Public Sector...op. cit.,



Register for Distance Training Course: Get Ready for 'Local Action Planning for Employment'

ICLEI's International Training Centre has now opened registration for the training course 'Local Action Planning for Employment'. The course is in English and targets staff from local government departments for economic and urban development or Local Agenda 21 and public participation. At the end of the course, all participants will have a comprehensive set of tools for developing a Local Action Plan for Employment in their home municipality. The participants can study from their offices or from home,

since the 18 training modules will be delivered through the ICLEI's Web Training Centre. Continuous support by an e-tutor will be available. In addition, all participants will also meet at three seminars in Freiburg, Germany.

Duration of course:

September 2003 to July 2004

Dead-line for registration:

30 July 2003

Course fee:

4,800 € for a team of two persons per local government (early-bird registration fee until 30 June 2003: 300 € discount)

2,500 € for individual participants (such as La21 consultants etc.)

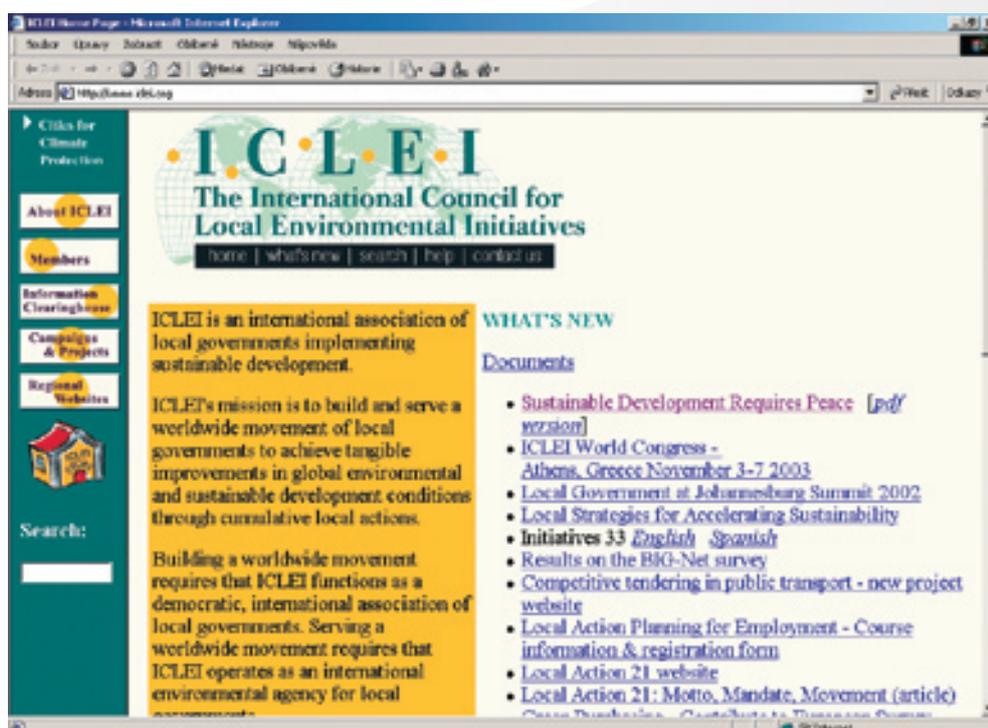
Further costs to be covered by participants: travel, accommodation and meals for attendance of seminars

Please note:

ICLEI Members receive special discount of 15 %.

You can get more information and register at www.iclei.org/itc/lap-employ.

Or contact João Rabaça: joao.rabaca@iclei.org.





to Web Sites



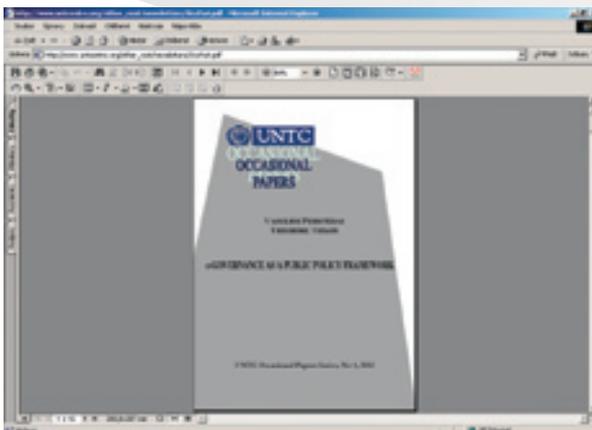
<http://www.centreurope.org>



East-West European business portal, CentreEurope.org offers: A description of the 300 best websites for the region ; A directory of Western researchcenters and academic programs specialized in Central and Eastern European affairs ; A selection of courses for students; An overview of the Central and Eastern European business environment



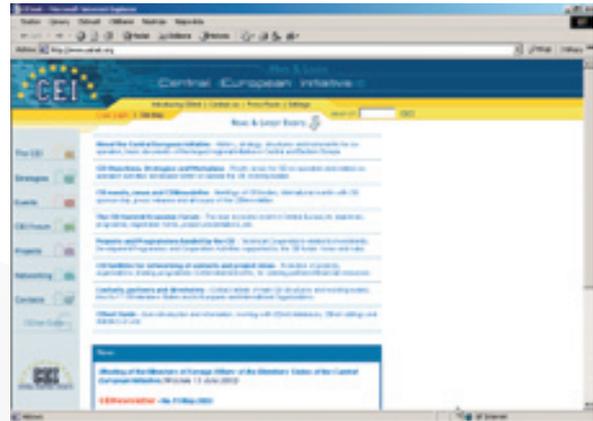
http://www.untcentre.org/other_root/newsletters/OccPa4.pdf



The 4th issue of the UNTC Occasional Papers, titled: **“e-Governance as a Public Policy Framework”** by Vassilios Peristeras, Theodore Tsekos – this paper was initially presented as a flagship report at the 11th NISPAcee Annual Conference, Bucharest, Romania



<http://www.ceinet.org>



The Central European Initiative is the oldest and largest of sub-regional co-operation initiatives that emerged in Central and Eastern Europe after the collapse of the communist system. The CEI has established an integrated framework of dialogue, co-ordination and co-operation among and between its member countries in the political, economic, cultural and parliamentary fields, creating, thereby, an atmosphere of mutual understanding in which national projects and transnational programmes are being discussed, planned, studied and implemented.



<http://uiorean.cluj.astral.ro/cjcpa/>



Cluj Center for Policy Analysis – Independent, privately funded research institution focusing on policy research, policy consultancy and policy monitoring in European transitional democracies. The Center operates an on-going call for papers and accepts affiliated members free of charge.

Calendar of Events

**June 29 – July 5, 2003,
EPAN-NISPAcee Joint Summer
School 2003 “European Policy
Management in Comparative Per-
spective”**

Contact:
Mrs. Viera Wallnerova,
phone: +421-2-6428 5558,
e-mail: wallnerova@nisp.sk

**July 2 – 4, September 16 – 18,
2003, Seminar “Committees and
Comitology in the Political
Process of the European
Community”**

Contact:
Ms. Belinda Vetter, EIPA, Maastricht,
The Netherlands, phone: +31-43-3296
382, fax: +31-43-3296 296,
e-mail: b.vetter@eipa.nl.com

**October 24 – 25, 2003,
Conference “Theory and
Praxis in Public Administra-
tion III.”**

Working language: Slovak,
English

Contact:
Ms. Zuzana Krankusova,
Fakulta verejnej spravy
UPJS, Moyzesova 50, Kos-
ice, Slovak Republic, e-mail:
krankusova@fvs.upjs.sk

**Events of Masaryk
University, Brno, Czech
Republic**

**September 10, 2003,
International Conference
“Education in the Czech Republic
in Relation to European Integra-
tion Condition”**

**November 20, 2003,
International Conference
“Effectiveness of Entrepreneur-
ship Development Support”**

Contact:
Masaryk University in Brno,
Lipová 41a, Brno, Czech Republic,
e-mail: ivan@econ.muni.cz

