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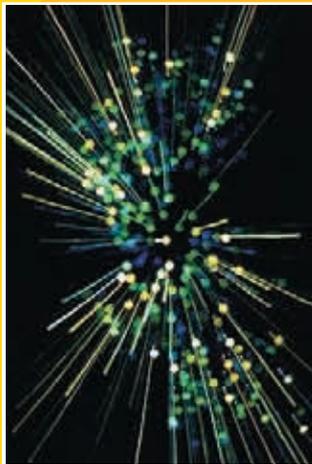
news 2007

Competitiveness Position of CEE Countries

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Differences in the competitiveness level are very clear among CEE countries, raising doubts about the growth potential of the Central Europe, and pointing towards a possible critiques of the strategies that have been adopted in the time of accepting Acuis Communautaire and european policies on many field. A discussion of the implications of modern economic growth theory and comparisons with the growth paths of rapidly advancing market economies suggests some consisten weaknesses, although there are differences of degree between the individual countries. Competitiveness depends on shareholder and customer values, financial strength which determines the ability to act and react within the competitive environment and the potential of people and technology in implementing the necessary strategic chances. While there are many theories about competitiveness and related interdisciplinary fields of strategy, operations, policies, organizations, they are not used widely by

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practitioners in their decisions for enhancing or sustaining competitiveness. Research efforts have brought many interesting perspectives and frameworks at the country, industry, and firm level. The popularity of the competitiveness benchmarking at the country level such as Global Competitiveness Reports (WEF), World Competitiveness Yearbooks (IMD), and National Competitiveness Reports is an indicator of growing interest in comprehensive frameworks and data for competitiveness-related decision-making.

What makes for competitiveness in a country's economy? The NCC report uses a particularly enlightening model for understanding the role of competitiveness, which it likens to a pyramid. At the bottom, forming the foundation of the economy, are five "inputs", the primary drives of competitiveness. These are: business and work environment, economic and technological infrastructure, education and skills, entrepreneurship and enterprise development, and innovation and creativity. This is where policy-makers can have the greatest effect on competitiveness. The second level of the pyramid, which the report calls the intermediate stage, contains four building blocks which can be regarded as the direct outcomes of processes at the bottom. They are productivity, prices, wages and costs. Where favourable, they add up to what we mean by competitiveness. At the top level we find the "outputs", the benefits that we expect competitiveness to bring to society in the form of quality of life, sustainable development and so on (Annual competitiveness report 2003, 2003). General definition of competitiveness concept involves also defining its range,

which can be reviewed in three major groups: (1) local (regional) competition-range of suppliers of a product or a service is limited to the closest surroundings (often characteristic to the market of services); (2) internal (national) competition-domestic companies supply a product or a service (characteristic to the internal market protected by foreign trade restrictions); (3) international (global) competition-suppliers of a product or a service might come from all over the world. The term »international competitiveness« refers to the fact that in reality the stage of competitiveness is tested only on the world market (Garelli, 1997). Most of the studies mentioning competitiveness of a nation present the factors used to measure the competitiveness, however, the concept itself is not defined. It is impossible to carry out correct measurement and interpret the results adequately when the goal is not defined. The emphasis on »competitiveness« threatens to pervade all aspects of economic and social life. This is true for companies and nations, whether their activity is in the internationally traded goods sector or not, whether goods are privately produced or collectively provided: all are now equally subject to the criteria of the discourse of competitiveness. Company strategy and public policy are alike concerned to match supposed international challenges. This is also increasingly so for individuals, who are also required to become competitive in the way they conduct their lives, these demands going under the headings of being flexible, innovative, imaginative entrepreneurial, and so on.

The European Union's prosperity is based on its capacity to compete in the global market. For this reason, we need to measure and study our economy's position in terms of com-

petitiveness. Competitiveness creates the necessary conditions for sustainable development, for the creation of new production activities and new jobs, and for a better quality of life. We can evaluate the competitive position of selected countries by WEF of IMD competitiveness report. In the World competitiveness yearbook 2006 can be seen that Estonia is the most competitive (20) among new member countries. Czech Republic rank on the 31st place, Slovak Republic on the 30th place, Hungary on the 41th place and Slovenia on the 45th place. IMD competitiveness evaluation give an important weight on locational attractiveness for FDI's. Slovenia ranks lower compared to these countries.

Methodology of qualitative competitiveness

One way to evaluate the qualitative competitiveness of CEE countries is to illustrate competitive environmental frameworks using the data for CEE economies and some European countries. The factors in the proposed framework are index measures calculated from perceptual variables collected by executive surveys. In order to rank factors of competitive environmental frameworks for selected countries we use the Standard Deviation Method, which can accurately assess the relative differences between countries' performances. The method is also used in competitiveness reports to calculate overall, factor and sub-factor rankings of competitiveness. The standard deviation for each country is computed. Finally standardised values are computed for each country by subtracting the country's average from the country's original ranking and then dividing the result by the standard deviation. Accordingly, we use the following equations:

$$S = \sqrt{\frac{\sum (x - \bar{x})^2}{N}}$$

$$(STDvalue)_i = \frac{x - \bar{x}}{S}$$

Legend:

- X: original value
- N: number of countries
- S: standard deviation

Indexes give as a picture of the competitiveness position of selected group. In IMD's competitiveness research the four main indexes can be seen: economic performance, governmental efficiency, business efficiency and infrastructure development.

Competitiveness of CEE countries

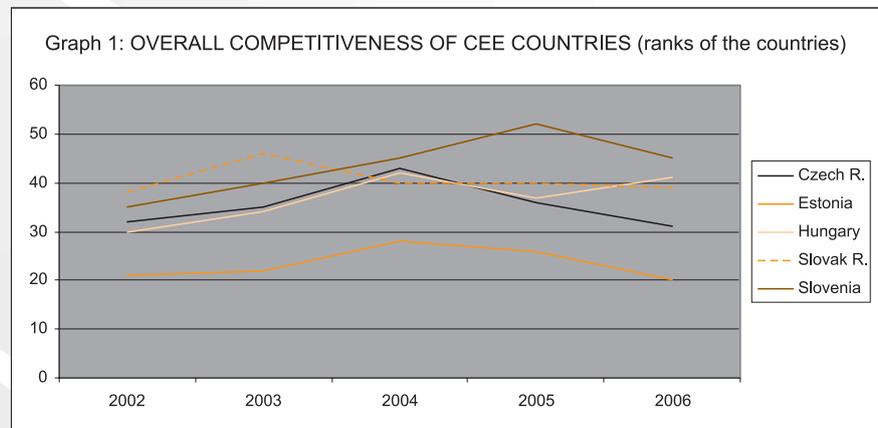
The overall competitiveness indexes for CEE countries can be seen in the graph. Benchmarking is done among Hungary, Slovakia, Slovenia, Czech Republic, and Estonia. Estonia is not defined as a CEE country. But in the graph is also Estonia for easier explanation of CEE competitiveness. Czech Republic is more competitive than other CEE countries, especially in the last years. Slovenia, Slovakia and Hungary are very close from the view of overall competitiveness index. In the period 2002 – 2006 the difference among CEE countries from the view of competitiveness became a little bigger.

