Public Opinion in Tbilisi, In the Aftermath of the Parliamentary Elections of November 2, 2003*

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Introduction

In November 2003 Georgia has moved to what is now wittingly labelled as post-post-Soviet era. Not only the new generation of politicians have come afore, but the events have shattered the very basement of post-Soviet establishment, symbolized here by the ever-present figure of internationally renown, wise and experienced but controversial and already aging Eduard Shevardnadze, under whose 11-year rule Georgia after first short-living successes gradually slid to economic disaster and failed statehood. Indeed, the failed parliamentary elections in Georgia of November 2, 2003 have been no ordinary event in the political life of the country. In fact, these elections marked the emergence to power of the new generation of politicians, those not burdened by Soviet legacy, and often speaking better English than Russian.

* The survey was funded by the Open Society – Georgia Foundation

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The dramatic events have marked a pivotal change that was symbolized by the downfall of the monumental figure of Shevardnadze, but the roots of this drama lay much deeper. While first years of his rule, especially 1995 – 1998, were the years of increasing stability, growth and development, from 1998 the overall situation worsened, along with the general economic crisis in Asia and Russia, but also the political authority of the leadership started to erode. While poverty remained widespread, a few accumulated great wealth, these few either belonging to the immediate family circle of the President, or - enjoying his overt protection or pragmatic permissiveness for some political reasons. Energy crisis made the cold and dark winter months unbearable for the majority of the population. Finally, international financial institutions got frustrated with the absence of progress in economic reform and suspended their assistance programmes, bringing the financial system of the country overburdened by internal and external debts to catastrophic consequences. Corruption became rampant, as was organized crime, often perpetuated by those public servants who were supposed to fight it. The economy became more and more dependent on external assistance, which, while often misappropriated and misused, at the same time imposed on the government the necessity of pro-Western orientation, certain political tolerance and liberalism, freedom of media and strengthening of the civil society, mainly in the form of NGOs located in the capital city of Tbilisi. At the same time, ongoing pipeline projects (Baku-Tbilisi-Ceyhan and Shah-Deniz/Baku-Erzurum) and the developments in the Middle East increased hugely the geopolitical and strategic importance of Georgia for the West.

The November 2 parliamentary elections stood to be the key test for the willingness of the country’s government to proceed further in the democratic transition process, the key test for Georgia’s state-building efforts. International pressures mounted, demanding the elections to be held fairly, with unending sequence of high-profile political visitors reiterating this demand. At the same time it became clear that if the elections were to be held fairly, the ruling elites had next to no opportunity to win, so that they had either to resort to fraud or be ready to say goodbye to accumulated privileges and power. In a year and a half Shevardnadze’s term was coming to end, and there was no clear scenario for power succession that could leave the general status quo if these elections were to be lost.

Under such conditions the incumbent president tried on one hand to secure at least Russia’s political support for his rule, on the other allowed the electoral fraud to be prepared and implemented. Inability or unwillingness on the part of the government to prepare effective voters’ lists became the first strong reason for public dissatisfaction, ignited by oppositional rhetoric and media. Highly effective protest activities by the youth movement “Kmara” (Enough) formed along the Serbian model (and allegedly supported from the West) supplemented the well-planned and rather aggressive campaign by two leading opposition forces – National Movement led by Michael Saakashvili and United Democrats under the leadership of former parliament speaker Zurab Zhvania whose party moved to leading position after joining forces with Nino Burjanadze, incumbent speaker of the Parliament.

On November 2, Georgian voters went to the polls to elect the new legislature. However, elections, when they finally got held, were universally perceived as rigged, and the opposition led by Saakashvili, Burjanadze and Zhvania appeared able to transform the frustration caused by electoral fraud together with the general dissatisfaction with the state of affairs in the country and the government’s corruption into mass manifestations that ultimately led to the resignation of President Shevardnadze.

One of the most interesting phenomena observed during and especially after the elections was the role of media, and particularly international media, and its impact on human minds. The CNN syndrome found its good illustration in the frequency with which Michael Saakashvili would repeat again and again that the whole world through CNN was watching the events in Georgia. Another interesting moment was the permanent effort on all sides to follow the letter if not the soul of the Georgian Constitution, or at least to demonstrate legalistic respect toward its provisions. Finally, it was the first time that the West, and the USA in particular, explicitly demonstrated its dissatisfaction with the incumbent leadership and supported the victorious opposition from the very start of its rule.

