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Capacity Building Funds - Support to Economic and State Reform in Transition Countries

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Challenges to State Reform - context

Sometimes nations are given a historical opportunity to improve in a radical and fast fashion the way their economy and institutions work. When the political opportunity for radical systemic change arises, in the early days of reform *timing* – seizing the moment of opportunity - is the essence. The challenges of constructing effective governance systems in Central and South Eastern Europe during the past decade and a half – the period of transition from socialism - have been momentous. In some of these states popular movements – either revolutionary or evolutionary – opened up the way to radical reform. In others the emergence of a strong reform minded leader with a legitimate mandate offers an unusual opportunity. In this region many countries are completely new as results of the disintegration of previous – failed – socialist countries such as Yugoslavia and the Soviet Union.



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Most new countries were born in conflict without any experience with running an independent state machinery while many of them inherited bad bureaucratic traditions from their socialist past without much capacity to reshape them. In these rare moments of "extraordinary politics"¹ Capacity Building Funds² (CBFs) can become a useful joint donor platform to address this need for radical reforms in an effective and concentrated manner while also helping governments to attract top-notch specialists to address burning economic and other policy issues in order to reach quick tangible results. This note also presents examples of previous CBFs implemented in Georgia and Serbia, which serve as valuable lessons for the future application of CBFs in situations of "extraordinary politics". UNDP Regional Bureau for Europe

1 The expression "extraordinary politics" comes from Leszek Balcerowicz, the architect of the Polish radical reforms of 1990. Mr. Balcerowicz is currently the Governor of the Polish National Bank. The expression in this note refers to states either after democratic revolutions or emergence of democracy from popular movements, states with new, reform-minded strong and capable leadership, or states coming out of conflict or state failure

2 **Core types of assistance provided through the CBF could include:** Interim policy advice on specific issues; Transitional HR and staffing facilities; facility for providing government with the human resources necessary to design and implement economic and governance reforms and to steer the transition process; Specific and general training (and coaching) for civil servants; Support for structural public administration reform; and Institution building, including most prominently the establishment of a professional civil service. UNDP experience shows different approaches to the establishment of the CBFs as well as their purpose which can be specific in some aspects to each country context as demonstrated in this note

and the CIS's experience in cooperation with George Soros and his Open Society Institute network shows that CBFs can be a very useful tool to achieve great progress simultaneously in the way the economy as well as state institutions work. It also highlights a number of issues that need to be clarified in order to maximize the success of CBFs including a broad buy-in from a critical mass of likeminded donors.

Whereas many of these issues might seem to be specific to the region, failed states, bad and corrupt bureaucracies, excessively statist former economic policies leading to disaster are well known elsewhere too. Thus the experience presented in this note has high relevance to international development overall.

Systemic issues

In countries with long democratic tradition, change of government usually implies professional continuity of civil service, but in failed or institutionally very weak states transition to democracy requires discontinuity with the old practices of weak public administration inhibiting normal absorption of qualified people into the civil service. Therefore, in reality the new government has to rely on weak state structures and a dysfunctional, inefficient bureaucracy. Reform of public administration thus becomes key to overcoming inherited systemic weaknesses. However, public administration reform (PAR) is a highly political and complex issue, and risky for the government in question as it challenges existing vested interests. Costs of state reform are usually borne toward the beginning of the process while the benefits only become apparent much later, often long after the implementing politicians have left office. Early

victories, picking the lower hanging fruits, are therefore a must in order to garner the necessary support for the later, more critical reforms.

Serbia:

With the change of regime in Yugoslavia in October 2000 the state administrative system faced a full collapse. This was a result both of the severe economic situation and the total degradation of the state in general caused by the Milosevic regime. A repercussion of this situation was the flight of capable people both out of state administration to the non-governmental sector and out of the country to the West. A democratically elected government was established for the first time in January 2001, however the new government lacked capacity to perform even the most basic tasks, let alone develop strategies for reform. To address this emergency situation the new government of Serbia requested the donor community to help with capacity building efforts.

As a response to the request mentioned above, at the initiative of George Soros, OSI, UNDP and the Federal and Serbian Governments took the initiative to develop the Capacity Building Fund (CBF), to act as a short to medium term facility to pool and co-ordinate multi-donor support to various economic and social reforms and as a catalyst to institutional reform. With broad support from national government institutions and the donor community CBF was established in March 2001.

Two basic conditions for the reform process to be successful are paramount: the adoption of a credible reform strategy that addresses indeed vital areas for change together with a very practical strategy on how to achieve initial as well as longer term improvements in the economy as well as in the efficiency of the state's functioning. Without fulfillment of these two conditions lasting progress is unlikely; critical

mass will not be achieved and initial improvements will erode later, in the period of “normal” – as opposed to extraordinary – politics.

Thinking about organizational and incentive structures should be at the heart of the reform process, not an afterthought, as has often been the case in Central and Eastern Europe.³ At the same time “the challenge for a new government is to lift the ability of the country to absorb aid productively when donor resources are most likely to be available. Because the greatest capacity constraints to implementing reforms are institutional – human and organizational – early institutional strengthening will not only provide long-term benefits from aid, but enable effective use of aid when most available and mitigate risks from unfulfilled expectations”⁴.

Through creating a platform for a productive interaction between the new government and potential donors CBFs carry the potential of assisting in the urgent but difficult task of how to sequence a complex reform agenda, in a context where early progress towards reforms is paramount, while still attempting to build capacity.

Capacity assessments

Post-crisis or post-failed state situations are challenging and flexibility is needed to react to unexpected emerging needs and circumstances.

Georgia:

The Rose Revolution in Georgia in 2003 gave the new President, Mikheil Saakashvili, and his government, a clear mandate for change. The challenges were daunting. Corruption riddled the economy; energy shortages disrupted commerce and left homes dark and unheated for much of the year; infrastructure was in disrepair, with most roads barely passable. Tax avoidance was routine, depriving the state of the means to provide even basic social services. Wage and pension arrears accumulated under the ousted regime were staggering. GDP per head was less than \$1,000, and more than half of the population lived below the minimum subsistence level (around \$30 per month). Three separatist regions threatened the country’s territorial integrity and hindered trade and investments.

The new government promised bold reforms and sought to act swiftly, but it lacked the necessary resources to pay salaries that could convince professionals with adequate competencies to take on jobs in the public service and thereby assist in the design and execution of sweeping reforms. Therefore economic incentives had to be put in place in order to attract this group of professionals including qualified Georgians that had emigrated in despair at the lack of prospects in their homeland.

George Soros and the Open Society Institute in partnership with UNDP moved swiftly to assist the new government. Given Georgia’s precarious finances and delicate geopolitical situation, speed was recognized as crucial to success. Even before Mr. Saakashvili was sworn into office, OSI and UNDP had agreed upon the creation of a new initiative called the Governance Reform Programme to help the new administration secure the staff and expertise it needed.

However, it is important at the early stage of the CBF and of the reforms to determine the main

capacity deficiencies of the country. It is essential to include both the short-term needs that may be addressed through more direct international support, as well as the medium and longer-term gaps that require more institution building type of efforts. A good articulation of the capacity needs is particularly important in the transition context where public expectations are often extremely high. Capacity assessments must examine carefully what these expectations are and the strategies required for reform⁵.

One must bear in mind that institutions are not entities on their own: people constitute the institutions, and most of them (at least at the beginning) are some of the same people that used to work during the time of the “dysfunctional state”. Therefore capacity development programs should entail and start with a process of mapping out existing and future capacity needs. Identifying the systemic weaknesses of the new government must also be part of this assessment. UNDP has a particularly important role to play in this transitional process within the UN’s global good governance responsibilities⁶.

Political factors and leadership

Post-crisis reform usually takes place in a highly politicized environment, against the background of very arbitrary, sometimes extremely corrupt running of the state by the previous holders of power. This has a great impact on the civil service. Thus, the need for a professional, merit-based

³ Serbia&Montenegro Public Administration Development: Creating the conditions for effective economic and social reform, Policy Note, World Bank, 2004

⁴ World Bank Institute: Capacity Enhancement Briefs – “Building Capacity in post-conflict countries” number 5, March 2004, Alastair J. McKechnie

⁵ It is important that assistance is provided to ensure that expectations are contained at realistic levels and reflected as such in the strategy development, this also includes defining risk and mitigation measures

⁶ Report on UNDP Senec Workshop, 23-25 November 2005, point 2.5 and 2.6

and politically neutral civil service is acute.

It is also crucial to consider the implication of the new government's political structure. If a government is with strong majority from one party it is easier to start with vigorous reform processes than if the government is a coalition. In the latter, many compromises need to be made and usually at the expense of faster/more structured reforms, since each party in the coalition usually has their own vested interests. Therefore in order to ensure a well functioning CBF, leadership is essential. The government counterpart must be a cross-sectoral and powerful actor with broader responsibilities – President or Prime Minister or at least a Deputy Prime Minister with a strong overall mandate – capable of coordinating the activities of a full range of ministries and agencies. The critical point is to locate the fund where the political will to overcome some of the existing dysfunctionalities as well as a broader policy perspective likely resides. Otherwise – as our Serbia experience demonstrates – the fund gets easily captured by particular ministerial interests⁷.

The political will of the first government in reforming the state is crucial in giving positive momentum for any future reform that is to take place. New governments are challenged with a number of tasks and need to build the capacity to confront those challenges in an effective and coherent manner. Building such capacity requires starting

Serbia:

While the political will at the top was evident, the preparedness and sometimes willingness (due to internal political rivalries) of the institutions and ministries to engage into genuine transformation was lacking. Consequently, public administration reform went from the top to the bottom of the political agenda by the end of 2001. The stimulus for further actions seemed to be based on capacity substitution and salary supplements in order to ensure progress of reforms within a very short timeframe. In that sense, the donor assistance did not always facilitate actual change of institutions. The assassination in March 2003 of Prime Minister Đindić was followed by political turmoil in the Government, which resulted in the Government's resignation in November 2003 and further elections. The present government came into power in March 2004, and as a coalition minority government its ability to provide clear direction for reform has been somewhat hampered by political fragmentation, where Government portfolios have been divided strictly between the parties, thus preventing line ministries to push for comprehensive reforms due to a divided governance structure and lack of support from central government.

In view of the above two things appear imminent: a) The Government cannot effectively operate if there is no consolidation of sectoral policies and b) Most of the issues on the agenda are those that require one common political vision / long term direction, and at least a minimum of consensus over the priority policies (such as privatization, economic development, EU integration, institutional reforms, etc.).

ernments need to build capacity to *implement* their policies and to *monitor* the achievements of goals. Strong leadership becomes crucial in order to drive the reform process forward. UNDP should assist in identifying strong reform leadership⁸ at the highest level as well as assist in prioritizing short-term and long-term goals of reform.