Slovenia had a better position compared to other CEE countries in the years of the transition process. In Slovenian competitiveness can be seen that political and management efficiency still lag against economic performance and infrastructure development. A globalized economy is a distinct ideal type from that of the inter-national economy and can be developed by contrast with in. In such a global system distinct national economies are subsumed and rearticulated into the system by international processes and transactions. The inter-national economy, on the contrary, is one in which processes that are determined at

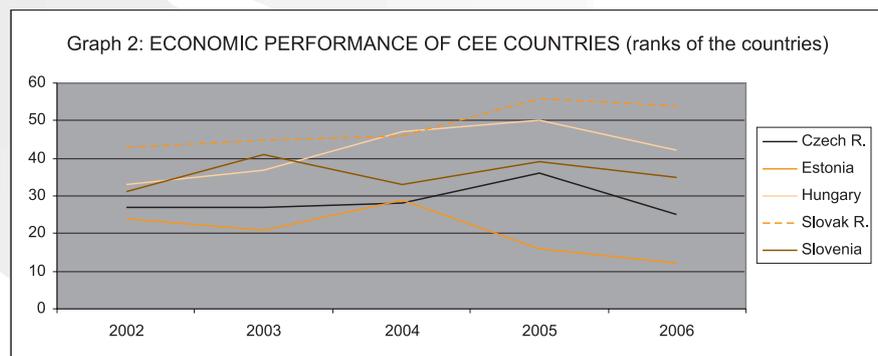
the level of national economies still dominate and international phenomena are outcomes that emerge from the distinct and differential performance of the national economies.

Economic performance of CEE countries can be seen in the graph. In the graph can be seen the ranks of selected countries in

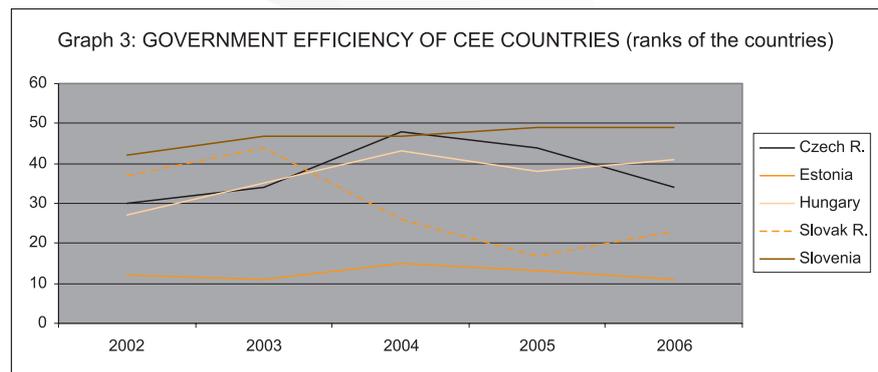
World Competitiveness Yearbook. The Czech R. has the best economic performance among CEE countries. Slovenia ranks better than Hungary and Slovak R. The inclusion of economic performance in competitiveness assessment is partly based on the premise that the current level of prosperity of a country



Source: IMD 2006



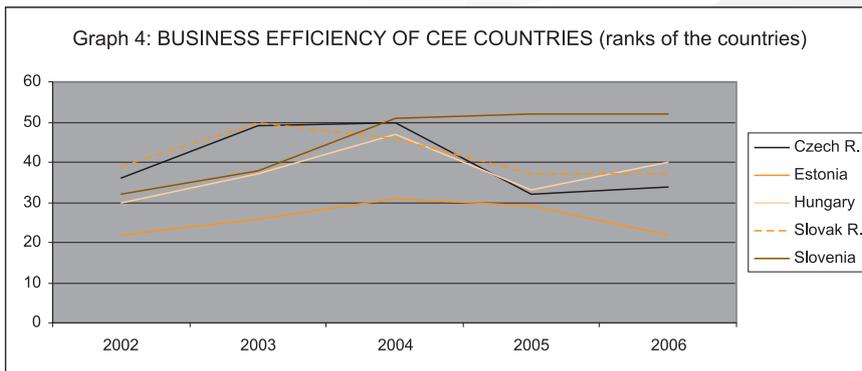
Source: IMD 2006



Source: IMD 2006

reflects its past track record and also the future possibilities. The main measures of economic performance are the level of development, the extent of international trade and investment and movements in employment and prices. Globalisation process support international integration and coordination of independent activities with the combination of governmental and entrepreneurial strategies that are the best in the world arena (governmental strategies as clusters, support of entrepreneurial activity).

From the graph can be seen that Slovak R really improved the governmental efficiency in the last years. Estonia as a benchmark country has a still higher governmental efficiency than CEE countries. The government efficiency criteria reflect the principle that government should provide an enabling environment for a stable and predictable macroeconomic and social conditions and thus minimize risks for enterprises. The important role is to provide adequate and accessible educational and knowledge resources.

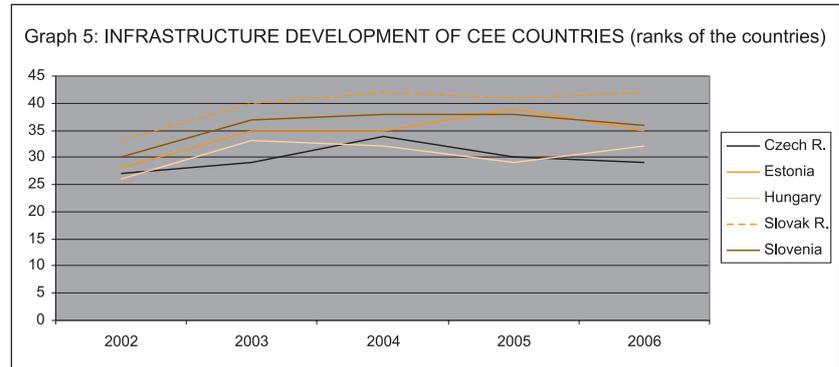


Source: IMD 2006

From the view of business efficiency the Czech R ranks on the first place among the CEE countries. Estonia has still the higher business efficiency than CEE countries. The business efficiency criterion focuses on the entrepreneurship skills available in the country, the efficiency and effectiveness of the financial sec-

tor and the adaption of people on modern business needs.

ment stage. International trade could support the growth of



Source: IMD 2006

The CEE countries had a better position in infrastructure development in year 2002 that in the last years. Some methodological changes occur. The CEE countries ranks well especially in classical infrastructure. The modern way of measuring infrastructure is oriented on business needs. In CEE countries can be seen a high density of roads and railroads. On the other side the managers in the companies are not satisfied with the infrastructure net.

BDP. Usually we measure trade performance with some indicators like openness of a country or the growth of export. It is also generally recognized that openness to trade can play an important role in helping nations to achieve greater prosperity. In this regard, a number of studies have explored the relationship between free trade and economic growth (Sachs, Warner 1995). Although it is indeed true that opening to trade does not always lead to higher growth, it also seems clear that the variation in national experiences stem in large part from differences in the internal conditions of the countries in question. Among these differing conditions are critical factors such as governance, the quality of institutions, levels of education and health, and law and order. We can say that it is hard to finance welfare state without high quality of export. The success on international markets, which is measured by export shares, is an indicator of integration in global trade. The structure of an industrial export is the result of production capacity, the quality of management, innovation system, business culture and institutional environment. In the short term on the export success could influence the quality of macroeconomic management, specially exchange rate. From a dynamic perspective, the change in the country's sector-specific share in world

Trade structure of CEE countries

The world market is becoming more important. Because of the dynamism of trade we can evaluate the development stage of the country with the analysis of the export-import flows. Trade performance of a country is a good indicator of develop-

exports is obviously significant. Similarly, the ability of exporters to increase their sectoral trade surplus or reduce their deficit sheds light on the evolution of competitive advantages. In addition, the degree of specialization in particularly dynamic products within a given sector is closely related to trade competitiveness. Moreover, changes in product differentiation and market diversification capture the dynamics of trade competitiveness.