**Events of the Institute of Public
Administration and European
Integration, Sofia, Bulgaria**

**October 3, 2003,
The Third International Confer-**

**ence: Citizen – oriented Adminis-
tration**

Working language: Bulgarian, English
Contact:

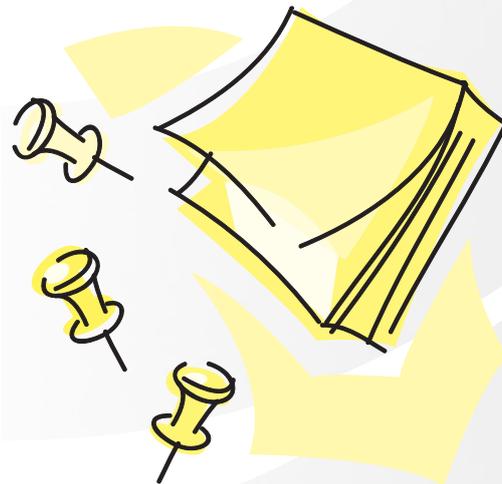
Zdravka Petrova, phone: + 359 2
9819886, fax: + 359 2 9809679, e-mail:
Z. Petrova@ipaei.government.bg

**October 9 – 10, 2003,
The Annual Conference for
the Legal Advisors in the
Administration: Transposition of
EU Directives into the
National Legislation**

Working language: Bulgarian

Contact:

Iva Kunova, phone: +35929809049,
e-mail:
I. Kunova@ipaei.government.bg



**October 24, 2003,
The Second International Confer-
ence on e-government: E-services
for Citizens and Business**

Working language: Bulgarian, English
Contact:

Nina Kamenova, phone: + 359
2 9809049, fax: + 359 2 980 9679,
e-mail:
N. Kamenova@ipaei.government.bg

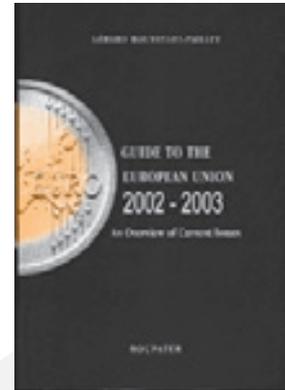
**November 7, 2003,
The Annual PR Conference: Crisis
communications in the context of
European Integration**

Working language: English, Bulgarian
Contact:

Galja Jamulova, tel: +359 2 980 9049
e-mail:
g.jamulova@ipaei.government.bg

Recent Publications

**Guide to the European Union
2002 – 2003 – An Overview of
Current Issues**



Publisher: Roupater

Price: 58 EUR (including VAT and
postal charges)

This Guide is a survey of current EU affairs. It takes stocks of the previous years events (2001 – 2002) and considers the main themes of European activities set to figure large on the agenda of EU institutions in the coming year (2003). Comprising five sections that are each divided into several chapters, the Guide adopts the original approach of considering EU activities from the perspective not only of the 15 Member States but also of the 13 countries now seeking membership. Each chapter features two kinds of documents (plus a selection of information sources – with websites): first of all a short article designed to provide the layperson with the essential facts about European policies, thereby ensuring the general reader is not put off by too much Euro-jargon and the complicated nature of European policy-making and decision-making procedures. Second, annexes aimed at readers avid for more “technical” details about the issues addressed and, above all, anxious to enjoy direct access to texts published by EU institutions without having to go through intermediary assessments.

Contact:

Roupater, Rue de la Mutualite,
41 B – 1190 Brussels, Belgium,
phone: +32-2-347 76 71,
fax: +32-2-347 76 74

E-mail: gerard.rousselot@chello.be, web:
<http://www.europa-information.net>

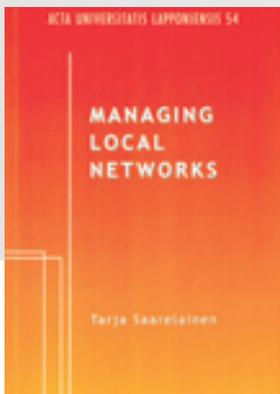
Ethics in Public Service for the New Millennium – Czech translation



Publisher: SLON
Language: Czech

Contact:
e-mail: socnakl@volny.cz,
<http://slon.icom.cz>

Managing Local Networks – Impacts of Network Management on the Implementation of New Public Management and Citizen Participation



Author: Tarja Saarelainen
Publisher: University of Lapland
Language: English
Resume:

This study reports on an examination of networking at the local level. The study particularly addresses the use of networks in the delivery of local services and the problems that arise for managing the networks. On the one hand, the study provides a conceptual framework for network management at the local level. On the other hand, the study describes networks that form the structure of service delivery or aim to develop the service delivery system.

Contact:
University of Lapland, Rovaniemi, Finland, phone: +359-16-341 3217,

fax: +358-16-341 2207,
e-mail: julkaisu@urova.fi,
<http://www.urova.fi>

Trade Policies in Russia: The Role of Local and Regional Governments

Publisher: OECD
Price: 21 USD (EUR), 14 GBP
Resume:

This book analyses the role of regional governments in the trade policy of the Russian Federation. It examines regional trade-related policies, such as subsidies, taxes and licensing, and their implications for Russia's international trade commitments, and in particular its negotiations for accession to the World Trade Organisation. In effect, when the Russian Federation accedes to the WTO, it will be required to ensure that the laws and administrative practices of its sub-national governments are in conformity with its WTO commitments. The book summarises the findings of a study initiated by the OECD Trade Directorate in 1998. This study is part of the OECD's ongoing co-operation with non-member economies around the world.

Contact:
e-mail: sales@oecd.org

Publications of the Masaryk University, Brno, Czech Republic

Fund Financing as a Factor of Public Finance Diversification

Authors: Selesovsky, J. et al.
Language: Czech
Price: 161 CZK
Resume:

This publication focuses on the system of fund financing in the Czech Republic as well as deals with the possible classification of funds. It also tries to introduce their inconsistent functioning and contradictory reflections. The issue of insurance social funds are also an important part of the text.

Public Administration and Public Finance Reform and the Factors of Regions Development Effectiveness

Authors: Streckova, Y. et al.
Language: Czech
Price: 189 CZK
Resume:

The publication summarized results of

the results "Factors of regions development effectiveness". It tries to find factors of effectiveness that are offered by the public administration reform for the regions development quality. It tries to answer the following questions: How to increase the effectiveness of development managements in the South Moravian region? In what direction it is necessary to develop individual branches of public sector in the South Moravian region? What set of indicators should be used to measure the effectiveness of public sector development in the region?

Contact:
Masaryk University in Brno, Lipová 41a,
Brno, Czech Republic,
e-mail: ivan@econ.muni.cz

Publications of the Varna Free University, Varna, Bulgaria

General Theory, Regional Economics – Basis, Analysis

Author: Doncho Konakchiev
Price – 9, 00 BGL
Language – Bulgarian
Resume:

This book is dedicated to the modern problems of the regional economics like: localization, society and nature, local economic grow, methods of regional analysis, state and regional policy, market and regional economics. The book is purposed for the students, learning economic specialties and PA, also for the teachers and research-workers at these spheres.

Introduction at the Administrative Protocol

Authors: Pavel Pavlov, Polyana Catamunskana
Price – 7, 00 BGL
Language – Bulgarian
Resume:

This book is proposed for the students and master degrees of PA. The book may be useful for leaders, experts and other employees in central government and local administration.

Strategic Management in Public Sector

Authors: Pavel Pavlov, Svetla Mihaleva, Lilyana Pavlova
Price – 6, 50 BGL
Language – Bulgarian

Resume:

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

Practical Problems of PA

Authors: Pavel Pavlov, Polya Cat-samunska

Price: 5, 00 BGL

Language – Bulgarian

Resume:

The book contains descriptions of active methods for training – business like games, and cases from foreign sources, perfected and adapted to the Bulgarian administrative reality. The book is purposed for students of PA – bachelor and master degree, and PhD students of PA. This book may be useful to hold various courses and seminars for qualification to the employees in central and local administration.