On January 4, 2004 the new presidential election were held, and subsequently the parliamentary elections at some point in the spring, provisionally in the end of March. While in the presidential elections there was an obvious favourite in the person of Saakashvili who actually enjoyed a landslide victory, there is more time for regrouping forces before.
the parliamentary elections, and their expected outcome is still not fully clear. Under such conditions, it is particularly interesting to observe and understand public attitudes toward the recent and forthcoming events, assessment and interpretation. Our survey was designed with exactly this aim to record public opinion in this brief transitional period, which will influence developments for months and years to come.

Sample
The survey was carried out in Tbilisi, between November 27 and December 5, 2003 in all 10 districts of the city. Hierarchical sampling has been used – respondents were selected to represent age and gender structure as well as geographic distribution of the population of Tbilisi by districts. The total of 902 respondents (45% of males and 55% of females) in the age range 18 – 88 years olds have been interviewed.

The majority of respondent stated that during the last 5 years the economic status of their families either did not change (43.9%) or worsened (41.0%) and only 15% stated that it had improved. Still, the hope for future improvement of the situation is considerable – 75.9% expect positive change in the economic status of their family in coming 5 years, 20.7% do not expect any significant changes, while only 3.4% are pessimistic. It is interesting to note that improvements experienced in the past and those expected in the future are not correlated. Among respondents, 7.9% belonged to a political party. Out of these, 29.7% were members of the National Movement, 23.4% of the Labour Party, 12.5% were members of United Democrats, 6.3% belonged to the Union of Democratic Revival, 6.3% to the Industry Will Save Georgia, and 3.1% to the Communist Party.

Voting in the November 2, 2003 Parliamentary Elections
While the roots of public dissatisfaction leading to the radical political reshuffle were numerous, it was how the parliamentary elections of November 2, 2003, were (mis) handled by the government that served as a final straw causing universal protest and mass manifestations that culminated in Shevardnadze’s resignation. Hence, it is important to understand how the voters report their participation in elections, their attitudes and their choices in this regard. However, when interpreting the answers by respondents to some of more sensitive questions, it should be kept in mind that the interviews were carried out very soon after the new leadership came to power, which on one hand caused certain euphoria and high expectations linked to this leadership, on the other hand – reluctance to admit when the “wrong” (as perceived today) choices had been made by respondents. It should also be noted that the picture that is formed based on sampling the population in the capital Tbilisi is quite different in detail from the overall pattern countrywide.

Among those who have admitted that they had actually voted, the majority of 37.3% claimed they gave their vote to Saakashvili-National Movement, 20.1% – to Burjanadze-Democrats, 14.1% – to Georgian Labour Party and 11.9% - to the New Rights. Only 2.2% reported voting for the Union of Democratic Revival (chaired by the controversial Ajarian leader Aslan Abashidze), the miniscule 1.8% – for the governmental New Georgia block, 1.3% for the Industrialists, while 2.2% voted for all other parties. 9.2% had either crossed out all the parties or refused to reveal their choice. It seems that these latter include respondents who may regret their choice after the subsequent change of political preferences and now refuse to admit their actual vote – this may partly account for a somewhat too low percentage of votes reported for the New Georgia. However, in the case of the Union of Democratic Revival, its low figure is less surprising as the party had naturally gathered most of its vote in Ajara, not in Tbilisi.

### Table 1: Official and independently counted results of the November 2, 2003 parliamentary elections

<table>
<thead>
<tr>
<th>Party/block</th>
<th>Official results</th>
<th>Parallel count by independent Fair Elections Society</th>
</tr>
</thead>
<tbody>
<tr>
<td>For New Georgia</td>
<td>21.32 %</td>
<td>18.92 %</td>
</tr>
<tr>
<td>Union of Democratic Revival</td>
<td>18.84 %</td>
<td>8.13 %</td>
</tr>
<tr>
<td>Saakashvili - National Movement</td>
<td>18.08 %</td>
<td>26.26 %</td>
</tr>
<tr>
<td>Labour Party of Georgia</td>
<td>12.04 %</td>
<td>17.36 %</td>
</tr>
<tr>
<td>Burjanadze - Democrats</td>
<td>8.79 %</td>
<td>10.15 %</td>
</tr>
<tr>
<td>The New Rights</td>
<td>7.35 %</td>
<td>7.99 %</td>
</tr>
</tbody>
</table>
According to our survey, the overwhelming majority of the Tbilisi population (92.4%) was convinced that the election results had been rigged (interestingly, already in June 2003 the majority of respondents — 61.0% — expressed the expectation that the election results would be rigged), and the majority of these is confident that it was the incumbent government who was responsible for rigging — 83% stated that they believed that elections were rigged by the central government, according to 47.2% this was done by Central Election Committee and by local governments (28.9%), while only 8.3% pointed to opposition. It could have seemed that the voting enthusiasm among the electorate was moderated by the early expectation of fraud or general disillusionment — only 62.1% of respondents indicated that they had actually voted (although such turnout may not seem too low in an established democracy). However, among those 37.9% who did not take part in elections, 33.9% did not do so as they were not on the voters’ list.