Human Resources

In order to bridge the tension between providing initial support to reform and building permanent capacity should be a strategy to build temporary capacity to jumpstart a reconstruction. One obvious solution in this situation is to attract nationals with good technical skills residing abroad⁹. Diaspora brings this experience and can transmit it to the local environment; its huge advantage is familiarity with the national culture, language, political and legal environment. In many cases, the Diaspora can be a vitally important element of capacity building efforts that brings "fresh blood" and vitality to state structures with bad practices. The timing here is also important: Diaspora can be the most effective for a country as they are more likely to return immediately after the crisis is over (when the first government is formed). The public usually trusts the Diaspora, as they perceive them as successful, having gained relevant expertise abroad and not corrupted during the time of the previous regime. It still remains a challenge to ensure that the Diaspora

⁷ In the case of Serbia the fund's steering mechanism was located at the Ministry of International Economic Relations which influenced the decision making process due to coalition politics being played out at ministry level and consequently – in some instances – this impacted the selection of projects to be financed from the CBF

at the centre of the government. Goal-setting and policy management should be made at the centre of the government, so it is here that the need for building capacity is the most urgent at the initial stage. In addition new gov-

⁸ Leadership should be understood as both political leadership and executive leadership, which are both crucial, as good leadership requires good executive management. One defines "what" must be done (the leader, the vision, the mission) and the other defines "how" it is done.

⁹ World Bank Institute: Capacity Enhancement Briefs – "Building Capacity in post-conflict countries" number 5, March 2004, Alastair J. McKechnie

experts stay in the country after their project contracts end; these contracts give them a fairly good income compared to normal salary rates for civil servants. Hence again the importance of the speed and radicalism of reforms: the more spectacular the early results the more likely these people will find it attractive to stay.

It is also important to consider attracting the local talent within the country. Qualified personnel could have been sheltered in some other sectors beyond the public administration (e.g. private sector) for the sake of adequate remuneration. Their comparative advantage is that they have been living in the country knowing better its specificities. Their experience may likely work best in combination with Diaspora representatives who in turn bring in a better civil service ethos likely acquired abroad. Building permanent capacity is clearly the best option, but often not feasible from the outset. However this issue must still be addressed early in the reform process and move ahead in parallel with temporary arrangements enabling a quick start of the reforms¹⁰. Reform successes can lay the fundaments for pay reform in the public administration that again can increase the chance of keeping some of the professionals attracted at the outset. The CBFs could assist in ensuring that financial ambitions are met while working diligently for the public sector.

CBFs – Types of Assistance

The planning and execution of successful CBFs requires a partnership between the national government, UNDP and donors.

10 World Bank Institute: Capacity Enhancement Briefs – “Building Capacity in post-conflict countries” number 5, March 2004, Alastair J. McKechnie

Serbia:

People from the Diaspora were hired as local consultants for a time bound period, contracted through the CBF. They often performed core functions at the ministries. Unfortunately in some cases little attention was paid to the Diaspora's transfer of knowledge to civil servants so actual capacity building was lacking behind the quest for quick results in the reform process, short-term versus long-term goal setting. When consultants pertaining to the Diaspora could no longer remain on CBF contracts only very few remained in the ministries. Low salaries in public administration were little incentive and they looked for opportunities either in the private sector, in other consultancy projects or abroad. The building of capacity/sustainability should have been followed, based on two premises: (a) an enabling PAR Strategy including pay reform (that never materialized) and (b) an effective absorption/integration of CBF teams into institutions, which Ministries failed to do (i) by budgeting for that and (ii) by practically managing the teams in an integrated way to ensure ownership.

From the outset it is important to articulate national strategic development goals (short, medium and long-term) and to conduct an analysis of the administrative capacity needed to achieve those goals. The Government and CBF partners must agree on a range of interventions that will address this capacity deficit and the distribution of responsibilities (including the provision and management of funds) and between national and international partners. In practical terms the CBF must be flexible – a doctrinaire approach should be avoided; a flexible interaction with the core strategic center of the Govern-

ment is vital. On the other hand it is also vital that the assistance provided includes the professional ability to assess which initiatives can foster rapid positive change and which can not. If necessary, UNDP and partners need to challenge the view of the government partner and should only support actions that we have the professional conviction will bring about strong economic or governance improvements.

Serbia:

By the end of 2004 the overall CBF consisted of 16 projects and had mobilized 10 million USD with support from several donors. If resource mobilization and policy support to furthering democratic change and economic reform in Serbia are to be taken as indicators – then CBF was a great success. However, if genuine capacity development and public administration reform /sustainable institutional development are the indicators – then CBF did not meet all the original expectations.

CBF responded to immediate government needs with the expectation that the need for externally funded staff would gradually decrease as a result of a reform of the administration. The pressure from the international community for change did both stimulate provision of external expertise for delivery of quick results and to a certain extent inhibited genuine public administration reform and capacity development. However this was also caused by the fact that the adoption a Public Administration Reform Strategy failed, so the initial parallel purpose of the CBF was severely hampered. However, without this massive assistance provided by CBF the

Government ministries would not have been able to perform even their core functions in many vital reform areas that were critical for moving the country forward, especially in relation to core economic and social issues i.e.: substantive assistance to the organizational and administrative functioning of the Ministry of Finance and capacity building for the treasury, budgetary control and assistance to macro-economic and fiscal analysis, public restructuring and training of civil servants; Increase the ability of the Ministry of Social Affairs to update social welfare and pension payments after a near-collapsed sanctions-ridden state, with huge benefits to people in alleviating poverty and which also laid the foundation for the effective preparation of the PRSP; Assistance to the Ministry of Labour to develop an active labour market policy; Support to the privatization process through the Auction Department.

Without the CBF economic and social policy reform in Serbia would have been slower, more timid in the critical period of transition of the country. Thus we regard the CBF in Serbia as a success story – with some unused potential.

The ultimate goal of the CBF would be to play an instrumental role at the very early stages of reform when a new government is formed to coordinate, attract and use strategically donor's resources. The resource mobilization effort has to be coupled with strategic planning and coordination with the government where resources are most needed. In case of coalition government the assistance should be concentrated on the most powerful progressive reformer. UNDP can

play a crucial role in aid coordination but it is important to have the government support and not least adequate government leadership to steer the reform process.

In Georgia a two-pronged Government Reform Program was established, one part aimed at providing salary supplements and the second was a separate Capacity Building Fund. **The Salary Supplement Fund** was designed to provide leading public servants with a wage that, though modest by international standards, was sufficient for Georgia and it also targeted the country's highest officials: the President, Prime Minister, and Speaker of the Parliament. A clear "exit strategy" was built into the program, so that the government committed to assuming responsibility for the salary supplements over three years by increasing its share of financial responsibility gradually within the three-year period. The government was required to make a credible commitment to increase tax revenues in order to cover this rise in expenditure. Transparency was viewed as essential, and the government agreed to post all details of the salary supplements on an open website (<http://www.drf.org.ge/>). The CBF was designed to provide the government with short-term specialist expertise in areas of urgent concern and longer-term support in capacity building at a variety of ministries and other state institutions.

The Capacity Building Fund also has successes to its credit. The debt-rescheduling advice provided with UNDP support helped Georgia negotiate a highly favorable deal with the Paris Club of sovereign creditors in July 2004. Largely as a

result, the country's ratio of external public debt to GDP has fallen from 46 per cent at end-2003 to about 36 per cent at end-2004. Similarly, the tax reform that took effect on 1 January 2005 benefited from the advice provided with UNDP funding. The reform, which cut the number of taxes from 21 to 8, reduced VAT and payroll tax rates, and introduced a flat 12 per cent personal income tax, has been applauded as a major step forward towards making the tax system more equitable and creating a more favorable business climate.

In the first months of reform UNDP's leadership among the donors is central as usually UNDP is the most active partner for the government with a broad developmental mandate to assist in facilitating the process. Therefore UNDP should continue developing the high level dialogue with donors and reaching agreement on the circumstances in which UNDP will assume responsibility for leading the donor community's support to governments in aid management related to capacity development.

Salary Supplements

Incentives are crucial. It is almost impossible to attract and retain motivated staff and fight corruption unless civil servants receive decent pay for honest work and merit forms the basis for selection and promotion, rather than factional or ethnic bias. Creating the right incentives may require a fundamental restructuring of the civil service, which is practically impossible in a transition period. However, the process need not be comprehensive and completed immediately, but cre-

ate islands of excellence as a first step in longer reform¹¹.

It is therefore sometimes necessary, at an initial stage of the reform process, to provide transitional salary supplements for key officials; this could be done through CBFs. However, salary supplement schemes should not be utilized without strict measures for its application. The minimum conditions for supporting salary supplements include at least the following¹²: a) They should be strategically applied and explicitly linked to the government reform programme; b) They should be linked to the function rather than the person. Linking the supplements to function ensures its strategic focus, increases transparency and impartiality in the appointment, and makes the application of performance criteria easier; c) They should be closely linked to performance with monitorable indicators; d) They should be of limited duration and the exit strategy well and transparently articulated; e) The salary supplements scheme should be properly communicated to the public to build the understanding for the necessity of such a scheme and f) The scheme should also be managed by the government and applied on a consistent basis, subject to external audit.

The supplements should be aimed at personnel in positions having the greatest impact on service delivery and the wider reform efforts of government, and be designed to help governments create powerful teams of country nationals whose employment in high-profile positions will reinvigorate the public sector,

bringing new ideas, experiences, and professionalism to support the reform process¹³.

Georgia:

The government agreed that the salary supplements would be one piece of a larger effort to streamline the existing bureaucracy and create in its place a well-paid and well-organized civil service. Not only have the salary supplements helped attract needed talent; they also share credit for the complete lack of corruption allegations against top officials. In addition the Government became so successful in improving tax collection that the salary supplement program for top officials was fully taken over by the state budget after just a single year, rather than the planned three years.

On the other hand, capacity building should not be allowed to morph into capacity substitution, in which outside consultants are relied upon entirely to perform functions or provide expertise that the Government should acquire. Indeed, too much outside expertise/policy advice can actually prove counterproductive, and induce a dependency culture, where provision of massive donor-funded policy advice may actually reduce pressure on the Government to enact structural reforms. So, the right mix between key outside policy advisory interventions – such as in the Georgian case that assisted debt restructuring and tax reform -, employing Diaspora and domestic talent in critical positions, and energetic action towards broader learning and capacity enhancement is very important. Salary supplements therefore can be a vital – albeit always controversial

– component of establishing critical capacity in the civil service in the period of “extraordinary politics” so that the political momentum created by a radical reformist political leadership can be maintained and can result in better state functioning and economic policies.