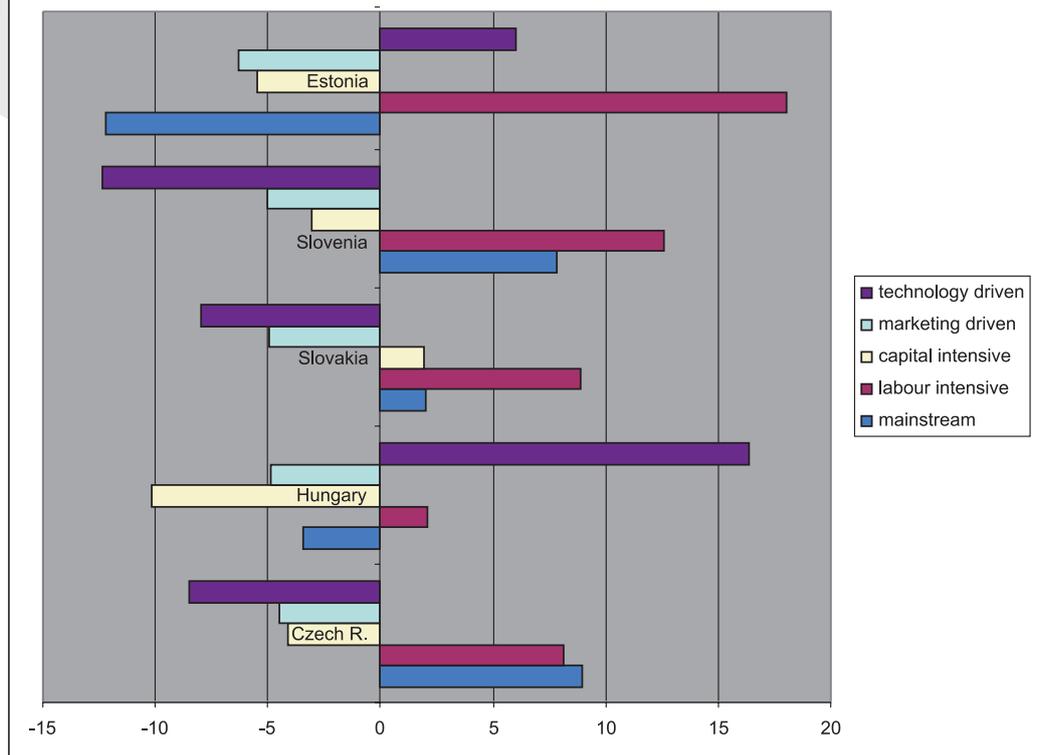
For evaluation of competitiveness we must find the real reasons for changed trade flows. Firms could be competitive if the market shares are growing. On the other side we can say that export articles are dynamic, if export shares are growing faster than average. If a country is a successful in information technology sector, than the all industry has the qualitative improvement. We can expect a good influence on all export. Technological differences are thus one of the main sources of national competitive advantages. The more unique and sophisticated a firm's technology and products are, the greater and easierto defend will be the firm's monopoly power and the higher will be the mark-ups on costs. Countries at the other end of the »quality ladder« will have to specialise at the lower end of the quality spectrum and compensate their relative technological backwardness by lower wages or higher usage of energy or environmental resources, where

competitiveness mainly builds on favourable manufacturing cost conditions and low price strategies (Wolfmayr-Schnitzer, 1998). We apply the trade classification method introduced by Legler (1982) and further elaborated by Schulmeister (1990) and Schulmeister-Bosch (1987) to discriminate between high-tech and low-tech sectors and the different sophistication of goods according to the main inputs used (human capital, physical capital, labour, other resources). If countries compete successfully in high-tech industries and focus on markets in which quality and know-how are more important than low-price strategies we speak about technological competitiveness, one aspect of qualitative competitiveness. Typical, repeated combinations of attributes among the various product groups in the legler classification (R&D intensive goods are always human capital intensive, resource intensive goods are always capital intensive).

In a first step total trade in manufactured goods (SITC 5-9) is characterised using the following indicators:

- Human capital intensity: share of scientists, technicians, office-employees, and managerial employees in total employment;
- R&D intensity: share of R&D expenditures in total revenue;
- Capital intensity: gross capital invested per hours worked;
- Labour intensity: hours worked per gross capital invested;
- Scale intensity: employees per production unit;
- Resource intensity: share of expenditures on agrarian or mineral raw materials in total revenue;
- Energy intensity: share of energy expendiduter in total revenue;
- Environment intensity: share of investments in environmental protection in total investment.

Graph 6: STRUCTURE OF THE EXPORT IN NEW MEMBER COUNTRIES (calculation is done according on the input factors, 2000), EU=0



Source: own calculation

Besides factor intensities, expert judgements were used to distinguish between high-tech and medium-tech production processes within the human capital intensive product groups. For a product group to be assigned one of the above attributes, the input of one factor had to exceed the average value by at least 10 per cent (Wolfmayr-Schnitzer, 1998). We can evaluate the technological position using the Legler/Schulmeister classification of trade into following groups: degree of export specialisation = share of exports of the various technology classes in total exports of manufactured goods; degree of import specialisation = share of imports of the various technology classes in total imports of manufactured goods; revealed comparative advantage (RCA) indices the relation between the export/import ratio of a specific technology class and the ratio of total exports to imports of manufactured goods; market shares = share of OECD imports from a country in total imports of OECD; export and import unit values. Export or import unit values is calculated as a amount of specific technology class in euros divided by kilograms.

In the graph we can see a competitiveness evaluation of CEE countries by typical factor input combination. From the graph can be seen that Estonia rank well by marketing driven industries and also by technology driven industries. Hungary has the best position by technology driven

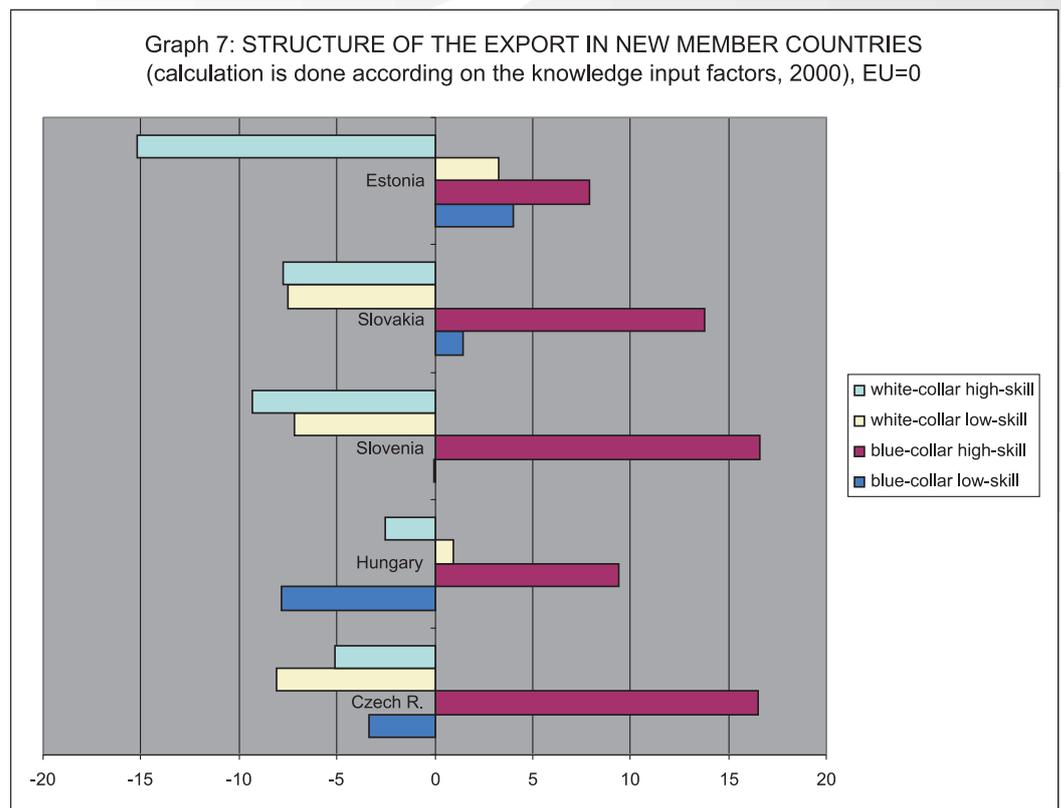
industries. If I observe the technology driven industries, marketing driven industries and capital intensive industries I realise that Slovenia and Czech R. have negative balance to EU-15 in the year 2000. On the other side CEE countries ranks well by mainstream and by labour intensive industries. According on the export structure all CEE countries lags behind EU. In Slovenian export structure can be seen that are labour intensive industries in well position. On the other side Slovenia lags by capital, marketing and technological intensive industries.