State Rule and State Administration

Authors: Pavel Pavlov, Svetla Mihaleva

Price: 9, 00 BGL

Language – Bulgarian

Resume:

The book purpose to train high-qualified modern thinking staffs and specialists at the sphere of PA, which possess theoretical knowledge and skills to work competent for pursuit state policy and for satisfaction needs of administrative services to the civil society according to the European standards.

Basis of PA

Authors: Pavel Pavlov, Svetla Mihaleva

Price: 9, 00 BGL

Language: Bulgarian

Resume:

The book is purposed for students of PA – bachelor and master degree, and PhD students of PA. This third edition contains current topics according to the newest scientific achievements and requirements for improvement Bulgarian administrative practice in the process of Eurointegration.

Contact:

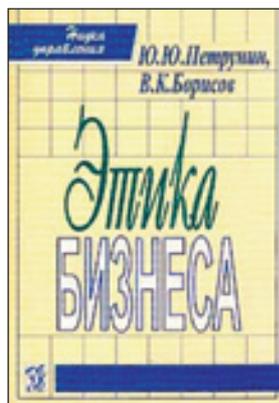
Ms. Kremena Andonova, phone/fax: +359 52 356 740, e-mail: unk_on@vfu.bg

Publications of the School of Public Administration, Moscow State University, Russia

Language: Russian

Price: 12 EUR

Business Ethics



Authors: Petrunin Y. Y., Borisov V. K.

Resume:

The book contains the systematic analysis of the key problems, approaches and concepts in the field of Business Ethics. The book starts with the history of Business Ethics, differences between Business Ethics and Morale. The authors made the attempt to adopt traditional western approaches in Business Ethics to the Russian conditions. They describe different methods and instruments used in the creation and maintenance of Business in organizations such as Ethic Codes, Employee manuals, etc. The book could be of interest, first of all, to the business professionals as well as to the students, studying Management and Public Administration.

Political Management



Author: Pushkareva G. V.

Publisher: Delo, Moscow, 2002

Resume:

This book is the first Russian book pro-

viding the systematic presentation of Political Management as the special type of management relations in politics. The author analysis the peculiarities of the organization of political campaigns, defines the goals of managing the motivation of political activities, presents the technologies of convincing communication, defines key principles of forming the political identity. The best ways of acting in competitive political environment are analyzed as well. The book is written for students and experts in the field of Political Management.

How to Manage Distressed Companies: Theory and Practice



Author: Bobyliova A. Z.

Publisher: Delo, Moscow 2002.

Resume:

This book presents the best of art in the field of financial restructuring and "revitalizing" of organizations from the point of view of Crisis Management. The author analyses theory and practice of crisis finance management, specific functions of Finance manager in crisis situations, the logic of problem solving in the period of financial recovery, methods of finance monitoring and expenditures management as the keys to bankruptcy prevention. The book also contains the algorithms of managing financial crisis through budgeting, new investment policy, and risks management. Second part of the book is devoted to the role of State in the development of strategies of finance management of companies with different property forms.

Mathematical Methods and Models in Management

Authors: Shikin E. V.,

Chartishvili A. G.

Publisher: Delo, Moscow, 2002

**Resume:**

The book contains the description of basic mathematical methods and models applied to the process of decision-making. The authors also explain the use of network optimization, Leontiev's model, linear programming, inventory management, hierarchy analysis, forecast methods, elements of probability and statistics, Game theory, management of organizational systems. The book is written for Management and Public Administration students and experts as well as for managers of all levels interested in the use of modern methods in problem solving.

State Regulations of Market Economy

Editor: Stoliarov I. I.

Publisher: Delo, Moscow 2002.

Resume:

The book is devoted to the key aspects and instruments of microeconomic regulations of market and transitional Economy. The volume is designed as a collection of articles written by best Russian specialists, which discuss the new trends in State influence to the economical development. The authors describe basics for strengthening the state regulations of economy, the evolution of economical functions of State and new tendencies in its economical behavior. Concrete forms and directions

of State regulations are explained and analyzed.

Geographical Issues of Management

Authors: Baburin V. L., Mazyrov Y. L.
 Publisher: Delo, Moscow 2002.

Resume:

This publication is a collection of teaching courses in the field of modern Political and Economical Geography presented from the management point of view. Using the classical approach to teaching Political Geography in Universities, authors also add specific topics related to the practical and theoretical problems of Public and Municipal management. These lectures are aimed to help students to form the broad understanding of modern Geographic reality, creating the context for effective management of socio-economical processes in society. The book is intended to students and experts in the fields of public Administration and Management.

Public Relations

Author: Chumikov A. N.
 Publisher: Delo, Moscow, 2002.

Resume:

This book is designed as the teaching course on Public Relations. The author starts with the history and spheres of application of Public Relations. Then he

switches to the description of the functions and structure of Public Relations department. Touches the problems of PR strategic and project planning, problems of news construction and information management. The main attention is paid to the forms of news presentation, use of PR in crisis management, use of PR for investments attraction, etc. The book will be very interesting both for experts, working in the field of PR as well as for students, studying PR in Universities.

Contact:

Tatiana Zaytseva,

phone: +7-095 939 3521

fax: +7-095-939 5338

e-mail: zaytv@spa.msu.ru

Publications of the Institute for Economic Research, Ljubljana, Slovenia**Exchange Rate Arrangements of Accession Countries in their Run-up to EMU: Nominal Convergence, Real Convergence and Optimum Currency Area Criteria**

Authors: Vladimir Lavrac, Tina Zumer

Technology Transfer through FDI in Top-10 Transition Countries: How Important are Direct Effects, Horizontal and Vertical Spillovers?

Authors: Joze Damijan, Mark Knell, Boris Majcen, Matija Rojec

The Impact of European Integration on Adjustment Pattern of Regional Wages in Transition Countries: Testing Competitive Economic Geography Models

Authors: Joze Damijan, Crt Kostevc

Monetary, Fiscal and Exchange Rate Policies from the Viewpoint of the Enlargement of the Eurozone: Survey of the Literature

Author: Vladimir Lavrac

Contact:

Phone: +386-1-530 3800,

fax: +386-1-530 3874,

e-mail: recnikm@ier.si,

<http://www.ier.si>

Public Administration in the 21 Century: Concepts, Methods, and Technology

At the end of May an International conference was held entitled “Public Administration in 21 Century: Concepts, Methods, and Technology” devoted to the 10th anniversary of School of Public Administration of Moscow State University. Participants included about 150 individuals from nine countries: Russian Federation, Ukraine, Great Britain, USA, Lithuania, Latvia, Byelorussia, France, and Uzbekistan. The conference was attended by Mr. Sadovnichiy – the Rector of MSU, Mr. Surin – dean of SPA MSU, S. Y. Mr. Glasiev – State Duma deputy, Mr. V. N. Fedotkin – Head of Regional Duma of the city of Riazan. Ludmila Gajdosova – Executive Director NISPACEE and other key politicians, civil servants, commercial sector representatives and researchers from different educational centres. The conference focused on the interest of both the academic community and of major concerns of experts working in Public Sector and Civil Service in Russia and other countries, as well as of the representatives from major international Institutions like the World Bank, United Nations, European Commission, and others. In spite of the fact that the main topic of all the discussions were the problems facing the Russian Federation, the conference managed to combine the issues and themes current for the representatives of other CEE countries as well. Of course, the major part of difficulties are common to all the CEE countries going through transitional period, so the contributions to the conference and the discussions in the various sessions shed more light on the undertaking substantive PA reform in the context of major efforts at state modernization and decentralization.