Another outstanding factor was the active role of media, Rustavi 2 TV station in the first place, in consolidating public opinion around the radical opposition. Finally, pre-electoral campaign was marked by explicit targeting of various groups by more successful contenders for political victory.

If previous electoral campaigns by opposition movement were totally based on negative rhetoric, dominated by criticism of the incumbent government (paradoxically enough, the best illustration of such approach was the National-Democratic Party, which in these elections joined forces with the same ruling party it used to criticise so bitterly), the latter usually attempted to concentrate on its past achievements and forthcoming successes. Now, all parties while criticizing corruption and inefficiency of the government tended to focus on the future, on promises of positive changes and concrete policies. The clear message by the opposition was — current reality is unbearable, and there is obvious need to move to something radically new, but the old elites are blocking any positive development and need to be disposed of. Other messages stressed unequivocal integration with Europe and West, and in the case of Saakashvili-National Movement mixed with slight flavour of moderate nationalism.

Political sympathies were rapidly changing. Only half of the respondents (46.7%) reported that in summer they already had made the decision as for whom to vote, while 21.1% of them made such decision in September-October, and 32.2% — in...
pre-election days. The Georgian Labour Party enjoyed the most stable electorate — 75.0% of those who cast a vote for them had made such decision by summer. The biggest share of electorate — 36.7% was attracted in September-October by Burjanadze-Democrats (boosted by the Parliament Speaker Nino Burjanadze joining forces with Zurab Zhvania of United Democrats), while immediately before the elections governmental for New Georgia was able to attract the highest proportion of voters, 37.5%, which however is statistically insignificant due to low support making only 3 respondents. Overall it can be said that the biggest proportion in absolute numbers, 33.7% have been given their support to Saakashvili in pre-election days, as related by good timing and efficiency of his rather aggressive and confrontational electoral campaign. It should be added that while Burjandaze often enjoyed more public sympathy, it is the symbolic figure of young Saakashvili who demonstrated strong will and uncompromising position that created ground for public confidence in ultimate victory of the opposition and attracted support in decisive moments.

Supporters of different parties based their preferences on a number of factors. Respondents were asked to choose two items from the presented six, describing the reasons for their support of a party. The leading determinant of preference for a party was based on general trust toward the party and the liking of its leader. Among those who cast the vote 55.2% did so due to the belief that this party possessed both the will and the potential to change the current situation, while 45.2% were motivated by the liking and trust toward a party leader, one more demonstration of dissatisfaction by the political status quo and longing for change, on one hand, and the focus on individual attractiveness of leaders characteristic for transitional societies, on the other.

We have tried to determine those factors, as perceived by respondents, which had impact on the results of the November elections. Of course, the governmental block needed to be treated separately, due to different conditions and factors at play in its case. Respondents were asked to select two reasons (from the listed eight) that in their opinion determined the voting outcome for the block For the New Georgia. The most frequently chosen answers were the distrust as a result of corruption (62.3%) and the personal features of a leader/leaders (40.2%), even if in this case the personality of the block leader was somewhat ambiguous – Vazha Lortkipanidze was the first on the electoral list, but he kept low profile throughout the whole campaign period as well as afterwards, as compared to the State Minister Avtandil Jorbenadze and some others, including formally non-represented but obvious guru of the block Shevardnadze.