Analogous to the first taxonomy introduced above, which related intangible investments in advertising and R&D to the more tangible inputs of physical capital and labour, the important aspect of human resources will be shown the next taxonomy. The data, which have been published by the OECD (1998), are available at 2-digit level of ISIC Rev.2 and distinguish four broad tof occupations, for which

shares in total employment can be calculated:

- (i) white-collar high-skill (legislators, senior officials and managers: professionals, technicians and associated professionals);
- (ii) white-collar low-skill (clerks, service workers, shop and sales workers);
- (iii) blue-collar high-skill (skilled agricultural and fishery workers, craft and related trade workers); and finally
- (iv) blue-collar low-skill (plant and machinery operators and assemblers, elementary occupations).

This taxonomy shows the human capital especially in the industry. It is important to observe the knowledge level in industrial sector. From the graph can be seen that Hungary has the lowest gap to EU by white-collar high-skill. Czech R. is in better position compaers to Slovenia. Estonia ranks vely in the group white-collar low-skill. According on the export structure compared to EU-15 in year 2000 only



Source: own calculation

Estonia and Hungary have a better position in the group white-collar low-skill.

Conclusions

In the enlarged European union is interesting to evaluate the competitiveness of CEE countries. Slovenia, Slovakia, Czech R. and Hungary are located in Central Europe. These countries have the same historical backgrounds. The well developed classical infrastructure and good educational system can be explained through historical reasons. One way to evaluate the qualitative competitiveness of CEE countries is to illustrate competitive environmental frameworks using the data for CEE economies and some European countries. The factors in the proposed framework are index measures calculated from perceptual variables collected by executive surveys. In order to rank factors of competitive environmental frameworks for selected countries we use the Standard Deviation Method, which can accurately assess the relative differences between countries' performances. The method is also used in competitiveness reports to calculate overall, factor and sub-factor rankings of competitiveness

Indexes give as a picture of the competitiveness position of selected group. In IMD's competitiveness research the four main indexes can be seen: economic performance, governmental efficiency, business efficiency and infrastructure development. From the IMD's competitiveness research can be seen that CEE countries not differ a lot. Transition process and adoption of Acquis Communautaire have increased come differences among CEE countries. The competitiveness evaluation of CEE countries by typical factor input combination shows that Estonia rank well by marketing

driven industries and also by technology driven industries. Hungary has the best position by technology driven industries. If I observe the technology driven industries, marketing driven industries and capital intensive industries I realise that Slovenia and Czech R. have negative balance to EU-15. On the other side CEE countries ranks well by mainstream and by labour intensive industries. According on the export structure all CEE countries lags behind EU. In Slovenian export structure can be seen that are labour intensive industries in well position. On the other side Slovenia lags by capital, marketing and technological intensive industries. It is important to observe the knowledge level in industrial sector. Hungary has the lowest gap to EU by white-collar high-skill. Czech R. is in better position compared to Slovenia. Estonia ranks vely in the group white-collar low-skill. According on the export structure compared to EU-15 only Estonia and Hungary have a better position in the group white-collar low-skill. CEE countries are still close from the view of competitiveness evaluation.

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The European Centre for Public Financial Management in Poland

On 1 September 2006, the European Institute of Public Administration (EIPA), which has its headquarters in Maastricht, The Netherlands, launched a new Antenna in Poland: the European Centre for Public Financial Management (EIPA-ECPFM).

The new EIPA Antenna is conveniently located in the building of the National School of Public Administration of Poland (KSAP), right in the city centre of Warsaw. Mr Slawomir Zalobka, a former Director-General at the Ministry of Finance, is the Director of the Antenna.

The Centre organises seminars for civil servants and private-sector professionals from all EU Member States, candidate countries and potential candidate countries as well as from neighbouring countries in Eastern Europe (Belarus, Moldova, Ukraine), and of course for Polish nationals themselves. The area of public financial management covers the following three subjects:

- *Budgetary procedures* as implemented in the various Member States, since comparative analysis is essential to facilitating mutual understanding and enabling cooperation between European countries in spite of

differences and disparities in their administrative organisation.

- *Taxation*: in this context, for instance, major balances observed within different countries are addressed: between tax and social contributions, between direct and indirect taxes, and between national taxes and local/regional taxation.
- *Different types of control*: accounting and reliability of data, auditing, and actual financial management (including control of policies and risk assessment).

Besides the abovementioned areas, the Centre also organises customised training activities for candidate countries and potential candidate countries about the adaptation of public administrations to European requirements and standards.

The next open seminar organised by the Centre will take place on 21 and 22 June 2007 and is called "Internal Audit: Professional Standards and Practical Aspects".

The Director of the European Centre for Public Financial Management and his staff will be most happy to discuss with

you any possibilities for future collaboration.

For further information, please contact:

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Or visit our website:
www.eipa.eu

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to Web Sites



<http://www.pifc.eu/>



This site presents the book on Public internal financial control, a manual concerning the European Commission's initiative to build a new structures of public internal control in applicant and third-party countries. The book provides professionals and students with the origins and possible future of the concept of public internal financial control. This concept was developed by the European Commission for the benefit of the new member States, joining the EU in 2004 and 2007, for the present applicant countries Croatia, Turkey and Macedonia, for the remaining western Balkan countries and for countries that wish to benefit from the European Neighbourhood Programme.



<http://www.bepress.com/wpsr>



The electronic journal *World Political Science Review* published by the Berkeley Electronic Press publishes English-language translations of peer-reviewed political science materials appearing in non-English language journals. One article annually is nominated by national Political Science associations or journal editorial boards and supplied to WPSR in translation.



<http://www.esf.org/ecrp>



The EUROCORES Programme for *European Collaborative Research Projects (ECRP)* is a response to the continuing demand from the scientific community in the countries of the SCSS's Member Organisations for funding to support responsive-mode, investigator-driven Collaborative Research Projects within all fields of social science in Europe. The ECRP Programme is designed to promote research of the highest quality, offering opportunities to test innovative ideas, pool expertise and strengthen research capacity in line with the objectives of the European Research Area.