The Conference was structured into a plenary session panel discussions, working sessions on the main Conference theme and the meetings of the Working Groups running in parallel. There were seven working groups touching following main topics:

1. Business and State.
2. State and non-commercial sector.
3. Modern political processes and technologies.
4. Informational technologies and informational support for management.
5. Administrative reform in Russian Federation.
6. Crisis management
7. Communications management

All the working groups contributed to the main conference theme, the best papers were identified and will be published as a book. At the main conclusion of the conference it was stated that Educational centres can and should play key role in the development of Public Service and Public Administration in each country. Their role should expand from the traditional delivery of educational services to the creation of the new approaches in Public Service delivery, Public Administration reforms, and Public Service “ideology” development. Universities and other Educational centres should also act as Research Centres, providing the development of Public Administration as a science, supplying the practice with best of art in the methodology of PA. Without being politically engaged, PA educational centres could proceed as independent experts, evaluating different State initiatives.

Experts of 1st working group stressed the key role of the State in the development of the countries with transitional economy.

While professionals from Western countries insist on the new approach to the State as the supervisor of economical processes, being regulated by market, experts from this group substantiated their point of view regarding the key role of the State for the countries in transition, providing the basis for strategic planning and forecasting.

The working group on Political processes and technologies discussed different approaches to forming the state information policy and the use of modern media technologies in conflict solving. The best presentations were devoted to the role of e-government in the process of democratization, and latest changes in media technologies.

The Working group on new information technologies analyzed the function of state and corporate information systems, use of e-nets in citizens’ involvement and system analysis of information technologies.

The group on PA reform in Russia presented very interesting results. The sessions of the group was attended by personalities who participated in all three attempts of PA reform in Russia starting from the year 1992. Participants discussed the most effective strategies and concepts of PA reforms and the experience of other CEE countries. There was also a presentation made of the first volume of the book on PA reform in Russia.

The group on Crisis management discussed concrete cases of crisis management in different Russian regions like the district of the city of Ivanov and in different areas like National Security and including different aspects.

The group on Communication management analyzed key practical issues of using all forms

of communication via Mass Media and its effectiveness.

Another interesting event was the presentation of the publications of the School of Public Administration. The School presented more than 20 books on the PA reform in Russia, Crisis Management, Russian Political

History, Personnel Management and other relevant topics.

The conference provided a great opportunity to communicate and to share the experience and ideas within the practitioners and academics from different countries. It was an excellent chance to obtain useful experi-

ence and to wider the network of personal contacts. As the major proportion of the participants noticed, it was an important step in the wide pathway of our future collaboration between institutions from different countries.

Public Administration: Challenges of Inequality and Exclusion



The 2003 Annual Conference of the International Association of Schools and Institutes of Administration (IASIA) will take place from September 14 – 18, 2003 in Miami Beach, Florida, USA.

The conference, which will be hosted by the School of Policy and Management of Florida International University (FIU), will take place at the historic Eden Roc Hotel on Miami Beach. Over 300 individuals from approximately sixty countries from throughout the world will participate in the conference. In addition, it is hoped that there will be a high number of US participants. The original deadline of May 15 for the submission of paper proposals was put back to June 1.

IASIA President and FIU faculty member, Allan Rosenbaum noted that while papers related to the conference theme and to subjects covered by the six permanent working groups of IASIA are especially desired, this year's conference will have special "Open Forum" sessions for the presentation of papers which do not fit into either the six working groups or the conference theme. However, the working group themes are quite broad ones and consequently, almost all paper

submissions are likely to fit into one or another of the sessions organized by the ongoing working groups.

The six permanent **working groups** of IASIA are as follows:

- 1) Education and Training Programs: aligning missions and quality;
- 2) State-Market Partnerships and Enterprise Management;
- 3) Public Sector Reform: people in the public service;
- 4) Local Governance and Development;
- 5) Accountability, Culture and Trust (co-chaired by Margo Gordon of University of Washington);
- 6) New Tools for Electronic Governance and Public Financial Management (co-chaired by Tom Lauth of University of Georgia).

In addition, special sessions will be held for Heads of Schools and Institutes of public administration, for representatives of national and regional associations (co-chaired by Michael Brintnall of APSA) and on the UN/ IASIA initiative on improving the quality of public administration education around the world. With regard to the latter, there will be a meeting of the IASIA task force on standards of excellence in public administration (co-chaired by Blue Wooldridge of Virginia Commonwealth

University) which all conference participants will be invited to attend. There will also be a meeting of those interested in the establishment of an Asia/Pacific Network of Schools and Institutes of Administration which is being sponsored by the Asian Development Bank.

The General Rapporteur for the conference will be Dr. Bernardo Kliksberg, Special Advisor, United Nations and Chief, Inter-American Initiative on Social Capital, Ethics and Development, Inter-American Development Bank, Washington, DC, USA. Dr. Kliksberg is generally regarded as one of the world's outstanding experts on issues of poverty and inequality and one of the two or three most preeminent academic figures in the field of public administration in Latin America.

Additional information on the conference and the working groups can be obtained by e-mailing a request for the conference program to either Juan Cabrera-Clerget at cabrera@iiasiisa.be or to Allan Rosenbaum at rosenbau@fiu.edu.

Paper proposals should be sent either to Mr. Cabrera-Clerget or directly to the chairperson or project directors of each of the six working groups (whose e-mail addresses can be found in the general conference program).

Enhancing the Capacities to Govern: Challenges Facing the CEE Countries

11th NISPAcee Annual Conference

Bucharest, Romania, April 10 – 12, 2003

The 11th NISPAcee Annual Conference was organised in co-operation with the National School of Political Studies and Public Administration, Bucharest, Romania. The participants of the conference were welcomed by Barbara Kudrycka, NISPAcee President and Vasile Secares, Rector of the National School of Political Studies and Public Administration on behalf of Romanian organizers and Adrian Nastase, Prime Minister of Romania.

from the region and beyond. The conference was opened by Prime Minister Adrian Nastase, who in his opening remarks referred to the importance of the themes discussed at the conference, with particular reference to the need to bring about a qualitative change in the relations between politicians and senior officials, which he viewed as one of the key issues to be addressed in the region. The opening speech by the Prime Minister was followed by

and secure Central and East European region.

The challenge set out by Prof. Dror was reflected in the following keynote presentation of Prof. Martin Potůček, Charles University, Prague, Czech Republic who focused on the capacities of governing in CEE and in the sessions of the main conference theme. These sessions reflected on the contribution of education and training institutions to the improvement of governance capacities in the region, while the Romanian panel, organized in the premises of the Chamber of Deputies of Romania, attempted to draw up the balance of the reform of the system of governance, and set out an agenda for reflection on the future development of the system of governance in a country which was among those countries that suffered most from the previous regime.

The main conference theme was also reflected strongly in two working sessions, which addressed the issue of ‘capacities to govern’ at central and local government level. **The working session devoted to central government capacities** to govern was of particular relevance, as it addressed issues of core government capacities and the need to balance strategic thinking with the performance of day to day management of government business, as well as the interaction between core government institutions and outside actors in the policy process. As a result of the sessions, a new permanent working group on the issue of core executives was established, which will play a future role in the preparation of a meeting of high level officials



From the left: Vasile Secares, Adrian Nastase, Barbara Kudrycka, Lucica Matei, Ion Alexandru

Brief Report

Tony Verheijen, General Rapporteur, The World Bank, USA

The 11th NISPAcee conference attracted some 270 academics and practitioners from some 37 countries, proof of the fact that the transformation of governance systems in Central and Eastern Europe and the former Soviet Union is still an issue of broad interest both in the academic community and among policy-makers

a passionate keynote address by Prof. Yehezkel Dror, author of the report to the Club of Rome ‘The Capacity to Govern’. Prof. Dror set out the challenges that systems of governance face to provide guidance to society under conditions of uncertainty and insecurity. He challenged the academic community and policy professionals to the region to work on a courageous agenda of reform of policy-making systems, as a basis for the creation of a more prosperous

from the region on the Report to the Club of Rome. **The second working session, enhancing capacities at local and regional government level** discussed a diverse set of papers related to this theme.