It is also important to note that supplements must also be set at realistic levels at the start of the program, and the government must present a credible plan to generate new revenues (for example, through the elimination of tax loopholes) to fund higher salaries as donor support is phased out. Using benchmarks set for supplements has the added benefit of giving donors a chance to harmonize their compensation practices around national systems, thereby reducing distortions in the national labor market¹⁴.

Moreover, Government contributions are crucial to ensure that ministries take ownership of the reform process (including of the CBF) and play an active role in implementation, rather than act as passive recipients of charity¹⁵.

This also increases accountability; therefore government ownership is a strong prerequisite for success. The link between the CBF and public administra-

14 Afghanistan saw the emergence of a huge gap between civil service salaries and those offered by the international community – referred to as the creation of a second civil service. Two years after starting the reform, the Civil Service Commission has a new and higher salary scale for departments that have completed the reform process, and donors are agreeing to fund TA at these rates. However, the small talent pool is already depleted by large numbers hired within UN, IFI and donor organisations. Strategic Management Note on Capacity Building for Reform in Periods of Transition, UNDP 2005

15 Strategic Management Note on Capacity Building for Reform in Periods of Transition, UNDP 2005

11 World Bank Institute: Capacity Enhancement Briefs – “Building Capacity in post-conflict countries” number 5, March 2004, Alastair J. McKechnie

12 Strategic Management Note on Capacity Building for Reform in Periods of Transition, UNDP 2005

13 Strategic Management Note on Capacity Building for Reform in Periods of Transition, UNDP 2005

tion reform is very strong when it comes to salary supplements: only a radical operational improvement of the state machinery can work out the efficiency gains needed to replace the supplement from the state budget in a relatively short period of time through a courageous – because politically not necessarily popular - pay reform.

Aid -co-ordination

Capacity building initiatives function best when they serve as a consolidated platform for donors and other actors involved in capacity building. When such a programme fails to pool donor funds, it runs the risk of disintegrating into a set of disparate projects funded by different donors based on their individual interests and organized according to their respective policies. If this happens, the programme will lack coordination and coherence in working with the government, and promotion of the idea of public administration reform may fall short.¹⁶

Typically the new reforming government inherits a demoralized, often corrupt public administration and even the reformist centre often lacks basic knowledge of what reforms and how to implement so that success is guaranteed. It is here that the CBF can be a vitally important platform to facilitate economic and state reform, for pooling resources around one common development agenda. Assistance from a renowned international organization that evolves around coordinating donor assistance will also assist the new government in preparing the ground for offering a more comprehensive approach to reforms by all parties. This approach also reflects the request for increased aid-coordination and harmonization

as stated in the Paris Declaration. The Declaration “puts the onus on developing countries to take the lead in making capacity development a key objective of their national development strategies. In return, the donor countries have committed to align their analytical and financial support with country capacity objectives and strategies, to make more effective use of existing capacity, and to harmonize donor support for capacity development”¹⁷.

In Georgia, e.g. efforts were made to establish a coordinated platform in order to ensure that the donor community was speaking with a single voice avoiding further confusion of the government by at times diverging views of the donors. This effort was partially successful – more focus should have been put on establishing joint strategic goals and actions - which potentially could have secured more donor participation in the Fund. Equally, this structure needed strong credibility with government and ability to communicate on the highest level – which was only partially the case.

In order to get the buy-in from donors and also to provide necessary **donor oversight** over the spending of the money, UNDP should be ready and, indeed, invite the active involvement of the participating donors with the oversight of the fund – both in operational and substantive sense and to clearly define management and accountability structures of the CBF. Time-consuming professional micromanaging of the fund should be avoided of course; at the same time, it is

vital to offer upfront an oversight body with as much transparency as possible. A convenient way of doing it is to establish a donor steering committee. This kind of total openness is something that is not yet natural in UNDP's country office culture and was not a strong sales point when seeking donor contributions in Serbia or in Georgia either. This is a critical point – if the CBF gets established in this very open fashion, one can hope for a very strong interest from the donor community and then it can indeed fulfill the function of a joint donor vehicle for rapid economic and state reform.

Transparency and public information

Salary supplements risk becoming public opinion disasters if rationale for the programme is not communicated effectively both to programme stakeholders and the public at large. Salary supplements can be misconstrued as payments to favored government “clients”, money wasted on work that could have been done by nationals, or bloated incentives for privileged Diaspora or expatriates. The only antidote is a well-organized public information campaign that is launched as soon as agreement is reached on the general outlines of a governance reform programme. Complete transparency in publishing the details on salary supplements is a must. Channeling salary supplements through UNDP diminishes considerably the risks of domestic misperception and increases the sense of support to national sovereignty by

17 <http://www.oecd.org/dataoecd/11/41/34428351.pdf>



political actors and the recipients themselves¹⁸.

Exit strategy

The exit strategy should be defined in a way that capacity building efforts support a quest for government self-sufficiency rather than the reverse, creating an unhealthy long-term dependency on donor-funded policy advice and staff support. Successful exit strategies have been based, *inter alia*, on a vigorous effort to resume economic activity coupled with immediate and hard fiscal policies, providing the state with the minimum income needed to finance structural reforms. A public administration reform programme under implementation is a *sine qua non* of an exit strategy. Capacity building efforts and salary supplements make little sense unless they are enacted within the context of an overarching strategy for public administration reform. When

such a reform strategy is absent, interventions become piecemeal efforts that, however important for individual ministries, fail to further the transformation of the state needed to foster development or facilitate other economic, political, and social reforms.

Conclusion

This note presents some of the reform challenges of countries either right coming out of conflicts or countries where a new, democratic government with strong legitimacy emerges from revolution or popular movement. This situation offers a rare window of opportunity of “extraordinary politics”. It also requires that reforms be implemented quickly to meet expectations of the population for improved living conditions. The international community is also likely to expect quick results, particularly if the consequences of renewed conflict spread beyond the country’s borders¹⁹. Capacity Building Funds can effectively and efficiently assist new governments with their reform process. A number of lessons for more sustainable approaches to capacity building have emerged from UNDP’s efforts, together with OSI, to assist in a very timely manner with the help of the CBF instrument. The most important lesson is that UNDP on the country level must understand well the enor-

mous potential and the essence of the support to be provided by the Capacity Building Fund. Only this highly professional understanding and leadership can mobilize the necessary donor support for the Fund and can trigger the vital policy dialogue with government.

Leadership at the highest level of government must be ensured; a consolidated joint platform around which the support will be provided should be determined. This includes a clear agreement with the government and donors on strategic priorities to be addressed in the short-term and long-term, the types of assistance to be provided. Transparency and provision of adequate public information must be ensured along with a viable exit strategy. Success ultimately depends on strong government leadership and commitment to reform as well as highly professional and energetic coordination among the donor partners. Capacity Building Funds in situations of exceptional window of reform opportunity are a very promising developmental tool, if properly and professionally used. Taking stock of experience as we go forward remains vital.

More information on UNDP’s support to Capacity Development can be found at:

<http://www.capacity.undp.org>

18 There are a number of ways in which the international community can convey support to national sovereignty in a difficult reform process. One way indeed is when the United Nations is visibly involved in the reforms, as described above (always assuming full transparency in its management of the process). Another way might be through an increase in donor funding of the Operating Budget, which would enable Government to pay salary supplements to civil servants directly, in accordance with agreed criteria. International participation here could be through monitoring, by UNDP or another body. Strategic Management Note on Capacity Building for Reform in Periods of Transition, UNDP 2005

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Master in European Integration and Regionalism (MEIR)

The European Institute for Public Administration (www.eipa.nl) in co-operation with EURAC – European Academy of Bolzano (www.eurac.edu/org/Minorities/index.htm) and the University of Graz (www.kfunigraz.ac.at), is pleased to announce and launch the Master's programme entitled Master in European Integration and Regionalism (MEIR). Successful students of the Master Programme are awarded by the University of Graz the academic degree of "Master of European Studies" (M.E.S.).

The Master's programme consists of five modules, which will take place in four locations.

The CORE TOPICS are:

- Module I: European Integration (2 residential weeks in August/September 2006, Bolzano, Italy)
- Module II: EU Law (2 residential weeks in November 2007, Luxembourg)
- Module III: Federalism and Regionalism (2 residential weeks in January 2007, Graz, Austria)
- Module IV: Regional and Social Cohesion (2 residential weeks in March 2007, Barcelona, Spain)
- Module V: Minorities and Diversity (2 residential weeks in June 2007, Bolzano, Italy)

Further information about the Master Programme as well as the application form can be found at <http://www.eurac.edu/meir>

An innovative element of this programme is the possibility to apply and participate either in the full programme or in individual modules. There is still open participation in the IInd individual module on the Law of the European Union, which will take place from 6 November to 17 November 2006 in Luxembourg (L).

Specifically as regards the module on the Law of the Euro-

pean Union, the overall objective is to provide participants with a practical understanding of current EU legal issues and the resulting effects on national administrations: Firstly, it provides a comprehensive view of the constitutional organisation of the European Union. Secondly, it introduces fundamental concepts and principles of European Union Law, both in general and within specific policy areas. Lastly, it discusses the practical implementation of European Union Law and the consequences thereof for the EU Member States in terms of administrative capacities and human resources.

The course is highly interactive, combining presentations both by experts and by the participants with group exercises, simulations and workshops, and it includes a study visit to the European Court of Justice.

You can register for the module on the Law of the European Union by sending us a duly completed application form and your CV before 1 October 2006 under <http://www.eipa.nl/index.asp?option=products§ion=M&id=1736&fct=Open>

If you have any questions about the organisation of the programme, please do not hesitate to contact Ms. Stéphanie BOUDOT-COMODI (phone: +352 426 230 301, fax: +352 426 237, e-mail: s.boudot@eipa.net). Contact for questions about the content of the programme:

Peter I.B. Goldschmidt
Head of Unit ad interim
European Centre for Judges and Lawyers
EIPA Antenna Luxembourg
E-mail: p.goldschmidt@eipa-nl.com

MTEC Scholarships in Public Administration

In the upcoming academic year 2006/2007 and the year 2007/2008 the Netherlands Ministry of Foreign Affairs makes available 15 to 20 full scholarships for a MA degree study in Public Administration at the University of Twente.