<http://www.etf.eu.int>



The ETF – European Training Foundation – The EU agency which supports education and training in countries surrounding the EU. Working on behalf of the EU, the ETF assists the EU partner countries in developing quality education and training systems and in putting them into practice. Based in Turin, Italy, and operational since 1994.



<http://www.reconproject.eu/>



Reconstitution Democracy in Europe – RECON is a five-year research project with 18 partner institutions and around 70 participating researchers across Europe. RECON covers a wide range of academic fields, from political science, sociology, linguistics, and anthropology, to information science, law and legal theory, and economics. RECON conferences, workshops and other events also attract researchers and stakeholders that are not formally members of the project.



Calendar of Events

July 2 – 6, 2007, The Summer School on EU Internal Security Governance

Place: Strasbourg, France

Language: English, French

Contact:

Anya Dahmani, SECURINT Project, Marie Curie Chair of Excellence, Strasbourg,

phone: +33-388-211 057,

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e-mail: Anya.Dahmani@urs.u-strasbg.fr

web: http://www-securint.u-strasbg.fr/appel_communication_gb.cfm

July 16 – 27, 2007, Summer School in Policy Analysis

Contact:

Dr. Massimo Vetro, University of Bologna, Forli, Italy,

phone: 0039 0543 374847,

fax: 0039 0543 374850,

e-mail: esspa@poloforli.unibo.it,

web: <http://www.esspa.org/>

August 26 – September 05, 2007, The Thessaloniki Summer School on Contemporary European Politics

Place: Thessaloniki, Greece

Organiser: Department of International and European Economic and Political Studies University of Macedonia, Greece

Language: English

Contact:

ss-deops@uom.gr,

web: <http://www.uom.gr/summerschool>

September 6 – 8, 2007, European Conference on Business and Economic Ethics

Place: Heidelberg, Germany

Organiser: The network "Berlin Forum"

Language: English

Contact:

Dorothea Baur,

e-mail: dorothea.baur@unisg.ch,

web: <http://www.berlinerforum.org/cfp.html>

September 14 – 15, 2007, Conference "Regions on the Halfway: State of Affairs, Future Prospects in Hungary"

Language: Hungarian

Place: Pecs, Hungary

Contact:

Katalin Sule, Hungarian Academy of Sciences, Centre for Regional Studies, Pecs,

phone: +36-72-523 824,

e-mail: sule@rkk.hu,

web: www.rkk.hu

September 16 – 22, 2007, Summer School "Contested Compliance – Fos-

tering Democracy in Europe: Social, Political and Cultural Obstacles to Compliance to European Norms"

Place: Wierzba, Poland

Organiser: The Graduate School for Social Research in cooperation with the European Union Connex Network of Excellence

Language: English

Contact:

wierzba@sns.edu.pl,

web: http://www.sns.edu.pl/sns/wierzba_workshop2007.php

September 26 – 29, 2007, Conference "Contemporary Challenges of Theory and Practice in Economics"

Place: Belgrade, Serbia

Language: English

Contact:

Faculty of Economics, University of Belgrade, Belgrade, Serbia,

e-mail: konferencija@one.ekof.bg.ac.yu,

web: <http://www.ekof.bg.ac.yu/konferen/english.php>

October 4 – 5, 2007, 30th Jubileum Forum of Faculty of Public Administration (Corvinus University of Budapest)

Language: Hungarian and English

Contact:

Mariann Kánai,

phone: +36-1-482 6647,

fax: +36-1-482 6722,

e-mail: mariann.kanai@uni-corvinus.hu

October 26 – 27, 2007, Conference "Competitiveness and European Integration"

Place: Cluj-Napoca, Romania

Organiser: The Babeş-Bolyai University

Language: English

Contact:

Registration online at:

<http://www.bizcar.ro/confoct2007/registration.php>,

phone: +40-264-418652,

fax: +40-264-412570,

web: http://www.bizcar.ro/confoct2007/call_for_papers.php

Events of the European Institute of Public Administration (EIPA), The Netherlands

June 28 – 29, 2007, Programme on the Multilevel Governance of Immigration Policy in Europe, Module II: The Govern-

ance of Immigration Policy in EU Member States. A Comparative Approach

October 25 – 26, 2007, Programme on the Multilevel Governance of Immigration Policy in Europe, Module III: Regional and Local Experiences in Immigration Policy. Best Practices, Lights and Shadows

Language: English, Spanish

Place: Barcelona, Spain

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September 10 – 11, 2007, Seminar: How to effectively Coordinate EU Policy Making?

Place: EIPA, Maastricht

September 17 – 20, 2007, Introductory and Practitioners Seminar: European Public Procurement Rules, Policy and Practice

Place: EIPA, Maastricht

September 18 – 19, 2007, Seminar: CAF and Customer Satisfaction

Place: EIPA, Maastricht

September 20 – 21, November 22 – 23, 2007, Seminar: Understanding Decision-Making in the European Union: Principles, Procedures and Practice

Place: EIPA, Maastricht

September 20 – 21, December 13 – 14, 2007, Interactive Workshop: How to Communicate Europe Effectively

Place: EIPA, Maastricht

October 4 – 5, 2007, Europe on the Internet – European Information and Communication Management – Finding your Way through the European Information Jungle

Place: EIPA, Maastricht

October 4 – 5, 2007, Seminar: European Negotiations II, You and the EU: Techniques to Manage Interpersonal and Intercultural Relationships in European Negotiations

Place: EIPA, Brussels

October 8 – 9, 2007, Managing Change in Public Administration

Place: EIPA, Maastricht

Contact:

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Recent Publications

South-East Europe: state borders, cross-border relations, spatial structures

Editors: Zoltan Hajdu, Ivan Illes, Zoltan Raffay

Publisher: HAS Centre for Regional Studies

Language: English – Hungarian

Short resume: The major part of South-East Europe was integrated in the European planning, collaborative and competitive larger space. In the framework of the ESTIA-SPOSE research basic research activities were conducted and concrete steps were made towards the establishment of planning co-operations.

Political Studies of Pécs IV. "Regional Decentralisation in Central and Eastern Europe"

Editor: Ilona Palne Kovacs

Publisher: University of Pécs, Department of Political Studies

Language: English

Short resume: The purpose of the volume is to give an overview of the region-building processes that are currently taking place in the countries of Eastern-Central Europe, with authors invited from some of the countries concerned, Hungarian researchers and lecturers and doctoral schools.

Contact:

Katalin Sule, Hungarian Academy of Sciences, Centre for Regional Studies, Pécs,

phone: +36-72-523 824,

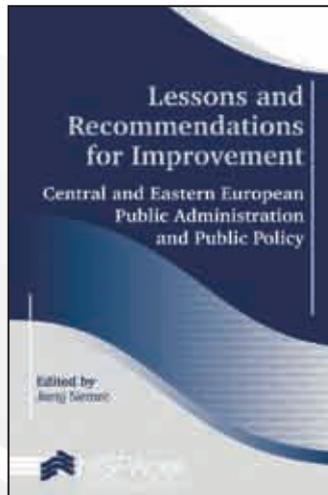
e-mail: sule@rkk.hu,

web: www.rkk.hu

Lessons and Recommendations for Improvement: Central and Eastern European Public Administration and Public Policy

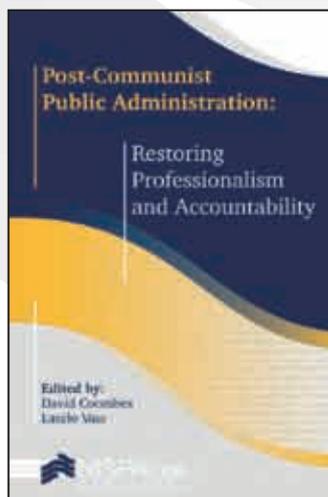
Editor: Juraj Nemec

Publisher: NISPAcee



The first pilot of a series of annual volumes that will start from 2008. In each article, the authors explore the unique experience of a particular country, identify the approaches that were used by these countries, and assess the success and sustainability of these approaches.