In the case of all other leading parties (although For the New Georgia was also included for comparison), respondents were asked to rate the shorter list of six factors that had influenced the voting outcome for each party: Personal characteristics of a leader, past actions of a party, pre-election promises, pre-election ads, radicalism and strength of position, opposition to the government.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Reason</th>
<th>Yes %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Belief, that supported party has will and potential to change current situation</td>
<td>55.2</td>
</tr>
<tr>
<td>2</td>
<td>Liking of and trust toward the party leader</td>
<td>45.2</td>
</tr>
<tr>
<td>3</td>
<td>Party programme / action plan</td>
<td>24.1</td>
</tr>
<tr>
<td>4</td>
<td>Party s record / actions in the past</td>
<td>10.8</td>
</tr>
<tr>
<td>5</td>
<td>Public speeches of the party leader</td>
<td>9.6</td>
</tr>
<tr>
<td>6</td>
<td>Other reason, unspecified</td>
<td>3.8</td>
</tr>
<tr>
<td>7</td>
<td>Advertising</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Table 2: Reasons for voting preference
According to respondents’ opinion, personal characteristics played the most important role in the cases of Burjanadze-Democrats (85.2%) and Saakashvili – National Movement (80.8%), as ascribed to the popularity of both Nino Burjanadze and Michael Saakashvili, while they were the least important in the case of to the Union of Democratic Revival (10.9%), with the popularity of Aslan Abashidze falling to its lowest after the post-elections events.

The evident success of Saakashvili-National Movement was explained by respondents as influenced by: past record of a party (58.7%), pre-election promises (80.5%), TV ads (57.6%), and the radicalism of position (84.8%) along with the opposition to government (84.6%). As compared to these, For the New Georgia and the Democratic Revival got the lowest scores in virtually each of these dimensions. As can be seen from the Table 5, Saakashvili-National Movement and Burjanadze-Democrats are leading in all features, with only one exception — past actions of a party, where Labour Party is on the second place. On the last places in all cases is the block For New Georgia with the only exception of pre-election ads where the lowest appraisal has the Union of Democratic Revival.

Table 4: Proportion of respondents evaluating positively the impact of respective issues on voting outcome, by party (%)

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</tr>
</thead>
<tbody>
<tr>
<td>1 Leader’s personality</td>
<td>36.6</td>
<td>10.9</td>
<td>85.2</td>
<td>10.3</td>
<td>80.8</td>
<td>35.8</td>
<td>28.2</td>
</tr>
<tr>
<td>2 Past actions</td>
<td>14.1</td>
<td>5.7</td>
<td>33.9</td>
<td>8.3</td>
<td>58.7</td>
<td>43.3</td>
<td>22.3</td>
</tr>
<tr>
<td>3 Pre-election promises</td>
<td>39.6</td>
<td>9.6</td>
<td>69.2</td>
<td>10.6</td>
<td>80.5</td>
<td>36.5</td>
<td>24.1</td>
</tr>
<tr>
<td>4 TV ads</td>
<td>35.5</td>
<td>15.3</td>
<td>52.8</td>
<td>6.5</td>
<td>57.6</td>
<td>16.6</td>
<td>16.1</td>
</tr>
<tr>
<td>5 Strength of position</td>
<td>17.6</td>
<td>4.3</td>
<td>77.3</td>
<td>8.1</td>
<td>84.8</td>
<td>26.5</td>
<td>10.1</td>
</tr>
<tr>
<td>6 Opposing authorities</td>
<td>22.1</td>
<td>6.4</td>
<td>79.2</td>
<td>7.8</td>
<td>84.6</td>
<td>29.7</td>
<td>10.3</td>
</tr>
</tbody>
</table>

Considering the data from party perspective demonstrates that the strongest point of the New rights is pre-election promises (39.6%), of the New Georgia — pre-election TV ads (15.3%), of Burjanadze-Democrats — opposition to the authorities (79.2%), of the Union of Democratic Revival pre-election promises (10.6%), Saakashvili-National Movement — strength of position (84.8%), the Labour Party — past actions (43.3%) and of the Industry Will Save Georgia — personal features of the leader (28.2%).

Lack of differentiation between various factors demonstrates certain influence of emotional attitude of respondents — overall liking or dislike towards a party on the assessment of its qualities, rather than their ability to reflect on, analyse and distinguish factors of political success or failure.

Media, “Kmara” and Elections

Although the majority of respondents do not fully admit the importance of media campaign and adverts, their role is not to be underestimated. Actually, as already said above, local and international media played extremely important role both before the elections and after them, particularly the TV. At some points, both the opposition and the government communicated with the population through respective TV channels, calling for this or that urgent action. Equally important role was played by electronic media in communicating pre-electoral messages to future voters, forming and influencing rapidly changing political preferences.

In the survey, respondents were asked to check if they saw and remembered electoral advertisements of the parties on TV and to express their assessment of them. In general, respondents demonstrated high acknowledgement of remembering electoral TV ads, actually of virtually every leading party. Still the highest proportion of respondents (87.4%) saw the ads of the New Rights, who spent significant resources on advertising on TV, while the smallest share of 69.6% saw ads of the Union of Democratic Revival, which was mainly using Ajara TV, less popular in Tbilisi (the ads of the Democratic Revival were also the least liked by respondents, only 7.6% having mentioned liking them). The most liked ads were those of Saakashvili-National Movement, approved by 46.3%.