The scholarships are intended for promising candidates from states which either have just acceded to the European Union or will do so in the near future and those which border the extended Union both in the East and in the South (i.e. Belarus, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Jordan, Latvia, Lithuania, Malta, Morocco, Poland, Romania, Russian Federation, Serbia, Montenegro, Slovakia, Slovenia, Turkey and Ukraine). In this way the Netherlands wishes to contribute to the enhancement of strategic cooperation and partnerships between Dutch universities and partners abroad.

You can also find more information on this webpage: <http://pa.graduate.utwente.nl/mtec>

Enrolment for 2006/2007 is open until **1 July**, enrolment for 2007/2008 is open until **1 July 2007**.

Application

Candidates should apply through the website of CROSS Agency and consecutively send their printed application form to the Royal Netherlands Embassy in their country. Applicants who want to be considered for an MTEC Scholarship have to go through the regular admission

procedure of the University of Twente.

Applicants who have already been admitted to the MSc programme Public Administration of University of Twente, can directly apply for an MTEC scholarship by using the application form which is available at the website of CROSS Agency.

Applications for admission for the academic year 2006/2007 should be sent before the **1st of July 2006**.

More information

For more information about the MSc programme Public Administration, please visit pa.graduate.utwente.nl or contact the study information desk at master@utwente.nl or telephone +31 – 53 – 489 5489. For more information about University of Twente, please visit www.utwente.nl/en.

For more information about the MTEC scholarships, including conditions regarding application and the entitlements and obligations which are attached to the scholarships, and the application form, please visit: www.cross-agency.nl or contact Mr. Diederik ter Haar by e-mail (crossonline@info.evd.nl) or telephone +31 – 70 – 778 8139.

University of Twente

Faculty of Business, Public Administration and Technology
P.O. Box 217
The Netherlands
www.bbt.utwente.nl

EVD

Matra Training for European Cooperation and Technology
P.O. Box 20105
2500 EC The Hague
The Netherlands
www.cross-agency.nl

Study Programmes in English

Faculty of Social Studies, Masaryk University, Brno, Czech Republic

Graduate Study Program: Sociology

The Sociology study program is designed as a full-time graduate Master's study program. It is offered to students who have already gained an undergraduate degree in the fields of humanities, social sciences, political science or other related fields. The study program is also open to students whose aim is not to study for a graduate degree, but rather to gain individual credits. Such students may enroll in individual courses of their choice; the tuition fee will be proportional to the number of credits taken.

The program offers the opportunity for students to choose from the following areas of specialization:

Quantitative Social Research,
Ethnic Relations,
Contemporary Social Problems,
Modernization and Civil Society,
Cultural Sociology.

For applicants who would not need to arrange a residence permit in the Czech Republic the deadline is September 1, 2006.

Graduate Study Program: European Politics

European Politics is a full-time Master's program taught at the Department of International Relations and European Studies and the Department of Political Science at the Faculty of Social Studies, Masaryk University. Its standard duration is four semesters.

It is comprehensive program of study in the fields of compara-

tive politics and European integration. The comparative politics component of the program covers basic theories, research methodology, empirical analysis, and comparative studies of the political developments and the party systems in European countries. This component allows students to focus specifically on the region of Central and Eastern Europe, to explore the experiences of post-communist transformations, and to acquire a thorough understanding of the political developments in post-socialist countries. The European integration component includes theoretical and empirical analysis of different international organizations and their interaction in Europe. Special emphasis is put on the study of the European Union and its enlargements.

For applicants who would not need to arrange a residence permit in the Czech Republic the deadline is extended to September 1, 2006.

Faculty of Social Studies at Masaryk University in Brno is also accepting applications for **doctoral study programmes** for 2006/2007 academic year in the field of Political Science, General Psychology, Social Psychology, Developmental Psychology, Sociology and Social Policy and Social Work.

The deadline for applications is 19th December 2006 for admission in February 2007.

Detailed information on all the study programs are available on the faculty website <http://www.fss.muni.cz/Eng/index.php>.

Public Policy Analysis and Social Protection Policy in Maastricht, the Netherlands

The Maastricht Graduate School of Governance is one of the first institutes within Europe that trains students to combine a high level of academic scholarship with leadership in order to strengthen democratic governance in domestic and international organisations. The graduates are educated to analyse contemporary public policy issues and by doing so, to pave the road for innovative developments in the world today.

Keywords for the School and its programmes are: multidisciplinary, international expertise and a personal approach. With students from approximately 25 nationalities and teaching in English, the School offers a worldwide setting in which training is provided in small classes with emphasis on teamwork and active participation.

So what can students expect?

- In-depth knowledge
- Skills trainings and practice
- Approximately four contact hours per day
- Challenging but fun

We offer both internationally recognised PhD and master programmes in fields such as sustainable development, public policy analysis, social policy protection, social protection financing and economic policy research.

The Maastricht Graduate School of Governance unites the excellence of the faculties of Maastricht University and the input of top scholars from other universities and research institutes.

We kindly invite you to share this information with potential students or others who might be interested in our School and projects.



The application deadline for students who require a visa is: 15 June 2006; for students who do not require a visa: 1 August 2006.

Information on our School and programmes can be found on our website: www.governance.unimaas.nl

If you have any questions, you can send us an email at: info-gov@governance.unimaas.nl

School of Public Administration (Ecole Nationale d'Administration – ENA), Strasbourg, France

The school offers two new Masters programmes to students and professionals in the autumn of 2006.

Master in Public Management

This programme is jointly organised by the ENA and the University of Paris-Dauphine and the objective is to train students in all aspects of the public sector and to update the knowledge of practising civil servants. This programme is multidisciplinary and is based on 4 main themes:

- (1) Public finance management;
- (2) Human resource management;
- (3) Management control and public policy assessment;
- (4) Strategy and change management.

Contact: sciencepo@dauphine.fr

Master in Risk Management

The programme is jointly organised by the ENA and the École internationale des Sciences du Traitement de l'Information and is on offer to students, business executives as well as French and European elected representatives. The objective is to train risk managers in a European context and all aspects of risk management will be covered : prevention, crisis management, warning populations, etc.

Contact: alexandre@ena.fr

More information about the school at the website : <http://www.ena.fr>



to Web Sites

<http://www.mgsg.org>

The portal is operated by the Mobile-Government Study Group. The MGSG was formed in the end of 2004 by lecturers and researchers at the Public Administration Faculty of the Corvinus University of Budapest, Hungary. The study group is supported by the E-Government Centre of the Prime Minister's Office and the Norwegian TeleNor affiliated Pannon mobile service provider company. The research is focused on procedural workflow automation for administration. The MGSG portal contains a newsdesk up dated daily concerning all kinds of news, events and articles on mobile ICT applied in administration all over the world in English, since the beginning of 2005. The portal also provides a free publication possibility for anyone from the academic and government fileds who wish to publish articles and studies on m-government.

<http://www.seeyoungleaders.org>

South-eastern Europe and the EU – Leadership Development Programme – a new initiative by the College of Europe and the TRANSFUSE Association from July 2006 to April 2007.

<http://hum.ttu.ee/tg/>

A new international MA in Technology Governance at the Tallinn University of Technology in Estonia, starting in the Fall of 2006. Our one-year Masters program in Technology Governance is a technology-focused special graduate degree that could be placed in such areas as Innovation Policy, Industrial Policy and Development Economics as a realistic alternative to mainstream ("Standard Textbook") Economics. On the webpage there is also new Working Paper Series in Technology Governance and Economic Dynamics. Submissions are cordially invited.

<http://www.caei.com.ar/es/programas/cei/working.htm>

Argentine Center of International Studies publishes working papers from CIS and Baltic Countries Research Area – debating the most critical issues on International Relations, focused in Russian Federation, Caucasus, Central Asia and Baltic Countries.

Calendar of Events

June 23, 2006, International Conference "Achieving Competitiveness through Innovations – A Challenge for Poland and Other New EU Member States"

Contact:

*World Economy Research Institute,
Warsaw School of Economics,
Warsaw, Poland
phone/fax: +48 - 22 - 564 93 70,
564 86 74*

e-mail: weri@sgh.waw.pl

web: akson.sgh.waw.pl/aci/

June 26 – 30, 2006, 2nd Annual Summer Public Management Institute "Human Resources as an Asset for Public Administration"

Working language: English

Contact:

*Ms.Dace Upīte,
Public Administration Reform Unit,
State Chancellery, Riga, Latvia
e-mail: dace.upite@mk.gov.lv*

July 1 – October 6, 2006, European Funding Academy – training programme on EC project development – eLearning plus a 5-day practical workshop

Place: Europa Congress Center, Budapest, Hungary

Contact:

*Europa Media
e-mail: info@europamedia.hu
phone: +36 - 1 - 453 3801
fax: +36 - 1 - 436 9038
web: www.eucenter.org*

July 10 – 12, 2006, Seminar "Evaluation as a Tool for Local Development Strategy Building"

Place: Trento, Italy

Contact:

*Tina Bielawska,
Center for Local Economic and Employment Development (LEED),
OECD, Trento, Italy
email: tina.bielawska@oecd.org
justyna.bielawska@oecd.org
<http://www.trento.oecd.org>
http://www.oecd.org/document/33/0,2340,en_2649_33956792_36619553_1_1_1,0,0.html*

July 27 – 30, 2006, International Seminar "Leadership and Competi-

tive Strategy in the Area of Globalization"

Place: Tbilisi, Georgia

Contact:

*web: www.icsrpa.org.ge
application form:
<http://www.icsrpa.org.ge/news.htm>,
electronic submissions:
giicsrpa@yahoo.co.uk by June 23, '06
phone: +995 - 32 - 450 633
+995 - 93 - 320 134*

August 6 – 13, 2006, Summer School "The Future of Europe – A View from the Danube Region"

Place: Dubrovnik, Croatia

Contact:

*Agnes Nyilas , Europe Centre PBC,
Pecs, Hungary
phone: +36 - 72 - 514 800
fax: +36 - 72 - 522 949
e-mail: nyilas@interhouse.hu
web: www.drc.interhouse.hu*

August 31 – September 4, 2006, American Political Science Association 102nd Annual Meeting "Power Reconsidered"

Place: Philadelphia, USA

Working language: English

Contact:

*Michael Brintnall, Executive Director
e-mail: brintnall@apsanet.org
web:
http://www.apsanet.org/section_222.cfm*

September 4 – 9, 2006, Summer School "Under Construction: Developing a European Public Space"

Place: Trento, Italy

Contact:

*Jean Monnet European Centre of Excellence, University of Trento, Trento, Italy
e-mail: poloeuropeo@soc.unitn.it
web:
<http://www.unitn.it/events/ssjmonnet06/>*

September 11 – 13, 2006, International Conference "Values and Ethics: Managing Challenges and Realities in Higher Education"

This conference, organised by the Programme on Institutional Management in Higher Education (IMHE), will focus on the challenges of managing issues involving ethics and values in higher education.