The seven permanent working groups addressed the main conference theme to different degrees. The **Working Group on Politico-Administrative relations** addressed the issues of role perceptions of senior officials, building advisory capacities in governance systems as well as issues of cross-sectoral variations in policy-making systems. The group set out a new research agenda for the coming years, with a particular focus on the theme of policy networks. The **Working Group on Public Sector Quality** focused mainly on the issue of the quality of public service delivery, attempting to develop a closer understanding of the linkage between the quality of public services and the quality of life, and thus build a broader definition of the management of quality. The **Working Group on Democratic Governance of Multi-Ethnic Communities** addressed one of the key challenges raised in the Report to the Club of Rome, which is how strategic and long term approaches focused on social inclusion can address the problems of governability of multi-ethnic states. The Working Group also is engaged in developing training materials for their use in training programmes in schools and institutes that train government officials to raise greater awareness of the challenges and opportunities of multi-ethnic governance. The **Working Group on Public Sector Accounting** focused on the issue of improving revenue raising capacity at local level. This is a key issue both for local and central government policy development, as revenues are in many states collected at



Prof. Yehezkel Dror

the local level and transferred to central government. Improving revenue raising capacities would therefore both help to address local needs and improve the ability of central government to design effective policies to address strategic goals, as revenues would become more predictable. Some 20 country studies were discussed in the group. The **Working Group on Preventing Corruption** focused both on the implementation of international standards in corruption prevention and on the role training and education can play in this respect, including the design of training curricula. The **Working Group on e-Government** assessed ongoing initiatives in the region to modernize public administration management using information and communication technologies, highlighting innovative practices in the region. Finally the new **Working Group on Public Health Management and Policy** addressed one of the key policy challenges in modern governance, building an effective response to the problems of increasing cost of public health system, in particular through the more effective management of public resources. In this respect, special attention was devoted to the improvement of training and education systems focusing on the public health management

area and their linkage to general public administration education.

The conference deliberations thus reflected on a very broad range of issues, which all in their own way address the issue of the quality of governance in the region. The thematic and the nature of the presentations and papers reflected the achievements in the transformation of the region, but also the huge agenda of issues, both in terms of institutional capacity development, ability to address specific policy issues and find new modes of governance to reflect changing realities, in particular in relation to multi-ethnicity, and the need to improve technical aspects of governance, both in terms of skills, such as accounting and financial management and in terms of the actual use of technological tools. NISPAcee's annual conference remains the main and, in many ways, the sole platform in the region for the discussion of such issues and one of the few meeting places for academics and practitioners. In this respect, the conference discussions in themselves contributed to the main goal set out in the Report to the Club of Rome, to upgrade capacities to govern so that the diverse societies of the region can meet the challenges of the 21st century.

Reports of the coordinators

The Main Conference Theme

Working Session I: Enhancing the Capacities of Central Governments

Coordinator: Martin Potůček, Charles University, Prague, Czech Republic

The session offered a presentation of seven papers and a vivid and thorough discussion focused both on challenges central governments in CEE countries are facing (globalization, EU enlargement, new political, economic and social developments within particular societies etc.) and the ways governments do, can and should react. Substantial redesign is needed in order to enhance the capacities of central governments in the region to cope with these challenges. Up to thirty participants supported the idea to establish a Working Group that will enable productive collaboration of scholars interested to develop this important (and up to now quite neglected) field of public policy and administration research.

Working Session II: Enhancing the Capacities of Regional and Local Governments

Coordinator: Laszlo Vass, Budapest University of Economic Sciences, Hungary

The Working Session II. had four papers discussing two very basic factors of the administrative reforms: (1) the value-changes during the administrative reform periods, and (2) the required institutional and functional changes in public administration of the countries are facing to transitional challenges. Michiel S. de Vries shared the finding of a comprehensive, comparative survey on value change among local policy makers in transition countries. The Hungarian and Kyrgyz papers

about the ongoing administrative reforms in those countries raised two examples of the reasons and levels of the required institutional changes. Hungary is facing to the problem of successfully absorption of the EU structural development resources, and it is urging a significant restructuring of the territorial structure of the public administration, involving institutional and functional decentralization. Kyrgyz Republic is facing to a massive decentralization in the political system in order to strengthening the local governments. The reforms cannot be successful without a sensitive harmonization of the needs of modernization and the local traditions.

The participants of the Working Session had an intensive and very provoking debate on the role and rationale of the Europeanization (or Americanization) in the Central Eastern European administrative reforms. It should be emphasized again and again that reformers have to avoid importing solutions from countries or regions have fundamentally different conditions. Penetrating a long-time existed rigid, hierarchical, traditional administrative system is not only a legal-institutional reform; it is also a much longer term cultural development process.

Reports of Working Groups

Working Group on Politico-Administrative Relations

Coordinators: Georg Sootla, Tallinn University of Educational Sciences, Estonia; B. Guy Peters, University of Pittsburg, USA; Annika Velthut, Tallinn Pedagogical University, Estonia

After five years of successful studies of politico-administrative relations, the emphasis of the research of the WG was changed. In summer 2002 the new research protocol "Bureaucrats and Poli-

tics: Expanding the Analysis" was prepared. The working group focused on the study of involvement of civil society actors into the policy process and the emergence of new decision – and discourse arenas. Traditional approaches to *government* were supplemented with the theoretical perspective of modern *governance*.

Nineteen papers were prepared for the Bucharest conference and presented in short power-point show that was continued by interesting discussions. The first result of conference was strengthening and widening of our research network. Papers were prepared in four main directions: (a) theoretical and methodological issues, (b) decision making arenas in specific policy sectors, (c) new roles of civil service in the core/periphery of policy networks, (d) decision arenas and channels of impact in intergovernmental dimension. Majority of papers were prepared as case studies. Nevertheless, a considerable part of the papers were based explicitly on various theoretical schools or perspectives of the policy and institutional analysis. This was one of the most important advancement of the research profile of WG.

WG focused firstly, on the analysis of limitations of traditional politico-administrative dichotomy and other dichotomies in the study of the policy process, like policymaking-implementation dichotomy. Comprehensive survey in 11 CEE countries revealed, that similar general patterns of state-society relations could produce different outcomes in the economic and political development in different countries and vice versa. Conclusion was made that normative models would be useful analytical tools, but they did not reflect actual practices. Hence the presumption of WG new strategy

adopted in 2002 was confirmed in the course of the conference.

Working Group on Public Sector Quality

Coordinators: Elke Loeffler, Bristol Business School, Bristol, UK; Katarina Staroňová, Slovakia

The Bucharest sessions focused on the theme “**Measuring the quality of life and governance processes**”.

The objective of this fourth meeting was to identify new approaches to quality measurement which go beyond improving the quality of service delivery. The sessions were organised around three major issues:

- a) Measuring the quality of life at local and regional levels, including quality of life issues such as economic development and jobs, leisure and culture, environment, health and social care, etc.
- b) Measuring the quality of public governance processes, including issues such as measuring the degree of transparency, honest and fair behaviour, equalities of gender, race, religion, etc. in public decision-making processes and implementation processes.
- c) Assessing the effects on the quality of public governance of decentralising power to local levels of government.

In total, the conveners Elke Löffler and Katarina Staronova accepted nine papers. The sessions consisted of presentations, followed by a critique from a discussant and a discussion in plenary session. We also did a group exercise to produce a governance balanced scorecard. A panel with distinguished experts from CEE countries concluded the sessions. All the presentations made at the sessions are now available on the website of the Public Sector Working Group in the ‘Meeting Section’.

Working Group on Preventing Corruption in Public Administration

Coordinators: Barbara Kudrycka, School of Public Administration, Bialystok, Poland; Roman Chlapak, Council of Europe, Strasbourg, France

Report: Bryane Michael, Oxford University, The United Kingdom

The objective of the meeting of the members of the Working Group was to prepare, by December 2003, a research study containing at least ten case studies on experiences with the integration of anti-corruption issues into the curricula of public administration institutions. Case studies were discussed from Albania, Czech Republic, Kosovo, Latvia, Lithuania, Russian Federation and Ukraine. Within this context, the four topics of the wider NISPAcee conference were discussed.