The demise of Shevardnadze’s rule marked also the change in the status, as well as perception, of leading TV channels. Now Rustavi 2, traditionally perceived
by public as in permanently opposing the government, enjoys the support of the interim government and can hardly be described as oppositional. The survey attempted to pay attention to the new disposition of perception structure by TV audience. Respondents were asked to indicate two channels on which they predominantly watched news after the elections. The majority, 97.2% - mentioned the state-owned Channel I of Georgian TV. However, while this channel may enjoy the biggest audience, the picture is different in regard to the trust factor regarding news programmes. As is evident from Figure 2, Channel I is watched but not trusted. The majority of respondents (69.9%) would rather trust Rustavi 2, while the least trusted is Ajara TV (3.3%).

Another media-related component of the pre-electoral struggle was the activity of the youth movement “Kmara”, actively involved in sharp criticism and demonstrative protest (high-profile, if sometimes controversial) against the incumbent government. The majority of respondents, - 59% - positively evaluated the actions of “Kmara”; among these, 25.6% or less than half believed that “Kmara” was useful and approved its conduct, while 33.4% disliked the methods but liked the goal. 15.3% of respondents expressed a negative attitude, 12.1% - neutral, while 13.6% would not answer the question.

**Politicians through Voters’ Eyes**

Respondents were asked to evaluate twenty-one politicians and public servants by indicating approval, dislike or neutral attitude to them, as well as general awareness regarding this or that person. Respondents have demonstrated relatively high level of “who-is-who” awareness – while
respondents were the least aware of Akaki Asatiani’s personality, still only 5.0% did not know who he was. Nino Burjanadze was known by the biggest portion of respondents - only 0.2% did not know her. She was also the most liked politician on the list - being liked by 83.6% of those who knew who she was. The least of approval respondents have expressed towards Levan Mamaladze, the controversial supporter of Shevardnadze - only 1.4% liked him. However, it is not only the approval of politicians that may be of interest, but also the balance of neutral and negative attitudes as well, presented on the Table 9. The most neutral respondents were towards David Tevzadze, as expressed by almost half of respondents (46.2%), while Mamaladze has deserved the most negative attitude (88.5%).

Comparison of the results with the data of June, 2003 and November 2002 (possible in 14 cases) reveal drastic changes in the structure of public approval. Many attitudes were formed or changed during the last month after November 2 elections, caused e. g. by a much despised position or action, as in the cases of Aslan Abashidze, Irakli Batiaishvili, Gogi Topadze, Irina Sarishvili or Vakhtang Rcheulishvili, whose approval plummeted. At the same time Nino Burjanadze, Mikhail Saakashvili and Zurab Zhvania demonstrated high gains in public approval.

Ahead of the presidential elections, it was of great interest to understand what are the opinions and expectations related to leading political figures in this regard. Mikhail Saakashvili was most often nominated as the desired president of Georgia - 48.7% of respondents want him to become the president. Nino Burjanadze was named by 35.7%, Shalva Natelashvili by 3.1%, Igor Giorgadze by 1.9%, Jumber Patashvili by 1.9%, Zurab Zhvania by 1.0%. Besides them, 24 persons were named by 7.7% of respondents, although none of these proposed candidates have reached 1% of support.

**Political Developments after the November Elections and the Future Expectations**

In the wake of dramatic events of November 2003, public attitudes underwent many changes both in the assessment of past events and in the anticipation of future developments. The events continue to occupy minds, while their interpretation and reassessment is still taking place. Among the questions that occupy minds are those related to whether there were better options to be taken, and what will be the ultimate outcomes of current developments.

Reflecting on what actions would have been appropriate to carry out by the government and the president after the elections and subsequent turmoil, the majority, - 68.1% pointed to the abolition of the disputed election results and holding new Parliamentary elections as the most appropriate decision. 24.7% considered the general idea of finding compromise with the opposition, 3.9% would have suggested to having taken firmer position not allowing opposition rallies to take place, 3.3% could not answer.

In the similar manner, respondents estimated the appropriateness of actions by different political forces after the elections. The strong majority of 81.2% positively evaluated the actions of Burjanadze-Democrats, equaly high (80.2%) was support for Saakashvili-National Movement. The smallest portion (5.5%) positively evaluated actions of the Union of Democratic Revival (which angered the population.