Registration:

www.oecd.org/edu/imhegeneralconference2006

October 5 – 6, 2006, Conference "Estonian Public Service Forum"

Working language: Estonian and simultaneous translation into English

Contact:

*Ms. Kristi Mae,
State Chancellery of the Republic of Estonia
e-mail: kristi.mae@riigikantselei.ee,
phone: +372 693 5458
fax: +372 693 5454*

October 6, 2006, Conference "Integrative Qualification in e-Government: Experience in Public Administration, Education and Research"

Working language: English

Contact:

*Valentina Karisheva,
Anastasia Golubeva,
Department of Public Administration,
School of Management,
St. Petersburg State University,
St. Petersburg, Russia
phone: +7 - 812 - 350 8157 (ad. 231),
fax +7 - 812 - 350 2583
e-mail gmu@som.psu.ru*

October 9 – 13, 2006, Regulatory Impact Analysis Training Course

Contact:

*College of Europe,
Bruges Campus, Belgium
e-mail: ria@regulatoryreform.com
web: <http://www.coleurop.be/ria>
<http://www.coleurop.be/>*

14 October, 2006, Open Event of the EPFL Executive Master in e-Governance "Shaping the Open World of Tomorrow: Concrete Open Environments to Cope with Security and Identity Management"

Working language: English

Contact:

*Gianluca Misuraca,
Ecole Polytechnique Federale de Lausanne (EPFL),
Lausanne, Switzerland*

phone: +41 - 21 - 693 0011
 fax: +41 - 21 - 693 0000
 e-mail: gianluca.misuraca@epfl.ch,
 web: <http://egov.epfl.ch>
<http://mir.epfl.ch>

November 9 – 10, 2006, Conference “Organisational Change and Development in Transitional Countries”
 Place: Tallinn, Estonia

Contact:
*Ms. Audrey O'Connor,
 European Institute For Advanced Studies in Management,
 Brussels, Belgium*
 phone: +32 - 2 - 2266665
 fax: +32 - 2 - 5121929
 e-mail: audrey@eiasm.be
 web:
[http://www.eiasm.org/frontoffice/
 event_announcement.asp?event_id=477](http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=477)

November 23 – 24, 2006, International Scientific Conference “Economics and Management: Current Issues and Perspectives”

Working languages:
 Lithuanian, English, Russian
 Contact:
*Inesa Suvorova,
 Siauliai University,
 Faculty of Social Sciences,
 Siauliai, Lithuania*
 phone: +370 41 595 880
 e-mail: inesa@smf.su.lt

Events of the Masaryk University, Brno, Czech Republic

November 9 – 11, 2006, Conference “Social Reproduction and Integration: Ideals and Limit”

Working language: Czech
 Contact:
*Ondrej Hofirek,
 Faculty of Social Studies*
 phone: +420 - 5 - 4949 3979
 e-mail: hofirek@fss.muni.cz
 web: ivris.fss.muni.cz/conference

November 24 – 25, 2006, Conference “Cyberspace 2006”

Working language:
 Czech, Slovak, German, English
 Contact:
Faculty of Law
 phone: +420 - 5 - 49 496 445
 e-mail: cyberspace@law.muni.cz, web:
www.cyberspace.muni.cz

Events of the European Institute of Public Administration (EIPA)

June 29 – 30, 2006, International Seminar “Social Dialogue: Understanding the New Role of the Social Partners in Europe – Experiences and Key Factors for Success”

The seminar is designed for civil servants from all over Europe, social partners and decision makers working in the labour market and industrial relations sectors.

July 13 – 14, 2006, International Seminar “Part-Time Work and New Forms of Employment – Ways to Bring Employment to More People? Socio-Economic, Legal and Practical Aspects”

Contact:
*Roger Hessel,
 European Training Centre for Social Affairs and Public Health,
 Italian Antenna of EIPA, Milano, Italy*
 phone: +39 - 2 - 67 100 600
 e-mail: r.hessel@eipa-it.com
 web: www.eipa.nl

Events of the School of PA, Moscow State University, Russia

October 2006, 7th Student and Post-graduate Student Conference on Public Administration Studies

Working language: Russian

Contact:
Dinna Li
 phone +7 - 495 - 939 1589
 fax: +7 - 495 - 939 5338

October 2006, Theoretical Seminar “Management Science and Problems of Management Training”

Working language: Russian

Contact:
Natalia Golovkina
 phone +7 - 495 - 939 1589
 fax: +7 - 495 - 939 5338

November 2006, 2nd International Forum of Young Specialists in PR

Contact:
 phone +7 - 495 - 939 1589
 fax: +7 - 495 - 939 5338

Events of the Kharkiv Regional Institute of PA, National Academy of PA, Kharkiv, Ukraine

Language: Ukrainian

September 2006, Round table meeting “Peace and Cooperation Issues in the Context of National Security of Ukraine”

Contact:
*Trush O.O.,
 Euro and Euro-Atlantic integration and National Security Department, phone +380 - 57 - 732 3255*

October 2006, Conference “Actual Problems of Modern Regional Staffing Policy and Ways of Their Solution”

Contact:
*Martynenko V. M.,
 State Staffing Policy Department,
 phone: +380 - 57 - 732 3255*

October 2006, Conference “Improving Legislation on Public Service in the Local Self-government Authorities of Ukraine”

Contact:
*Glukhachov Y.F.,
 Law and legislative Process department
 phone: +380 - 57 - 732 5872*

October 2006, Conference “Improving Qualification of Public Servants – A Component of State Staffing Policy”

Contact:
*Savchenko B.G.,
 State formation department
 phone: +380 - 57 - 732 8136*

November 2006, Conference “State and Economy”

Contact:
*Degtyar A.O.,
 Economy Theory and Finances Department
 phone: +380 - 57 - 732 5195*

November 2006, Conference “Improving State Managing Mechanisms of the Effective Usage of Regional Labor Potential”

Contact:
*Syvokon V.O.,
 Personnel management and labour economy department
 phone: +380 - 57 - 732 5195*

Recent Publications



Local Governance Brief on Fiscal transparency: Whose money is it anyway?

Authors: Gabor Peteri, Daniel Serban, Kenneth Davey, Tom Popper, Pamela Gomez, Helen Darbshire, Kristof Zoltan Varga, Zeljko Sevic, Cornel-Virgiliu Calinescu, Zsuzsanna Kasso

Editor: Gabor Peteri

Language: English

Available at http://lgi.osi.hu/publications/2006/300/LGB_summer_2006_fiscal_transparency.pdf

CEA Journal of Economics

Publisher:

Center for Economic Analyses

Subscription on line at www.cea.org.mk for a hard copy, submission to journal@cea.org.mk

Publications of the Masaryk University, Brno, Czech Republic

Human resource management in public administration (handbook for staff managers of territorial self-governmental units)

Authors: Leštinská, V., Vidláková, O., Šelešovský, J., Špaček, D.

Language: Czech

Resume:

This publication serves as a handbook for human resource management of territorial self-governmental units of the Czech Republic (regions and municipalities). It consists of short theoretical background of public service systems, of the commentary of the Czech Act on legal status of public servants of territorial self-governental units and of practical examples of personal management activities. The special case study of the statutory town Olomouc is also comprised.

Institutional Changes in the Sphere of Public Non-profit Organizations – Impacts, Issues, Experience

Editor: Špaček, D.

Language: Czech

Resume:

This publication is a compilation of papers that were presented during the Section I of the seminar of January 2006. This seminar was organised by the Department of public economics of the Faculty of Economics and Administration in order to gather the theoretical as well as practical knowledge related to realised as well as potential changes of public sector organizations in the Czech Republic, particularly due to the supposed changes in Czech the legal system.

Management of Territorial Self-government

Editor: Špaček, D.

Language: Czech, Slovak, English

Resume:

This publication is a compilation of papers that were presented during the Section II of the seminar of January 2006. This seminar was organised by the Department of public economics of the Faculty of Economics and

Administration in order to gather the theoretical as well as practical knowledge related to issue of management in public administration organizations.

Contact:

David Spacek, Faculty of Economics and Administration, Masaryk University, e-mail: 77120@econ.muni.cz

Publications of the Kharkiv Regional Institute of PA, National Academy of PA, Kharkiv, Ukraine

Language: Ukrainian

Mechanisms of Taking Administrative Decisions by State Powerful Authorities as to Socio-economic Development of the Regions, A.O.Degtyar et al

Qualitative Managerial Services – Main Condition for Raising Population's Confidence in Powerful Authorities, Y.O.Kuts et al

Methodology of Administering the Territorial Development, Mamonova V.V.

Strategic Administering the Innovative Processes in the Health Care System: State Mechanisms, Karamyshev D.V.

Power and Elections: Institutional Interaction in the Democratic Society, Radchenko A.V.

State Regulation of Macroeconomic Processes, Andrusenko G.O. et al

Methodological Recommendations as to the Work with Organizational-managerial Documents in Administrative Activity of Village Councils and Their

Recent Projects

**Executive Authorities,
Marchenko G.I. et al**

**Collection of Methodological
Recommendations and
Normative-legal Documents
for the Local Self-government
Authorities, Kosareva K.O. et al**

**Curruption Prevention in
the Local self-government
Authorities, Korzh V.P., Tuchak
M.O.**

**Public Service – Questions and
Answers, Kosareva K.O. et al**

**Socio-psychological Aspects
of Public Administration,
Savchenko B.G.**

**Public Servants` Right to
Benefits, Gayko P.O. et al**

**Philosophical Issues of Public
Administration, Korzhenko
V.V. et al**

**Organization of Interaction of
Public Powerful Authorities
and Local Self-government
Authorities, Konotoptsev O.S.**

Micro-economy, Syvokon V.O.

**Administering the Structural
Changes and Innovative
Investment Processes in
the Economy of Ukraine,
Melnychenko O.A.**

**Organizational-legal Bases
for Local Self-government,
Konotoptsev O.S.**

**Actual Problems of Public
Administration – Collection of
articles, 1st edition, 2nd edition**

**Theory and Practice of Public
Administration – Collection of
articles, 1st edition, 2nd edition**

Contact:
Irina Lutovinova
e-mail:
intaffdpt@kbuapa.kharkov.ua

Citizen Charter

The Czech Republic is actively involved in the Citizen Charter Programme which belongs to the priorities of the EU. For a period 2006 – 2007 the Ministry of Interior of the Czech Republic has prepared a pilot project called "Citizen Charter" in connection with the experts from the Sigma EU/OECD (the project manager is Dr. Elke Löffler from the Great Britain and Prof. Salvador Parraido from Spain). Its main goal is to improve the quality of administrative activities and public services in those places which come immediately into relations with citizens. The Charter should help to the authorities as well as the institutions in communication with the citizens, they should teach them how to respond better to the citizens' needs and expectations and at the same time to perform their work not only superiorly but also more effectively. The aim of the project which should last approximately 18 month is to work out the Citizen Charters in those services which organizations provide and also to implement modern methods of management. The Citizen Charter of particular organizations will lead to the improvement of quality of provided services.