The first topic related to steps needed to build capacities given increasingly binding budget constraints and a weakening research sector throughout the Central and Eastern European (CEE) region. Workshops participants opined that the *co-ordination of all sectors* was important to build these capacities – with special participation from the “grass roots” level and the private sector (which could provide finance needed to help alleviate budgetary constraints). The second topic related to staunching the degradation of politico-administrative relations. The following topic related to moving from a focus on the quality of service delivery to the quality of policy development involves *consultation with stakeholders* as much as possible in order to tailor policy toward the ‘objects’ of such policy. *Benchmarking, monitoring* and more generally performance measurement not only helps to build capacities generally (as mentioned above), but also specific capacities related

to improving policy development. And the final topic involved the development of e-government in the development of policy skills. Some ways which electronic government could bolster policy skills needed to reduce corruption are through the creation of websites for “e-networking”, case databases (for public services with cases which can get “misplaced”), increasing use of electronic applications and forms, distance learning in anti-corruption, and electronically mediated exchange.

Working group on Democratic Governance of Multiethnic Communities

Coordinators: Jana Krimpe, Tallinn University of Educational Sciences, Estonia; Michael Brintrall, American Political Science Association, Washington D. C., USA

The working group on Democratic Governance of Multiethnic Communities continued its discussion of inclusive policies responding to the needs of ethnically diverse communities. The working group began with a theoretical discussion of the issues involved and followed with three papers about specific government initiatives. Andrey Makarychev wrote about immigration issues in the Volga Federal District of Russia. He documented important developments in Russian immigration policy and demonstrated that immigration policy is important for the economic and social health of the majority population as well as for the immigrants themselves. Jana Krimpe and Maksim Golovko looked at the interplay of electoral representation and political, legal, and citizenship rights of non-Estonian minorities in Estonia. They noted how alliances with majority parties may provide some access for minorities to public policy making but can weaken overall achievements. Rustem Ablyatov showed how legal changes had increased opportunities for

inclusion of the Crimean Tatar population in the Ukraine, and that this one step forward led in turn to more elected leadership posts, followed by increased appointments of deputies from the Crimean Tatar community. The Working Group has proposed that its future program include using its findings to develop curricula and training materials for use in schools and institutes that are preparing public officials to address policy challenges in governance of multiethnic communities.

block and specific grants given by the central government. However, the authors also noted that quite often local governments are reluctant to have their fiscal capacity extended, as it leads to their more accountable position. It has been noted that there is not enough accountability and social responsibility on the side of local governments for the resources received through general and specific transfer funding. All papers supported the idea of decentralisation and emphasised the im-

from the University of Pittsburgh to host it was welcome. In order to produce more timely and socially rational research it has been agreed to hold, every year in the future, prior discussions of research plans with interested stakeholders. The Group has also reformed its governance structure as in the future it will be steered by a committee comprising of seven people, which will assist the Group Co-coordinator, who will step down next year. This should ensure a more democratic governance structure and enable all interested parties to have their 'voices' heard



From the meeting of the Working Group on Public Sector Finance and Accounting

Working Group on Public Sector Finance and Accounting

Coordinator: Zeljko Sevic, University of Greenwich, UK

The Public Sector Finance and Accounting Working Group focused this year's NISPAcee Annual Conference on the problems of local government capacity building with respect to their ability to raise local revenues. Over 20 papers were presented, ranging from a number of country studies analysing the capacity of local government to raise local revenues or administer the fiscal collection on behalf of the central (national) government. The authors were generally in agreement that it is a priority to enable local governments to set and collect their own original revenues and to reduce their dependence on

importance of capacity building and organisational learning for local governments in transitional countries. Besides papers addressing the main topic of this year's research, a few papers addressed the problems of higher education funding reform, theoretical models of decentralisation, and influence of accession criteria on local government finance reform. The Group, launched two years ago, has grown significantly and has included scholars from both transitional and Western countries. It was agreed that the group will work on a book assessing the problems of local government finance reform to be published with a leading Western publisher. A possibility to launch a discussion forum devoted to the problems of transitional public finance has been discussed, and an offer

Working Group on e-Government

Coordinators: Theodore Tsekos, United Nations Thessaloniki Centre, Greece; Vassilios Peristeras, United Nations Thessaloniki Centre, Greece

Within the main topic of the Bucharest Conference the central theme of the "Transitional e-Government Working Group" was: "Towards integrated Public Policy for e-Government Development", aiming to the discussion of critical questions and problems related to the development of a global policymaking strategy based on the use of information and communication technologies in the public sector as well as the adaptation of such a strategy in view of the specificities of the transitional countries.

Fourteen presenters and about ten discussants from ten countries participated in three panels:

- 1: National Strategies and Policies for e-Government
- 2: Facets of e-Governance Policies
- 3: E-Government Decision-making and Evaluation

Conclusions

Methodological remarks
The use of ICT in order to improve policy-making is not merely a technological issue: technology

is important but is not enough to improve policy-making. It is not, also, a pure legal issue. Legal frameworks for e-Government are necessary but do not suffice alone to enhance policy-making capacity through ICT. Organizational and Political issues are equally important coupled with human resources and cultural aspects.

All these dimensions have to be integrated into a coherent policy design and policy implementation framework in order to promote public action efficiency through modern technologies.

An overall strategy for e-Gov development has therefore to combine technological, legal, organizational, political, H. R., cultural and social issues. Most important, the e-Gov development strategy has to be designed in view of effective implementation and use of technological enablers for better government. Therefore e-Gov development has to be viewed as a coherent Public Policy. An effective e-Gov has to be based on a roadmap at different levels including local-centre relations, unified communication codes and common language definitions (referring to policy field ontologies, semantic web etc), process and content linkages etc.

A critical point is that an effective e-Gov development strategy has to be content driven and not process driven: namely policy field priorities and global social and political considerations – and not just available technologies – have to drive and orient resource allocation and prioritize e-Gov options and alternatives.

Current situation

Referring to the current situation the WG members concluded that the great majority of e-Gov applications, not only in CEE and CIS countries but worldwide are front-office applications: they are focusing on service delivery and constitute what is called

Customer Relations Management Systems. There is, also, a limited number of Transaction Process Systems as back office application (eg. automated income tax processing system)

However, by compiling interactive web pages with some on line income tax processing you don't really get enhanced Capacity to Govern. Capacity to Govern means capacity to produce better Public Policies namely accurate and qualitative outcomes ensuring satisfied public service users, performing businesses and prosperous communities. Getting the above mentioned results involves a complex process including:

- Effective social input and monitoring at the citizens', communities' and businesses' level
- Speedy and extensive data processing at the agency level
- Multi-source integrated reporting at the ministerial level
- Multi-criteria decision making at the government and parliamentary level
- Effective implementation and operational planning at the agency level
- Multiple-outlet service delivery at the users' level

The most important is that all these steps must be integrated in

a coherent framework permitting effective linking and interaction between policy making stages and intermediate outputs and leading to effective and efficient outcomes.

Future activities

The working group defined an action plan based on the development of a comparative research in selected countries in order to develop a taxonomy of pitfalls, bottlenecks and drawbacks at the current policy making process.

In a second stage the WG is going to try to match detected pitfalls with potential technological solutions in an integrated perspective.

However as technological solutions in reality are nothing more than enablers and are not perceived as a kind of panacea, the WG is determined to coordinate its research agenda with other working groups, mainly the one on Political Administrative Relations in order to integrate Political, Social, and cultural dimensions in its approach.

Working Group on Public Health Management and Policy

Coordinators: Allan Rosenbaum, Florida International University,



From the left: Ludmila Gajdošová, NISPAcee Executive Director, Martin Potůček, Emilia Spiridonova-Kandeva, winner of the Alena Brunovska Award and Barbara Kudrycka, NISPAcee President

USA; Juraj Nemec, Matej Bel University, Slovakia

The 11th NISPAcee conference provided the occasion to meet also for the NISPAcee Working Group 7: Public Health Management and Policy. The meeting was supported by OSI New York grant, providing resources for research in this very interesting area.