Post-Communist Public Administration: Restoring Professionalism and Accountability



Editors:

David Coombes, Laszlo Vass

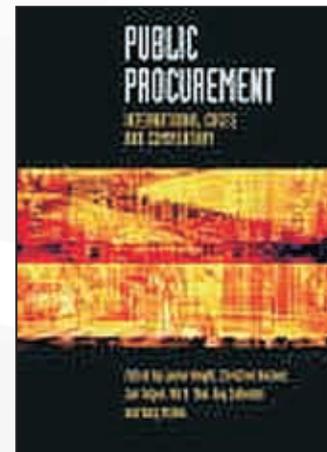
Publisher: NISPAcee

Proceedings from the 14th annual conference held in Ljubljana, Slovenia, May 11 – 13, 2006.

The book is divided into four sections. The first section looks

at meaning of professionalism in Public Service. The second section of the book looks at professionalism in the implementation of public policy. The third section focuses on professional ethics and standards of conduct. The fourth section focuses specifically on the influence of foreign assistance.

Public Procurement: International Cases and Commentary



Editors: Louise Knight, Christine Harland, Jan Telgen, Khi V Thai, Guy Callender, Katy McKen

Publisher: Routledge

This international casebook focuses on the increasingly important issue of public procurement. The result of a major international research study, it combines cases with editorial commentary and contextualizing chapters to maximize learning opportunities. The sixteen detailed cases investigate public procurement on a regional, national and international level. Edited by a team of internationally recognised experts, they cover several countries and continents, illustrating strategies and innovations as well as common problems. Each case concludes with a number of questions to allow an in-depth understanding and to aid the book's use as a teaching text and the eight link chapters take the

case study evidence further to explore a number of themes. In combining descriptions of public procurement cases with cross-case analysis, this book draws out key dimensions to enable further analysis and development.

Price: 53.95 USD

Contact:

<http://www.routledge.com/>

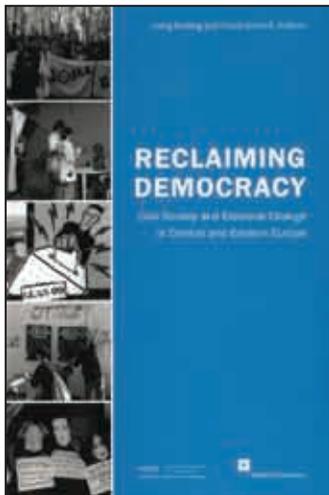
Halduskultuur (Administrative Culture), No. 8, Aesthetics and Government

Editor: Rainer Kattel

Contact:

Rainer Kattel, Tallinn University of Technology, Tallinn, Estonia, e-mail: kattel@ff.ttu.ee, web: www.ttu.ee/hum/halduskultuur

Reclaiming Democracy - Civil Society and Electoral Change in Central and Eastern Europe



Editors:

Joerg Forbrig, Pavol Demes

Contact:

The German Marshall Fund of the United States, Transatlantic Center for Central and Eastern Europe, Sturova 3, Bratislava, Slovakia,

phone: +421-2-5931 1522,

+421-2-5931 1405

Grants/Internships

M.A. in Advanced European and International Studies

Organiser: The Institut Européen des Hautes Études Internationales (I.E.H.E.I.)

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Topics: The Institut Européen des Hautes Études Internationales (I.E.H.E.I.) offers an interdisciplinary graduate programme in European Studies and International Relations. The programme includes the following modules: International Relations, European Integration, Democracy and Society, Federalism. A study trip to European and international organizations is an additional part of the programme. The Institute will also help students finding internships in such organizations. The Master will be awarded after the defence of a thesis of about 100 pages, and an oral exam. A limited number of scholarships can be granted.

Eligibility: The Institute accepts applications of university graduates from all countries and disciplines. Passive knowledge of French, English, and German languages is a requirement.

Deadline: June 30, 2007

Contact:

Mme Dominique Moreno,

phone: +33-4-93 97 93 70,

e-mail: scolarite.iehei@wanadoo.fr, iehei@wanadoo.fr,

web: <http://www.iehei.org/dheei/en/presentation.htm>

Master Programme in European Legal Studies

The European Centre for Judges and Lawyers, the Luxembourg Antenna of the European Institute of Public Administration (EIPA), is offering a 2-year postgraduate programme leading to a **Master's degree in European Legal Studies**.

This programme is the first of its kind to be **fully conceived for professionals** (civil servants, EU officials, lawyers, judges and other legal experts, as well as professionals and graduates interested in EU law. No prior degree in law is required to participate in the programme). Courses are taught in English and French.

More information:

<http://www.eipa.eu/en/activities/show/&tid=2258> .

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e-mail: c.lisboa@eipa.net .

The 15th NISPAAce Annual Conference

Leadership and Management in the Public Sector: Values, Standards and Competencies in Central and Eastern Europe

May 17-19, 2007, Kyiv, Ukraine

The 15th NISPAAce Annual Conference, organised in co-operation with the National Academy



Opening of the conference

of Public Administration, Office of the President of Ukraine, was attended by more than 250 partici-



Plenary session

participants from 36 countries from all over the world. This included 18 CEE countries covered by NISPAAce institutional membership.

NISPAAce would like to thank to the local organiser, the National Academy of Public Administration, represented by the President Vira Naniivska and her colleagues, for the great organisa-

tion of the conference, financial support and preparation of social events which created a very nice and pleasant background for conference participants.

NISPAAce 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*, NISPAAce Vice-President, Corvinus University of Budapest, Hungary, *Vira Naniivska*, President of NAPA,

and *Haiyan Qian*, DPADM, UNDESA, New York, USA, followed by presentations of Ukrainian experts: Olexander Yevdochenko, Secretariat of the President of Ukraine, Serhij Teleshun and Serhij Somin from NAPA, and Vadym Karasyov,



Christopher Pollit, keynote presentation

Global Strategies Institute. The keynote presentation was made by *Christopher Pollit*, Catholic University of Leuven, Belgium.

The morning plenary session was concluded with a presentation of the NISPAAce **Alena Brunovska Award for Teaching Excellence in Public Adminis-**



Alena Brunovská award: Laszlo Vass, Wiliam Dunn, Eudmila Gajdošová (from the left)

tration to *Prof. William Dunn*, Graduate Center for Public Policy and Management of Pittsburgh University in Macedonia, Skopje, Macedonia who delivered a paper "Bridging the Other Great Divide: Teaching Public Administration in Europe and America".

The next part of the conference programme consisted of **the working sessions** on the main conference theme, general sessions, meetings of **seven working groups** and following **Panel Sessions and Forums** which enriched the programme 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 Human Resources Management in a Modern Public Service
- Forum of Heads of Schools and Institutes of Public Administration
- Panel on Getting Public Administration Reform to Work
- Forum of Deans and Rectors on Good Practices to Mainstream Diversity into PA Education
- Panel on the European Accreditation of Public Administration Programmes

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 Laszlo Vass, Hungary who finished his term in the Steering Committee, the General Assembly elected new NISPAcee Steering Committee member, Gyorgy Jenei, Corvinus University of Buda-

pest, Hungary and re-election of Stanka Setnikar-Cankar, Slovenia and Wolfgang Drechsler, Estonia for the next period.