Project of Implementation of Modern Methods of Quality Management in Public Administration in the Czech Republic

From April 2006 – September 2007 the project supported by the European Social Fund is running. The outcome of the project should be the CAF implementation in 10 towns, the benchmark-

ing implementation in 20 towns and regions and also the implementation of Balanced Scorecard Method into 5 municipalities within the Czech Republic.

Among very important parts of this project belong also the training of employees of the engaged municipalities and the production of new publications containing the best practice cases (other information available via E-mail: kajml@mvr.cz).

Capacity Building in International Relations: Training International Officers from South Caucasus

The project Capacity Building in International Relations (CABIR) is an initiative sponsored by the Swiss Agency for Development and Cooperation (SDC) and implemented by the Program for the Study of International Organization(s) of the Graduate Institute of International Studies

(PSIO-GIIS) in cooperation with the Academy of Public Administration under the President of the Republic of Azerbaijan for autumn 2005 - spring 2006. CABIR has the objective to strengthen the governance of South Caucasus for effective representation at the international level, to increase the accountability and transparency in the management of public affairs and to improve access to information. Moreover, the project supports the capacity building of local non-governmental actors.

The means to achieve these objectives is to train young government officials from South Caucasus in the subjects of human rights, international economics and negotiation techniques. Web: www.cabir.org

4th International Conference

"Public Administration in the 21st Century: Traditions and Innovations"

The conference organized by the School of Public Administration of Lomonosov Moscow State University was visited by more than 390 participants from 21 countries. The conference was attended by huge amount of key figures in the field of Public Administration from Russia and other countries like China, Ger-

part of difficulties are common to all the counties going through transitional period, so the contributions to the conference and the discussions in the various sessions shed more lights on the undertaking substantive PA reform in the context of major efforts at state modernization and decentralization.



many, USA and also civil servants, commercial sector representatives and researchers from different educational centers.

The conference focused 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 was problems facing the Russian Federation, the conference managed to combine the issues and themes current for the representatives of other countries as well. Of course, major

ing main topics:

1. Contemporary Methods and Technologies of Management and Administration
2. Administrative Reform
3. Government – Non-Profit Organizations – Business: Problems of Interaction
4. Mathematical Methods in Management
5. Political Communication in Public Administration
6. Social Sphere in the Reform Period
7. Government Regulation of Economy
8. Regional Development
9. Human Resources in Public Administration

All the working groups contributed to the main conference

theme, best papers were identified and published as a book in Russian and English language. All texts presented for the publication gave large material for an exchange of opinions, discussions and reflections. As the main conclusion of the conference it was stated that Educational centers can and should play key role in the development of Public Service and Public Administration in each country. Their role should expand from 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 centers should also act as Research Centers, 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 centers could proceed as independent experts, evaluating different State initiatives.

The conference provided 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 get useful experience and to widen the network of personal contacts. As the major part of participants noticed, it was the important step in the wide pathway of our future collaboration between institutions from different countries.

The 14th NISPAcee Annual Conference

“Public Administration and Public Policy in Emerging Europe & Eurasia: For Professionalism, Impartiality and Transparency”

May 11-13, 2006, Ljubljana, Slovenia

The 14th NISPAcee Annual Conference, organised in co-operation with the Faculty of Administration of the University of Ljubljana, was attended by more than 300 participants from 34 countries from all over the world. This included 18 CEE countries covered by NISPAcee institutional membership.



Opening - from left to right: Guido Bertucci, UNDESA, Gregor Virant, Minister, Ministry of Public Administration, Slovenia, Laszlo Vass, NISPAcee President, Mirko Vintar, University of Ljubljana, Polonca Kovac, University of Ljubljana

NISPAcee would like to thank to the main local organiser, the Faculty of Administration of the University of Ljubljana, represented by Prof. **Mirko Vintar** and his colleagues, for the great organisation of the conference, financial support and preparation of social events which created a very nice and pleasant background for conference participants.

NISPAcee would also like to thank to the Local Government and Public Service Reform Initiative affiliated with the Open

Society Institute, Budapest, Hungary that financially supported the meetings of the several working groups and contributed to the success of the conference.

It is also necessary to extend the appreciation to programme coordinators of all the conference sessions and working groups for their contribution to the high scientific and academic value of the whole event.

The conference started by welcoming and opening speeches presented by **Laszlo Vass**, NISPAcee President, Corvinus University of Budapest, Hungary, **Gregor Virant**, Minister, Ministry of Public Administration, Slovenia, and **Polonca Kovac**,

Faculty of Administration of the University of Ljubljana on behalf of Slovenian organizers and **Guido Bertucci**, Director DPADM, UNDESA, New York, USA. The keynote presentation was made by **Derry Ormond**, Advisor in Governance, France. The main conference theme was then introduced by **Laszlo Vass**, NISPAcee President.



Opening - Auditorium

The morning plenary session was concluded with a presentation of the NISPAcee **Alena Brunovska Award for Teaching Excellence in Public Administration** to **Prof. Tiina Randma-Liiv**, Tartu University, Estonia who delivered a paper “From Policy Transfer to Policy Learning in Central and Eastern Europe”.

The next part of the conference programme consisted of **the working sessions** on the main conference theme, meetings of **nine working groups** and following **Panel Sessions and Forums** which enriched the pro-



From left to right: Laszlo Vass, NISPAcee President, Tiina Randma-Liiv, the winner of Alena Brunovska Award, Ludmila Gajdosova, NISPAcee Executive Director

gramme of the conference with new information, presentation of new initiatives and new opportunities for collaboration with external organizations as well as within NISPAcee:

- **Panel on Standards of Excellence in Public Administration and Training**
- **Panel on ReSPA (Regional School of Public Administration)**



From left to right: Nicolas Dubois, SIGMA/OECD, Paris, France, Sofia Papantoniadou, European Commission, Brussels, Belgium, Louis Hersom, European Commission, Brussels, Belgium, Ludmila Gajdosova, NISPAcee Executive Director

- **Panel on E-governance as Inter-sectoral Learning Challenge: The New Missions of Public Administration in a Changing World**
- **Forum of Heads of Schools and Institutes of Public Administration**
- **Panel on the Recent Research on Local Public Budgeting and Finance, LGI**
- **Regional Workshop of EAPAA**
- **Panel on Rewards for High Public Office in CEE**

The **NISPAcee Business Meeting** was as usual on the conference programme as well. The annual reports (activities, finances) and future plans were presented to the representatives of the NISPAcee members and other participating guests.

The election of new NISPAcee Steering Committee members were an important part of the programme. To replace Barbara Kudrycka, Poland who finished her term in the Steering Committee, the General Assembly elected new NISPAcee Steering Committee member, Mzia Mikladze, Center for Training and Consultancy, Georgia and re-election of Sergei Pushkarev, Russia for the next period.

The General Assembly also approved the proposal of the Steering Committee to change the membership fees from next year.

The closing plenary session was open by NISPAcee President, **László Vass** and reports from all sessions and working groups (short summary see below) and the report of the conference general rapporteur Mzia Mikladze were presented.



Mzia Mikladze, the new NISPAcee President

NISPAcee launched a new competition for the **NISPAcee Best Graduate Student Paper** of the conference from this year. The award was presented to the winner **Ms. Maria Keris**, PhD student at the Tallin University, Estonia for her paper „**The role patterns of minister's personal advisors in politico-administrative dichotomy. Comparative case study of two Estonian ministries.**“



Sergei Pushkarev, re-elected NISPAcee Steering Committee member

The conference was finished by an introduction of the new President of NISPAcee Mzia Mikladze, Center for Training and Consultancy, Tbilisi, Georgia. László Vass finished his two years term in this position at the end of the conference. It is necessary to stress his great contribution to the organization development mainly concerning its sustainability. NISPAcee extends its thanks to him for all his efforts and leadership which provided the organization with a vision for the future.

Selected papers and presentations of the conference will be included into the conference proceedings published by NISPAcee. Papers presented at the conference are also available on the NISPAcee website.

Report of General Session

Coordinators:

Wolfgang Drechsler, Tallinn Technical University, Estonia

Gyorgy Jenei, Corvinus University of Budapest, Hungary

For the first time, as an organizational innovation and an experiment, the 14th Annual Conferences featured a General Session, in which papers were not restricted by any topic or theme, the only criteria for acceptance being (a) scholarly quality, (b) interest of topic and (c) “from or about the region” of NISPAcee. Naturally, there is no institutional funding for this venue. By all accounts

and feedback from the unusually large audience, the session was a great success – the excellent papers that had passed a strict selection process were indeed very interesting recent research by scholars which they shared and discussed with an international and knowledgeable audience in the NISPAcee framework. Without the General Session, they would



General session

not have appeared at NISPAcee, at a loss to the scholarly discourse in the region and beyond. Unfortunately, there was not sufficient time for discussion, but this will be ameliorated for the next time – since the format of the General Session will, as was unanimously decided, be continued and developed by the co-chairs. Potential contributors might already think about a paper for the 15th Annual Conference in 2007 in Kyiv.

Report of Working session on the Main Conference Theme

Coordinators:

David Coombes, University of Bristol, UK

Laszlo Vass, Corvinus University of Budapest, Hungary

Four papers submitted for the main theme of the conference dealt with aspects of the reform process itself, and from these a lively, critical discussion ensued during the first session of the shortcomings of technical assistance by external development

agencies for promotion of good governance in CEE and CIS states. The other papers dealt with various aspects of professionalism in the making and implementation of public policy, but these also contributed to a critical debate in the second session of the standards and expectations of public administration reform, viewed from perspectives of both donors and beneficiaries (or suppliers and clients of relevant expertise). On the basis of the discussion during these sessions, it was agreed to propose a new working group of NISPAcee, to review previous assessments of the effectiveness of international, European and national donor agencies, in the promotion of objectives

of professionalism, impartiality and transparency in the public service. The review would seek in particular to identify deficiencies in the capacity of endogenous actors in CEE and CIS both to influence and to implement reform programmes. The new working group would meet at the next annual conference, when the results of the review would be presented, and recommendations formulated for new guidelines for international and national agencies responsible for reform of public administration in CEE and CIS states. NISPAcee members are invited to submit expressions of interest to Professor David Coombes, as provisional convener of the group, at dlcoombes@yahoo.co.uk.