The WG 7 programme was split into two parts. The first focused on presentations of preliminary research results of main WG research project. As the second part, specific session was organized as round table on health administration and management issues in CEE.

The main research project of the WG 7 focuses on research and documenting the degree to which public health management skills and outlooks are imparted by existing training and teaching programs in CEE and to issue recommendations with respect to the desirability, feasibility and modalities for a greater integration between public administration and public health management education. The members of the WG reported on the relevance of existing public administration training and teaching programmes to required management and policy skills of the public administrators and policy makers in the health sector, and will draw lessons and make recommendations for teaching public health management and policy within the framework of public administration teaching programmes.

The presentation of papers prepared within the frames of the main project was realized in two phases. In the first phase two introductory papers (J. Bjorkman and G. Deckard and J. Rosenbaum) were presented, representing the main framework issues concerning the topic. In the second phase members of the research team presented total nine country studies (N. Ga-

vraïlov and M. Gramatikov – Bulgaria, I. Maly – Czech Republic, D. Farcasanu and C. Vladescu – Romania, J. Nemec – Slovakia, A. Ahmeti – Albania, G. Selimyan and L. Danielian – Armenia, N. Sumbadze – Georgia, T. Chubarova – Russia, I. Chtchelkova and L. Shaydullina – Tatarstan). For the round table on Public Health Management and Policy one specific paper on administrative capacities of Romania to implement “Acquis Communautaire” in health care area was prepared by B. Chiritoiu, followed by interesting discussion.

The WG will continue in its activities, and plans to publish specific publication, describing most important outcomes from its main research project.

NISPAcee Business Meeting

At the Business meeting the annual reports (activities, finances) and future plans were presented to the representatives of the NISPAcee members and other participating guests. The election of the new NISPAcee Steering Committee member was an important part of the programme when Sergey Pushkarev from Ural State University, Yekaterinburg, Russia was elected by the General Assembly.

We would like to express our gratitude to Prof. Martin Potůček from Charles University, Prague, Czech Republic who served for two terms on the Steering Committee and for two years as the President of the organisation, for his work and contribution to the development of NISPAcee.

The price and Diploma of the Alena Brunovska Award for Teaching Excellence in Public Administration were presented to Emilia Spiridonova-Kandeva from Burgas Free University, Bulgaria who presented the speech on the experience of Bulgaria “*Enhancing the Governance Capacities for Poverty in Transitioning Countries*”.

The 11th NISPAcee Annual Conference was organised in co-operation with the National School of Political Studies and Public Administration, Bucharest. We would particularly like to acknowledge the overall support of the Rector of the National School of Political Studies and Public Administration – Vasile Secares



Sergey Pushkarev

and the Dean of the School – Ion Alexandru. Special thanks goes to Lucica Matei, Scientific Secretary and Carmen Savulescu and their staff from the School who were very actively involved in the preparation and implementation of the entire event. Thanks to their efforts, the conference was not only a valuable scientific and academic event but in addition to the intensive meetings and work programme, the participants had the opportunity to enjoy Romanian hospitality.

It is important to mention that the conference was the success also due to the support of the National School of Political Studies and Public Administration, Romania; funds of LGI/OSI, Hungary, which supported meetings of three working groups; Council of Europe; United Nations Thessaloniki Centre, Greece; OSI, New York, USA supporting individual working groups.

Call For Applications

Training Course

"How to Be a Better Policy Advisor"

St. Petersburg, Russian Federation, October 1 – 4, 2003

(in Russian language)

General Information:

NISPAcee (The Network of Schools and Institutes in Central and Eastern Europe), with the support of the UNDP RBEC Regional Support Centre is organizing the advisory training course "HOW TO BE A BETTER POLICY ADVISOR" focused on fostering successful implementation of public administration reforms throughout the region through the development of the indigenous advisory capacities.

Aim:

The **aim** of the training course is to provide the academics with an opportunity to begin the development of their knowledge and skills on public policy advice design and channels for the delivery.

Target Group:

The course is designed for **the academicians working in the field of public administration** who are interested in participation in policy advice delivery to their governments and would like to improve their skills in this area. The course is designed according to the needs of those who are **beginning** or plan to be involved in policy planning and advice provision to their governments. The degree of participants does not have to be in public administration, however the current academic research and teaching activities **must focus on the aspects of public administration reform** in your country.

Date and Place:

Date: October 1 – 4, 2003

Place: St. Petersburg, Russian Federation

Trainers: Lesya Il'chenko-Syuyva, Ukraine

Georgi Shopov, Bulgaria
Zulfiya Tukhtakhodjaeva, Uzbekistan

Language: Russian

Selection Procedure and Criteria:



The participants of the course will be selected by the selection committee according to the following criteria:

1. Area of education.
2. Field of academic interests.
3. Current employment at an academic teaching or research institution.
4. Experience in research and policy advice.
5. Language skills.

Selection process can include

two stages: document review and telephone interviews in selected cases.

Financial Support:

The travel, accommodation and subsistence costs of selected participants will be fully covered by NISPAcee.

How to Apply:

If you are interested in participation, please, submit the following documents by e-mail to the NISPAcee Secretariat:

1. Application form (available on www.nispa.sk or from the NISPAcee Secretariat on request).
2. Letter of intent clearly describing your current experience in policy advice delivery, reasons why you would like to participate in this course and how you will apply the skills and information you will receive during training (max. 2 pages).
3. Resume (Curriculum Vitae).
4. 2 Letters of recommendation (originals by post).

Deadline for Applications:

July 31, 2003

Contact:

NISPAcee Secretariat,
Ms. Elena Zakova, Project Manager
Address: Hanulova 5/B,
P. O. Box 163, 840 02 BRATISLAVA
42, Slovak Republic
Phone: +421 2 64285435,
Fax: +421 2 64285557,
e-mail: zakova@nispa.sk

New NISPAcee Website: New Opportunities for Effective Communication and Co-operation



NISPAcee would like to inform all members as well as the public about some new opportunities of its website. The website has been completely restructured and redesigned during last year in order to serve better needs and possible expectations of the NISPAcee members as well as all users while utilizing new present technologies. The aim is to create an interactive portal which provides not only a comprehensive information about NISPAcee and its activities but also as much as comprehensive information about other relevant organisations and activities in the field and mainly active “on-line” communication and co-operation of different NISPAcee working groups which has already been established but also other interest groups which could be established “on-line”. NISPAcee would like to invite all partners as well as interested individual experts, scholars and practitioners, and especially all the NISPAcee members to investigate newly established functions of the web. NISPAcee institutional members will receive their own rights to maintain selective parts of the web in order to update their own data as well as to post their own important information and announcements. Let’s meet

at the web and utilize the following offer:

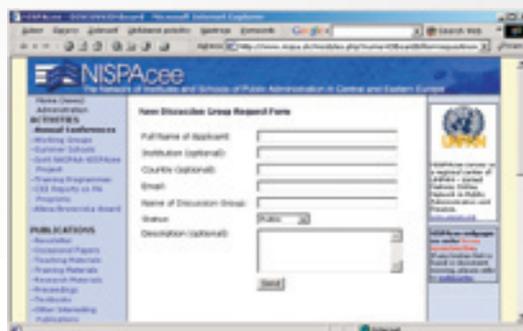
Discussion Board

Simple version of the online discussion board is open to everybody. It is enough to fill-out **New Discussion Group Request Form**,

and NISPAcee will provide you a space for your opinions, problems, and information.

There are three levels for discussion group: **PUBLIC, RESTRICTED and PRIVATE.**

- PUBLIC:** open to everybody, including non registered users
- RESTRICTED:** only registered user can view messages and only a registered user with assigned privileges can post messages.
- PRIVATE:** hidden discussion group – only registered users with assigned privileges can view and post messages.