The closing plenary session was open by **Stanka Setnikar-Cankar** and reports from all sessions and working groups (short summary see below) and the report of the conference general rapporteur Laszlo Vass were presented.

The Award **NISPAcee Best Graduate Student Paper** was presented to the winner *Ms. Maria Keris*, PhD student at the



NISPAcee business meeting

Tallin University, Estonia for her paper „**Minister's advisors interfacing at the 'summit': the case of Estonia**“.

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 Working session on the Main Conference Theme

Coordinators:

Laszlo Vass, Corvinus University of Budapest, Hungary
Olena Kulenkova-Orzhel, National Academy of Public Administration, Kyiv, Ukraine

The main theme sessions had altogether 8 papers. They did not give a comprehensive overview on the main theme; but they dis-

cussed 2 groups of relevant topics, focused on practical experiences or empirical research. The first group of the approaches may be summarized as a search for stable, predictable, reliable, effective public administration throughout setting standards. The discussions expressed that the ISO and the CAF are representing two very different way of ensuring the stable standards in the operation, but they are not closing out each other. The project management, as a very effective and actual field of the public management was also

discussed and the importance of the required managerial capacities and competencies was emphasized.

The participants agreed on that the democratization and the Europeanization also involve important standards and values in the CEE public administrations.

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 Pittsburg, USA

Theme: 'Administering the Summit' in Central and Eastern European Countries

This was the tenth session of the working group on politico-administrative relations which was established in 1998. The work of the group in this past year has focussed on a project entitled 'Administering the Summit', taken from the title of

the 1999 publication edited by B.Guy Peters, R. Rhodes and V.Wright. This study investigated the mechanisms that serve the leadership of executive power in a selection of OECD states. The objective of the working group sessions was to explore the roles and functions of actors (elites), structures and processes that serve the 'summit' in CEE states following the first phases of transition. Several country studies addressed the interplay of politico-administrative roles at the core executive. In particular the role and specific structures of the Prime Minister's Office (Hungary) and the administration of the President (Russia). One of the sessions focussed on evaluating the role of elites such as political secretaries and special advisers as actors providing advice and political coordination to the summit.

II. Working Group on Public Sector Quality

Coordinators:

Geert Bouckaert, Catholic University of Leuven, Belgium
Sergei Pushkarev, Russian Academy of PA, Moscow, Russian Federation

At the NISPAcee annual conference in Kyiv, the working group on public sector quality has continued discussing the topic of public management reforms in the CEE and CIS. The 12 country presentations summarized the research findings on how public administration reforms proceeded in the region in the last 15 years.

The presentations provided a fascinating review of changes in the government: sometimes radical and controversial, sometimes painful and irregular, sometimes pretentious and politicized, but always having broad impact on the society at large. As it is clear now, there is a great deal of variety in the scope, pace, and substance of these changes:

Kyrgyzstan and Ukraine are still deciding on the structure of their political systems, while Lithuania and Hungary are fine-tuning their public management reforms.

Although the work is still in progress, some of the specific variables determining the pace and shape of the reforms in the region were identified, including, but not limited to EU enlargement, corruption, economic and financial crises, low trust in government, not very demanding citizens.

III. Working Group on Integrity in Public Governance

Coordinators:

Patrycja Joanna Suwaj, Polish Association for Public Administration, Bialystok, Poland
Hans Rieger, DBB Akademie, Bonn, Germany

In the working group several dimensions of "Integrity Management" were discussed.

The first presentations focused on different approaches in legal regulations. A comparative study was discussed as well as the existing regulations from different active parties in integrity and combating corruption.

The 2nd day started with the discussion of ethics and participants spoke about the demands on ethical behaviour in the public service and for politicians. In the afternoon, additional aspects from the view of an organization, regulations and institutional way were presented.

The last working block was reserved for the agreement for further actions and co-operation possibilities. The group came together for presenting and discussing opportunities and strategies for training on integrity management. Training approaches, training methods and training didactics were discussed

and related to the current situation in different countries.

The group decided to continue in activities and meet at the NISPAcee conference in Bratislava 2008. The possibilities of a joint work for a publication is now under discussion. Also the possibility of forming a learning partnership is on its way (NISPA is very much asked to join or take the lead in such a network).

The team spirit in the WG III was very good, there were extensive exchanges between presenters and participants as well as among the participants.

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

Meghan Simpson, Research Associate, Managing Multiethnic Communities Program of LGI/Opens Society Institute

For the 2007 Annual Conference, Working Group IV contributed to innovative public administration reform in the NISPA region by exploring how schools of public administration and training centers can play a leading role in preparing current and new public officials to work in a culturally competent way in diverse environments and can engage in advocacy-oriented research focused on the issues faced by multiethnic communities. Including a diverse body of case studies from Georgia, Hungary, Romania, Serbia, Ukraine, USA, and Uzbekistan, a regional research program by the European Centre for Minority Issues (ECMI), and a high-level forum of deans and heads of schools of PA, and drawing a total of 34 different conference participants from 14 different countries in

session discussions, Working Group IV sessions presented an opportunity for the synthesis of views and experiences emerging from a wide range of social, political, and economic contexts.

Several different themes emerged in Working Groups discussions. Participants looked at several models of PA education and training that have emerged in disparate contexts. such as specialized schools devoted to ethnic inclusion (Georgia), in-service training programs for public servants (Georgia, Serbia, Hungary) or cross-cultural and bi-national exchange programs. Presentation addressed different modes of incorporating minority groups into public administrations. These included historically-rooted, community-based institutions (Uzbekistan and Ukraine, minority governments (Hungary) and interethnic councils (Serbia), and adopting a social focus to urban planning. Studies also explored the need for inclusive language policies in public administration, including building languages skills of public administrators, or by developing innovative teaching methodologies to make crucial links between multilingual public administration and responsive and transparent governance (Ukraine). A special panel by ECMI addressed the need for research and data on minority inclusion in the civil service, as there is virtually no information on the actual present level of inclusion of minorities in the bureaucracies in Eastern Europe. The strategies will help to analyze and evaluate different institutional arrangements made by governments in Eastern and South Eastern European states. Finally, the Forum of Deans revealed the need for more systematic work to integrate diversity issues into public administration education and to engage NISPA member institutions to take a lead role in doing so.

Several key points emerged out of presentations and discussions, which deserve further attention in public administration education and research and could serve as the basis for future NISPA and WG IV initiatives. Studies showed a gap between need and supply for public administration education for minorities, indicated by the low level of attention paid to multi-ethnicity in public administration, as well as the low participation of minority students in PA. As well, there is a gap between need and resources necessary for PA education to address multi-ethnicity effectively. Discussions also showed the necessity to link schools and institutes of public administration to communities, such that education is designed in ways that recognize – and responds to – barriers that hinder minority access to public administration and public life. Discussion highlighted the fact that, in a very basic way, educational and wider social, economic, political, inequalities can limit access of minorities to public administration. State language was stressed as key political issue that schools must address openly when preparing public servants. In response, schools and institutes must actively reach out to diverse communities. Schools of PA can be role models through their policies, such as through curriculum design, language teaching, or recruitment strategies. Schools can also steer research: as the ECMI panel revealed.