Reports of Working Groups

I. Working Group on Politico-Administrative Relations

Coordinators:

B. Connaughton, University of Limerick, Ireland

Georg Sootla, Tallinn University of Educational Sciences, Estonia
B. Guy Peters, University of Pittsburgh, USA

In Ljubljana the working group extended its focus on the interaction of politicians and bureaucrats to include issues of coordination and policy advice. A great deal of executive work involves attempting to make government policies more coherent and to govern in a coordinated and effective manner. In all, thirteen papers were presented on themes - including the role and functions of the Office of Prime Minister and Office of President in several CEE countries and the role of special advisers in selected East and Western states. In the forthcoming year the working group will work on the presentation of a revised protocol reflecting principally interest in the roles of elites, functions and coordination processes in the „administration of the summit“ of government. The coordinators would welcome the participation of new members interested in these issues.

II. Working Group on Public Management Reforms in CEE and the CIS

Coordinators:

Geert Bouckaert, Catholic University of Leuven, Belgium

Sergei Pushkarev, Ural State University, Yekaterinburg, Russian Federation

Reflecting on the unprecedented wave of public sector reforms in Central, Eastern Europe and the CIS in the last 15 years, the NISPAcee Working Group on Public Sector Quality has focused on public management reforms (PMR). The members of the Working Group have started cross-country comparative research which would cover 15 countries of the region.

For the meeting in Ljubljana, the participants prepared country public management tables in which they catalogued the process of PMR in their respective countries. Additionally, participants prepared country profile papers describing public management reforms. All papers followed the agreed-upon research methodology so that it is really possible to draw comparisons.

While there is still a lot of work to do, some preliminary findings are quite interesting. Most of the presentations pointed to the fact that the EU accession requirements played a major role in advancing PMR in their countries. The EU influenced PMR in candidate countries through law drafting, consultancy, funding incentives and other means. Other international organizations (for example, the World Bank, UNDP) has played an important role both in the EU candidate countries and other countries of the region. The presentations were rich in details and sharp on reform factors. Many participants observed that economic difficulties and corruption, low citizen pressure on the governments and national culture, reform path dependency and central elite dynamics are important factors for PMR in the region.

A special session was set aside to fine-tune the methodology for the next year. It was agreed that the participants will work on their country PMR papers which will be presented at the next NISPacee conference. It is the goal of the Working Group to have a book on public management reforms in CEE and the CIS published by Fall 2007.

The coordinators and participants of the Working Group express their gratitude to LGI for making this research effort possible. Unfortunately, not all 15 participants were able to present

their finding in Ljubljana due to logistical and other complications. However, the Working Group coordinators are looking forward to seeing all group participants in Kiev in 2007.

III. Working Group on Strategic Leadership in Central Government

Coordinators:

Martin Brusis, Center for Applied Policy Research, Germany

Katarina Staronova, Comenius University, Bratislava, Slovakia

Radoslaw Zubek, London School of Economics and Political Science, UK

The NISPacee Working Group met in Ljubljana to discuss the relationship of executive capacity and regulatory quality in Central and Eastern Europe. Regulatory quality characterizes legal regulations that are knowledge-based, consider policy externalities and interdependencies and represent a longer-term perspective. The debates of the Working Group sessions confirmed that the organization of executives is a crucial variable for the quality of regulations. However, the papers presented in Ljubljana also indicated how difficult it is to enable governments to produce high-quality regulations.

New Public Management ideas do not provide a panacea as the behavioural and cultural assumptions underlying these ideas may be fundamentally challenged on the basis of a critical theory approach that transcends the paradigm of instrumental rationality. Improving the knowledge basis, technical sophistication and power resources of executives will not ensure high-quality regulations if the accountability-generating functions of extra-governmental actors are neglected.

The empirical case studies of the workshop documented the gap between legal design and legalist reforms on the one hand, patterns of de-facto interactions and incentives on the other. Attempts to establish a more policy-oriented preparation of proposals for cabinet meetings in Romania may fail as they presuppose civil servants thinking strategically and the necessary incentive space conceded by politicians to such civil servants. The difficulty of changing mindsets and habits were also manifested by a Romanian opinion survey that found an awareness gap between civil servants committed to reform and the general civil service.

European Union expectations and requirements have driven central government and legislative reforms in many countries of the region. The impact of this constellation has been ambivalent: a paper on Bulgaria noted the persistent deficiencies in policy performance, and a paper on Slovakia documented the shift towards a predominance of the executive and government-sponsored bills. Even a pioneer of executive reform like Hungary today faces institutional obstacles in coping with challenges of globalization and economic policy. One conclusion that emerged from the debate is that procedural and organizational reforms need to be embedded in a human resource management policy and backed by a broad political support coalition.

IV. Working Group on Democratic Governance of Multi-ethnic Communities

Coordinators:

Michael Brintnall, American Political Science Association, Washington D.C., USA

Petra Kovacs, LGI, OSI, Budapest, Hungary

Zsuzsa Katona, LGI, OSI, Budapest, Hungary

The Role of Public Administration Institutions in Promoting Constructive Diversity Management

This year, Working Group IV focused its attention on the role of and the manner by which public administration schools and institutes promote constructive multi-ethnic diversity and its management. This was done by examining the nature of the challenges faced in terms of multi-ethnic diversity management by the region's governments and the preparation which public administration students receive in order to face these challenges.



Working Group on Democratic Governance of Multi-ethnic Communities

The working group received two quite different types of papers. The first group of papers focused on various national and institutional perspectives in terms of the training of future and current civil servants. Particular attention was addressed in them as to how issues of multi-ethnic diversity and diversity management are dealt with in the various schools and institutes of public administration. Studies from Armenia, Georgia and Ukraine were presented. A second group of papers focused on the various policy challenges involved in the integration of diverse groups into society in the Autonomous Re-

public of Crimea in Ukraine, and in Hungary and Kyrgyzstan.

In analyzing the gap between the practical challenges facing the various countries, and the preparation needed to meet those challenges, the working group focused on a number of issues related to making public administration institutions and schools more sensitive to the diverse environments in which they operate and the need to integrate them more directly into their communities.

The Working Group also found that there were a variety of ways in which public administration schools could more effectively address issues of diversity management.

In most instances, schools and institutes had no courses in diversity management and in no instances were such courses a part of the core curriculum. Furthermore, the Working Group concluded that the problem

could not be solved simply by adding a course to the core curriculum but really needed to be addressed in a variety of already existing courses. Indeed, in many instances, little concern was shown about the need to have diverse student bodies and faculty. In essence, there was a need to "mainstream" diversity.

The working group also developed an integrated framework of principles of good practice for diversity and diversity management in public administration institutes and schools. The working group concluded that it would encourage NISPacee to work with the public administra-

tion schools and institutes in the region to encourage good practice on their part in the area of diversity management.

At its final session, the working group agreed that it was necessary to continue to:

- (1) carry out research on developing recommendations on how to integrate diversity management into the curriculum of public administration schools and institutes in order to ensure that civil servants were able to engage in, and encourage, effective governance in diverse communities.

- (2) collect additional information on best practices for integrating effective diversity management into the curriculum and teaching in schools and institutes of public administration.

- (3) develop a catalogue of the available resources in the region with regard to teaching and training in diversity management.

- (4) continue to assess the diversity climate in the schools and institutes of public administration within the region through the use of questionnaires that assess the demand for, and the availability of, information and course work on diversity management on a country by country basis in the region.

V. Working Group on Public Sector Finance and Accounting

Coordinator:

Zeljko Sevic, University of Greenwich, United Kingdom

The NISPacee Working Group in 2006 focused on the issues facing management of public debt at the sub-national level. The main conclusion is that local and regional, i.e. sub-national borrowing is on the rise, but should be controlled by the central government in order to maintain the

healthy national macroeconomic balance and to ensure that the borrowing is used for the capital investments and not for financing current expenditures, especially in the cash stripped localities. It is also emphasised that the need to maintain the register of sub-national public debt and to have a database of credit ratings of different municipalities. Quite different practices in the target countries have been duly reported and the discussion that followed was very useful and spurred cross-national comparison and the sharing of the best practices in a number of countries. The Group also noticed the huge discrepancy between the advanced transitional countries that have already joined the EU and those aspiring members. Whilst in the former, the sub-national debt is quite developed, in late starters the situation is not really very much more encouraging, although the efforts have been made to catch up with those leading countries. The plan of the group is to produce an edited volume with all the papers presented, and to reach the wider reading audience by doing that.

VI. Working Group on e-Government

Coordinators:

Mirko Vintar, University of Ljubljana, Slovenia

John Taylor, Glasgow Caledonian University, United Kingdom

This year 11 papers from 9 different countries were presented. WG started its work by Leo Aadel presenting his paper under a bit provocative title 'The success and failure of electronic governance: the case of Estonia'. Since Estonia became famous for its very successful implementation of e-government presentation gave an deeper insight into the Estonian way to e-government.

This picture on Estonia was later broadened by Kristina Reinsalu and her paper focused on e-government in Estonian local governments. Mateja Kunstelj from Slovenia presented results of one of the only a few surveys carried out so far in Europe focusing on the users satisfaction and expectations concerning public e-services. On the other hand there were also presentations from the countries where e-government is still at the very beginning of its development.

Ivanna Atamanchuk presented the case of Ukraine where she analysed the central government web sites. For the first time we had also very interesting paper from Turkey presenting e-government development in Turkish local governments.

VII. Working Group on Capacity Building of a Civil Servants' Training System according to EU Requirements

Coordinators:

Eugenijus Chlivickas, Training Centre of the Ministry of Finance, Lithuania

Borisas Melnikas, Vilnius Gediminas Technical University, Lithuania

The relevant problems were discussed in the Working Group as follows:

- new challenges to develop public servants training system under conditions of globalisation, EU enlargement and knowledge society establishment;

- progressive experience of public servants' training accumulated through international practice;
- establishment and development of public servants training systems, development and implementation of national



Working Group on Capacity Building of a Civil Servants' Training System according to EU Requirements

and international strategies for improvement of such systems.

The working group specified certain problems and suggested their solutions:

- The content of the training and in-service training has to be relevant to the new requirements which are predetermined by the EU enlargement and prospects of cooperation between EU and other countries.
- The quality of training and in-service training has to comply with the international standards and the latest requirements. It is therefore necessary to establish an efficient system of certification for training and in-service training programmes, to develop and implement highly dynamic systems of criteria for international certification of the training and in-service training programmes for civil servants and public administration specialists in all countries of the EU, as well as third countries.
- Processes of training and in-service training have to be increasingly internationalized:

training, studies and in-service training require involvement of foreign lecturers and trainers; it is essential to develop international networks of Centers and institutions for civil servants and public administration specialists training, studies and in-service training; it is essential to develop distance-learning technologies and, based on that, to internationalize processes of training, studies and in-service training.