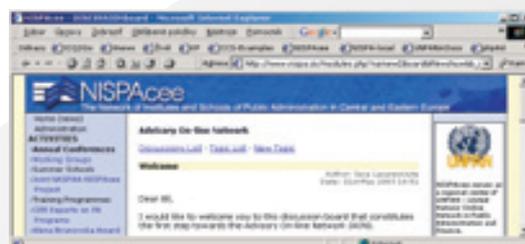


Member’s Corner

Space for all NISPAcee members – a member corner for any member institution will be created upon request. The applying member institution will be

allowed to post any “news” or interesting information there. This facility also includes 2MB space for “file upload”. All technical information and on-line support about editing “member’s corner” will be provided upon request.

Web links



Do you know about interesting, relevant websites? Do you want to promote the website of your institution? **Web links** is a right place. Just fill out the “Add Link” Form. We will appreciate as much “web-link tips” as possible.

Publications

This includes Restructured information about NISPAcee and other publications, Newsletter and Occasional Papers.

Search

New search function that allows to search through selected sections of the website.

Registration

All registered users have the opportunity to join the e-mail-list and get access to some restricted section (e. g. discussion board) where the registration is required.

Database of Institutions and Persons *(under construction)*

A completely new version of the information database with more advanced functions and opportunities for NISPAcee members is under preparation. The new database will be operational from summer 2003.

Online Regional Centre of UNPAN

Since April 2002 NISPAcee became Online Regional Centre of UNPAN (United Nations Public Administration Network, *www.unpan.org*), a worldwide virtual network established and maintained by UN DESA (United Nations Department of Economic and Social Affairs). NISPAcee received a direct access to the UNPAN server and rights to upload relevant documents and information from NISPAcee as well as the whole region on UNPAN information server with hundred thousands visitors per month. In addition to this great advantage of a large dissemination of information from the region worldwide, UN DESA has provided NISPAcee with an extensive technical support as well as an experienced consultant. NISPAcee is grateful for this support and has managed to develop its IT services as well as the web. In this way all the NISPAcee members and partners can benefit out of this UN initiative. All the visitors of NISPAcee web can easy access all the information and services of UNPAN though a direct link on the NISPAcee web.

All questions and technical assistance dealing with the above listed NISPAcee web services as well as UNPAN opportunities will be provided by Ján Andruch, UNPAN Consultant, email: andruch@nispa.sk

SIGMA and Other Publications – Translation into CEE National Languages

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

How to apply:

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

(checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing). NISPAcee make a general agreement with the EIPA (European Institute of Public Administration, Maastricht, The Netherlands) for the translation of EIPA publications within this project. All institutions interested in translation of the EIPA publications are invited to apply for the translation grants to NISPAcee. Information about the publication you can find at the homepage of EIPA *http://www.eipa.nl*

Please send letters of inquiry and applications to NISPAcee Secretariat.

The deadlines:

- August 31, 2003
- November 30, 2003

NISPAcee Occasional Papers CALL FOR PAPERS

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

the final decision to select the reviewers remains at the discretion of the Editor. Those authors whose papers are selected for publication will receive a modest honorarium.

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

If you feel you would need further information, please contact the deputy editor, Mr. Juraj Sklenár, *e-mail: sklenar@nispa.sk*

Call for Papers

“Central and Eastern European Countries Inside and Outside the European Union: Avoiding a New Divide”

12th NISPAcee Annual Conference, 2004

Vilnius, Lithuania, May 13 – 15, 2004

The Main Conference Theme

As we meet in May 2004, an historical change will have taken place in Europe. Several former communist countries of Central and Eastern Europe will have joined the European Union, an unprecedented voluntary association of democratic states with market economies, and its emerging Constitutional identity. The entire structure of political, economic, and social relations in Europe will change. What will be the impact of this change to public policy and administration in countries both inside and outside the EU borders? What will the challenges be of this new membership to public policy and administration of the new member states? What actions will need to be taken to avoid the new divide between them and the other countries of the region, and to harmonize the way in which public interests are followed throughout the entire continent?

Papers are invited on the main themes of the conference:

A. Problems facing the new Member States

Administrations of the new member states (NMS) have focused more on gaining accession rather than preparing

a solid base for membership. They have concentrated more on “becoming” rather than “being” during the preparatory period. Thus, there is a real danger that there will be *de facto* two European Administrative Spaces.

Specific themes will include:

- The Convention and its implications for the future of European administration.
- The competences of central public administrations vis-à-vis enlargement.
- Building NMS capacities to enforce the *acquis communautaire*.
- The roles and competences of the representatives of NMS in European institutions.
- The capacities of regional public administrations to participate in EU programmes and the risks of mismanagement of EU funds.
- The hopes and fears of the population associated with enlargement.
- The Lisbon strategy and its implementation, the social and economic consequences of membership and what new institutions and approaches will be required to cope with them?
- The potential for a coordinated effort of the NMS to

face the challenges of membership.

B. Problems facing the States outside the enlarged European Union

Outside the enlarged European Union, there will remain a large number of states, each at different stages of development, with different relationships both with the EU and with each other. What potential will there be for further enlargement? What are the developmental risks and opportunities for them, their public policies and administrations in the new situation throughout the continent?

Specific themes will include:

- How to accelerate institution building and administrative learning and adaptation (e.g. learning from the administrative transformation strategies applied recently in the NMS).
- Strengthening specific administrative capacities to collaborate with the EU.
- The efficiency of such programmes as Accession Partnerships and the activities covered by the Stabilization and Association Processes

C. Common problems

All CEE countries face a set of common challenges in public

policy and administration. NISPAcee is a natural setting for mutual inspiration and learning how to cope with them. Not only can we learn from positive experiences but also from one another's mistakes.

Specific themes will include:

- The role of NMS in bridging EU states and CEE countries:
 - o Information exchange and sharing of experiences.
 - o Common administration capacity building.
- Paralysis of policy-making, particularly of its strategic dimension.
- How to fight against corruption and conflicts of interests.
- Facilitating administrative learning and adaptation through transfer of knowledge and experience from the old to the NMS, and from the NMS to other CEE countries:
 - o Networking of training and educational institutions;
 - o Improvement of public service exchange programmes;
 - o New roles and responsibilities for NISPAcee member institutions in training and research.

Working Groups

Several NISPAcee working groups will meet during the conference. More information on these working groups (which will be included in the conference programme) and the requirements for participation will be available on the

NISPAcee website from July 2003.

The following permanent working groups will hold their meetings during the conference:

- Working group on Politico-Administrative Relations.
- Working group on Public Sector Quality.
- Working group on Democratic Governance of Multiethnic Communities.



- Working group on Public Sector Finance and Accounting.

Newly established working group:

- Working group on Strategic Leadership in Central Government.

Other working groups which are under consideration:

- Working group on e-government.
- Working group on Capacity Building of Civil Servants

Training System According to EU Requirements

Other Conference activities

Several *panel sessions* are planned to be included in the conference programme:

- European Accreditation of Public Administration Programmes.
- Forum for Young Professionals.

Forum for the Heads of the Training Centers and Institutes of Public Administration

Others – on presentation of different projects and relevant activities - could be included during the finalization of the programme.

In addition, an annual *NISPAcee Business Meeting* will be held during the conference and all NISPAcee members are cordially invited to participate.

Applications with papers

Applications, with papers, may be submitted on the main conference

themes as well as for the different working groups.

Deadline for applications: October 15, 2003

More detailed information on all conference activities, application forms with requirements concerning papers, registration forms for the conference and deadlines will be available on the NISPAcee website from July 2003. Information will be regularly updated: www.nispa.sk

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

National Institute of Administration, Bucharest, Romania,
Faculty of Social and Economic Sciences, Comenius University, Bratislava, Slovak Republic

New Associate members of the NISPAcee

USAID Local Government Project in Moldova – Urban Institute, Chisinau, Moldova

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 – UNDESA (United Nations Division of Public Economics and Public Administration) New York, USA

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 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 August 31, 2003.



NISPAcee Secretariat

Hanulova 5/B

P.O.Box 163

840 02 Bratislava 42

Slovak Republic

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

e-mail: nispa@nispa.sk

<http://www.nispa.sk>