In order to continue to advance principles of democratic governance in multiethnic communities, the Working Group looks forward to more in-depth studies from contexts across the NISPA region and beyond for the upcoming 2008 conference. Such studies will add to a comprehensive body of challenges and good practices that can support the integration of diversity

issues into public administration education. The Working Group hopes to continue to engage actively heads of schools and institutes of public administration by organizing thematic events or curriculum development workshops. Finally, the Working Group IV welcomes Tamar Abdaladze, director of Z. Zhvania School of PA, Georgia, and Natalya Kolisnichenko, Associate professor of the National Academy of Public Administration, Ukraine) as the new coordinators for 2007 – 2008.

V. Working Group on Public Sector Finance and Accounting

Coordinator:

Zeljko Sevic, University of Greenwich, United Kingdom

Lucie Sedmihradská, University of Economics of Prague, Czech Republic

Working Group focused this year on the burning issues in the local public finance in a “named” country. At the last year’s conference held in Ljubljana it was felt that it would be useful to survey what are the perceived problems in different transitional countries in Europe.

Eleven papers from ten countries were presented: four of them were more general papers evaluating current state of fiscal decentralisation or local government autonomy and the other papers dealt with more specific topics. The main conclusion is that although the transition has not had the same place in all the countries of the Central and Eastern Europe and the fSU the sharing of experience is not a one way process, i.e., from West to East. The Armenian experience of introducing program budgeting at the municipal level was very inspiring for everyone as well as introduction of the flat tax in Georgia. On the other hand the fundamental questions about the optimal level of fiscal decentrali-

sation and organisation of multi-level governmental system came from three fSU countries.

The discussion that followed the presentations of country-specific issues like property management and property taxation, tax sharing or fragmented municipal structure, resulting problems and possible solutions was very useful and encouraged cross-national comparison. Results of two extensive research projects were presented: strategies municipalities use to support local economic development in Slovakia and arrangements of local public service delivery in the Czech Republic.

Due to the fact that many very different topics were explored during the meeting the working group was able to identify several topics worth further research (for instance property taxation, strategic and multi-annual budgeting, and control and audit) and thus very good reasons for continuing and possibly extending its current remit.

VI. Working Group on e-Government

Coordinators:

Mirko Vintar, University of Ljubljana, Slovenia

This was the third and the last meeting of the WG under coordination of these coordinators.

This year 11 papers were presented. Four papers were oriented towards policy analysis concerning e-government development in individual countries (Russia, Hungary and Estonia). Seven papers were focused on different aspects of e-service delivery and e-participation. In this group three papers were dealing and empirically analyzing quality of e-services and public portals. In other four papers topics like users satisfaction, factors influencing take-up of e-services, social factors influencing e-participation and assessing of e-services were addressed.

Most papers were based on valuable empirical data assembled from the countries in the region (Estonia, Romania, Hungary, Ukraine, Slovenia) which can serve as a solid base for further research in the field. WG believes that this field is getting momentum in PA in the region and suggests SC to support work of the group for the next three year period and appoint new coordinators of WG.

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, President of Lithuanian Public Administration Training Association, Lithuania
Borisas Melnikas, Vilnius Gediminas Technical University, Lithuania

The following relevant problems were discussed in the Working Group:

- new challenges to develop public servants training system under conditions of globalization, EU enlargement and knowledge society establishment;
- progressive experience of public servant's training accumulated through international practice;
- establishment and development of public servants training systems, development and implementation of national and international strategies for improvement of such systems.

It was decided that the content of the training and in-service training has to be relevant to the new requirements, predetermined by 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 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



Working group

in-service training have to be increasingly internationalised: training, studies and in-service training require involvement of foreign lecturers and trainers: it is essential to develop international networks of centres 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 and to initiate and carry out comparative research in the actual quality of training and in-service training systems.

Invitation to

The 16th NISPAcee Annual Conference

“Public Policy and Administration: Challenges and Synergies”

May 15 – 17, 2008, Bratislava, Slovak Republic

Organized in cooperation with **The Institute of Public Administration, Bratislava, and The Institute of Public Policy, Comenius University, Bratislava**

The annual conferences of NISPAcee focus upon a significant theme which facilitates a 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 sessions, 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 16th NISPAcee Annual Conference invites papers discussing Public Policy, especially in relation to Public Administration, in the regions of Central and Eastern Europe and Central Asia and the Caucasus. The floor is

open for theoretical and practical approaches, case studies and general analyses.

Public Policy has been and continues to be a key issue for the countries for democratic transition. When NISPAcee was founded, even local professionals usually did not have well-founded conceptions of public policy as a science and practical approach. Traditionally, the system of Public Administration transmitted political command to society; the operation of the government consisted of rigid administration, rather than the effective and efficient management of policies. In this situation, NISPAcee took on the mission of introducing and developing policy science to Central and Eastern Europe and Central Asia and the Caucasus. Participants of the NISPAcee annual conferences offered significant contributions in the various aspects of Public Policy. It has now become clear that the understanding of Public Policy, the capacity for designing and implementing effective policies, the competencies of managing, coordinating and evaluating Public Policy are the most important requirements for good governance and a key condition for the sustainable development of our countries.

Papers for the main conference theme will discuss:

- the development of the policy instruments as outcomes of the reform of public administration,
- the typical strengths and weaknesses of public policy in Central and Eastern Europe, Central Asia, and the Caucasus,

- types of policies according to philosophy, management and instruments,
- the development of policy-making capacities of the administrative systems,
- inter-relations between the phases of the policy process and the management abilities of public administration,
- the impact of the quality of the public administration on public policy,
- relations between change management in government and policy coordination,
- learning, transfer, and lesson-drawing in the policy process and its consequences for public administration,
- the relations between the policy actors and public administration,
- the impact of administrative reforms on the policy-making process, and vice versa,
- the role of civil society in public policy,
- feedback on the efficiency and effectiveness of policies to the policy actors,
- relations between public policy and the results- and performance-driven administration,
- the role of public administration in the different phases of the policy process,
- politics in and of the policy process.

The conference main theme also offers a general, comprehensive framework for analyses of the changes and the development of scientific approaches in administrative science in the CEE/CAC region due to the emerging policy science. We

hope that the main theme discussions will eventually enrich our knowledge about the state of the policy science and give hints on the most important steps necessary for further development.

General Session:

In order to include a wide array of potential contributors and to make the NISPAce 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 in the field internationally, the 16th NISPAce 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 wish to share and discuss with an international and knowledgeable audience – and to give them the option to do this in the NISPAce framework. As with all sessions, the best papers will be published in the Conference Proceedings or NISPAce Yearbook.

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, 2007.

Deadline for applications to present papers:

September 30, 2007

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

NISPAce Yearbook in Public Administration and Public Policy

Call for Papers

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

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

Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief

Juraj Nemec, Matej Bel University, Banská Bystrica, Slovakia

Members of Editorial Board

Geert Bouckaert, Catholic University, Leuven, Belgium;

Wolfgang Drechsler, Tallin Technical University, Tallinn, Estonia;

Gyorgy Jenei, Corvinus University of Budapest, Budapest, Hungary.

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

Manuscripts should be sent in electronic form.

More information: www.nispa.sk

Translation of Selected Publications into CEE National Languages

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

How to apply

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

cover the distribution costs; Priority will be given to institutions, which will distribute the publication at their own expense; Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

Please send letters of inquiry and applications to NISPAce Secretariat.

The deadline:

August 31, 2007

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 130 Institutional members (from 23 countries), 38 Associate members (from 20 countries).

New Institutional members of the NISPAcee

Narva Colledge, University of Tartu, Tartu, Estonia

The Provincial Administration Reform and Development Strategy, Novi Sad, Serbia

Kautz Gyula Faculty of Economics, Szechenyi Istvan University, Győr, Hungary.

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



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