- It is necessary to conduct extensive scientific research in the area of training, studies and in-service training for civil servants and public administration specialists. It is necessary to initiate and carry out comparative research in the actual quality of training and in-service training systems; possibilities for development of international cooperation in the area of training and in-service training; creation and dissemination of new methods and technologies for training and in-service training; possibilities to apply modern marketing methods, especially those for innovations marketing; possibilities to adopt the experience of the 'old' EU countries, the USA and other Western countries and to apply it in Central and Eastern European countries, as well disseminate the experience of Central and Eastern European countries.

VIII. Working Group on Degree Programs of Public Administration / Public Policy Education in CEE Countries

Coordinators:

Frits van den Berg, The Netherlands

Gyorgy Jenei, Corvinus University of Budapest, Hungary

Laszlo Varadi, Corvinus University of Budapest, Hungary

After the first meeting during the NISPAcee conference in Moscow in 2005 members of the working group had contact by mail. During the 14th NISPAcee Annual Conference in Ljubljana the working group had its second meeting. This time there were papers on degree programmes in 6 countries. (Kyrgyzstan, Georgia, twice Russia, Latvia, Ukraine). More than before information on the situation in countries east of the enlarged EU was available. Next to the country information, a paper on accreditation of PA-programmes and a paper on education on state reform were discussed.

Interesting topics were for example:

- the relation between the needs/demands in the public administration and the outcomes of public administration education
- specialisation in the administration in relation to the risks of fragmentation of the education.
- The relation between mission, curriculum development, didactics and evaluation of the programmes
- The different target-groups of PA-education.

The next step is that the programme coordinators will analyse the materials discussed during the conferences in Moscow and Ljubljana and prepare a publication as tangible outcome of this two-years project.

IX. Working Group on Integrity in Public Governance

Coordinators:

Patrycja Suwaj, Bialystok School of Public Administration, Poland

Hans Rieger, DBB Akademie, Bonn, Germany

The working group collected the different existing research papers, practical reports and presentations in the field of integrity. The membership of the Working Group seeks to build connections between reflective practitioners and engaged scholars in the Ethics/Integrity field, as a matter of priority.



Working Group on Integrity in Public Governance

Therefore the presentations showed the different approaches in law, strategies, ethics and training in different countries. Various evaluations and scientific researches were made in different countries. As a result it shows what remaining tasks in the field of Integrity management have to be undertaken. As a main result it gets clear that there is a common understanding of Integrity Management, but on the other hand the transfer into practise has to do with the background of the country the tradition and the current situation.

Even that the main instruments are similar the practical approach and result is quite different.

Invitation for The 15th NISPAcee Annual Conference **“Leadership and Management in the Public Sector: Values, Standards and Competencies in Central and Eastern Europe”**

May 17 – 19, 2007, Kyiv, Ukraine

Organized in cooperation with The National Academy of Public Administration, Office of the President of Ukraine

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

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

Papers are invited on the Main Conference Theme, for the General Session, or on the themes of the various Working Groups, which will be announced for the conference.

Main Conference Theme

The annual conferences of NISPAcee always focuses upon a significant theme which addresses issues that facilitate the better understanding of significant issues regarding adminis-

trative development and policy making capacity in Central and Eastern Europe and Central Asia. Most, if not all, of these issues are, of course, relevant for many other regions of the world as well. Previous conferences have provided a comprehensive overview of many important aspects of public administration reform, democratization and professionalization of the executive branch, governmental managerial innovations and administrative capacity building as well as the emerging role of Public Administration education and training in the NISPAcee countries.

The main conference theme of the 15th Annual Conference will address a very crucial subject for not only Central and Eastern Europe, but all regions of the world: *leadership and management in the public sector*. While the critical and decisive role of leadership and management in the public sector is almost a cliché, the reality is that there is relatively little knowledge available about the transformation of the earlier dominant and politically determined CEE public leadership into a new, professional, democratic, managing leadership in the post-communist era. Likewise, there is only limited knowledge of how the newly emerged politico-administrative dichotomy in the region has influenced the formation of its managing leadership and how this dichotomy, in turn,

has been influenced by the region's leadership and managers.

Conference participants are invited to contribute papers about experiences and cases of the articulation of new leadership and management in their countries' public sector. The key question is whether the new leadership and managers are able to effectively serve as the driving force in the steering of and development of public services. This is an especially important question, since the capabilities of the managing leadership are perhaps the most important element of the organizational capacity of many CEE and CIS countries.

Are public sector leaders and managers in the CEE and CIS countries champions of democratic political and administrative development or just followers of the processes? Within the new political, societal and economic conditions that characterize the region, has a new model of public leadership and management emerged, or is the old one struggling with the new challenges?

The main theme discussions can help in the definition of the core *values of public sector leadership and management*. What explanatory strengths for the definition of the core values in public sector leadership and management have the following dichotomies?

democratization – authority

decentralization – centralization
integration – differentiation
expansion – consolidation
change – continuity
competitive system change
– maintenance of system
maximization of output
– sustainability

The conference will also provide an opportunity to examine (including both the ideal and the reality) ethical, professional, legal, procedural, quality, performance *standards in public sector leadership and management*. Are current standards formalized? If not, who should set such standards and how? Are the standards applied in the public sector the results of a natural developmental process of the domestic public sector, or they are imposed by globalization or forced upon the region's countries by a "foreign" model of the modernization? Are there double standards? Are current standards orienting the development process and shaping the actions of leaders, or are existing standards only desires?

Another significant area of concern that the conference will address are the required *competencies for public sector leaders and manager* – such as the understanding of self and others; effective communication; life long learning; developing those with whom leaders work; building teams; using participatory decision making procedures; managing performance, time, change, and knowledge; thinking strategically and involving various constituencies. Is a new, modern management culture emerging in the public sector of the post-communist world? How are necessary leadership and managerial competencies related to it? What do the practitioners and the academics say about the gap between the required and

the existing competencies? How can NISPAcee support the development of the leadership and managerial competencies which the region's countries require?

General Session

In order to include a wide array of potential contributors and to make the NISPAcee Annual Conference even more attractive to Public Administration and Policy scholars, experts, and practitioners and to further enhance its position as one of the most important meetings of the field internationally, the 15th NISPAcee Annual Conference will include General Sessions, in which papers that cover topics which go beyond the conference or working group themes can be presented. The only criteria for acceptance are (a) scholarly quality, (b) interest of topic and (c) "from or about the region", i.e. papers should come from Central and Eastern Europe, Central Asia, and the Caucasus, or be about that region. Such sessions are intended to give scholars the possibility to present their most interesting and recent research which they would want to share and discuss with an international and knowledgeable audience – and to give them the option to do this in the NISPAcee framework. As with all sessions, the best papers will be published in the Conference Proceedings.

Working Groups

The call for papers for Working Groups which will be included in next year's conference will be announced by the end of July, 2006.

Deadline for applications to present papers: September 30, 2006

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

Translation of Selected Publications into CEE National Languages

Goal of this project is to translate relevant publications from English to CEE national languages based on requests and needs of 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;

The deadline: August 31, 2006

NISPAcee Yearbook in Public Administration and Public Policy

Call for Papers

NISPAcee is working on launching its academic peer-reviewed publication series which will be published yearly and distributed starting from the spring of 2007.

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.

More infomation: www.nispa.sk

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 128 Institutional members (from 23 countries), 35 Associate members (from 20 countries), and 220 Observers (from 35 countries).

New Institutional members of the NISPAcee

Institute of Civil Society and Municipal Management Development, Moscow, Russia

New Associate members of the NISPAcee

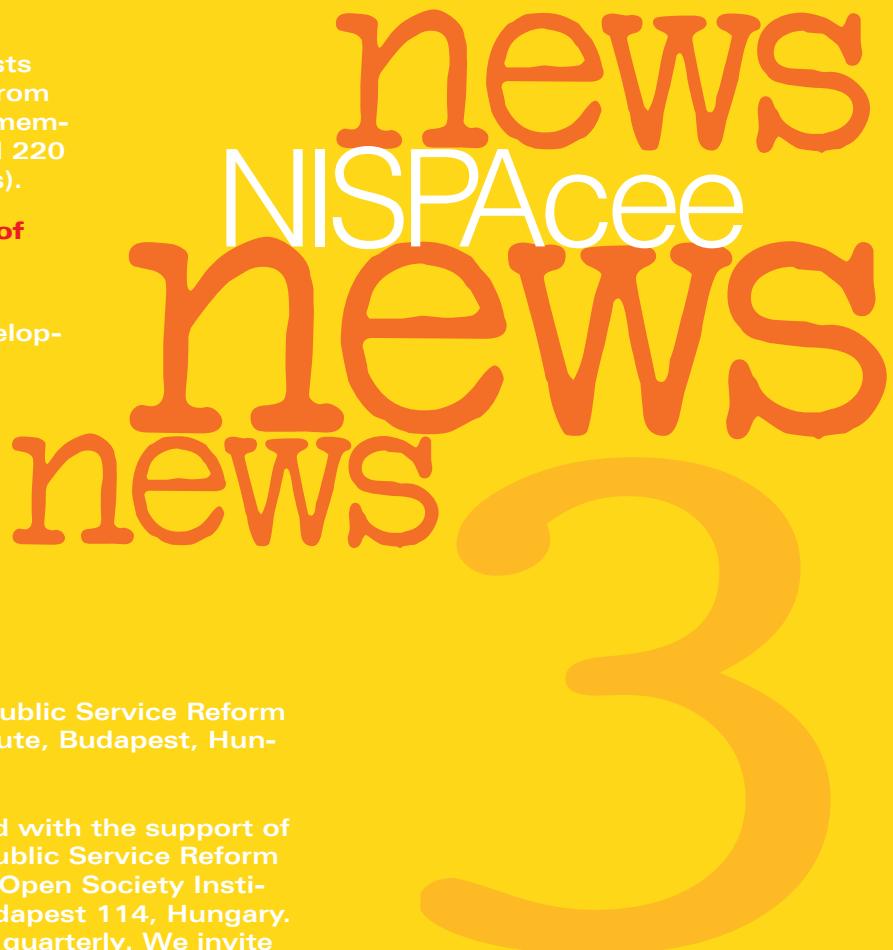
Croatian Association of Local Government Consulting (HUKON), Zagreb, Croatia

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