![Figure 4: Opportunities and hopes following Shevardnadze’s resignation.](image-url)
of Tbilisi by highly unpopular decision to organise alternative rallies in front of the Parliament, not to allow Saakashvili to take ground there. Equally low was the positive assessment of the actions by the For the New Georgia (6.6%). The overwhelming majority, - 83.6% estimated positively the stepping down of President Shevardnadze on November 23, when mass protest reached culmination, and the first session of the new Parliament got disrupted. 11.6% expressed neutral attitude toward this fact and 4.8% evaluated it negatively.

Among the most important external players that influenced the direction of political events after elections were the international media, US and Russia. It is only too symbolic in the age of globalisation that the highest number of the respondents, - 79.8% pointed to the important role that international media (CNN in the first place and some other) played in the post-election developments (only 9.7% considered media role as unimportant and 10.5% did not have any opinion). At the same time, 63.4% of respondents evaluated the role of Russia in the regulation of the after-election crisis as very important (17.3% considered Russia’s role as unimportant and 19.4% did not have definite opinion). However, US role in the regulation of the crisis was appreciated by even higher proportion of respondents - 79.6% thought it was important (according to 7.3% it was not important and 13.0% had no definite opinion).
The change of power brought both new opportunities and new threats for Georgia. Respondents were asked to check the list with eight items describing new opportunities and hopes that arose for the country after Shevardnadze’s stepping down. It is highly indicative that the most popular item checked was the decrease in corruption.

When asked about new or increased threats, respondents demonstrated euphoric optimism – the highest rating got the “No new threats” item. Political destabilization as a possible consequence was named by 29.4% of the respondents, taking the second place. The least probable seems worsening the relations with the West.

However, in longer perspective respondents were more realistic, when assessing potential threats that Georgia may face in the nearest five years time. For the majority such threat first of all was associated with the health conditions of the population. 36.6% feared the possibility of an increase in the incidence of illnesses such as AIDS/HIV, tuberculosis, oncological and cardiovascular diseases.

In general, respondents expressed great optimism regarding the future - 73.6% were confident of the general improvement of the situation and expected positive changes; 12.8% were not sure how things would develop, 11.1% expected nothing would change and only 2.4% of pessimists believed that situation would deteriorate.

Such optimism finds its manifestation in other areas as well.

Table 6: Expected improvement of the economic status of a household in next 5 years. %

<table>
<thead>
<tr>
<th>Survey</th>
<th>Will improve</th>
<th>Will remain the same</th>
<th>Will worsen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 2002</td>
<td>55.8</td>
<td>24.9</td>
<td>19.3</td>
</tr>
<tr>
<td>June 2003</td>
<td>56.6</td>
<td>32.3</td>
<td>11.2</td>
</tr>
<tr>
<td>Nov. 2003</td>
<td>75.9</td>
<td>20.7</td>
<td>3.4</td>
</tr>
</tbody>
</table>

About the half of the surveyed (47.2%) expressed opinion that now an ordinary citizen would have more influence on government decisions (22.9% do not think so, and 29.9% cannot answer). There is also more optimism regarding the possibility to lead a decent life by the honest work - 67.0% stated that this would become possible (as compared to 18.8% in November 2002 and 19.1%) against 11% of pessimists, while 21.1% have shown difficulty in answering the question. Such increase in optimism is obviously related to the recent political events, as demonstrated by the comparison of data on improvement of economic status of respondents’ families.

Political future of the country, however, is related to certain political developments. Parliamentary elections are considered to be the second most important step after the presidential elections of January 4th. Respondents have named the party whom they most likely would vote for if the elections were held tomorrow. Again the preference was given to Saakashvili...

Figure 7: Reported vote cast on November 2, 2003 vs. expressed future preferences one month after elections.
Table 7: Problems Georgia faces

<table>
<thead>
<tr>
<th>Rank</th>
<th>Problem</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unemployment</td>
<td>72.4</td>
</tr>
<tr>
<td>2</td>
<td>Corruption</td>
<td>48.2</td>
</tr>
<tr>
<td>3</td>
<td>Low salaries, pensions and entitlements</td>
<td>41.4</td>
</tr>
<tr>
<td>4</td>
<td>Territorial disintegration</td>
<td>41.0</td>
</tr>
<tr>
<td>5</td>
<td>Acquisition of state property by clans</td>
<td>22.4</td>
</tr>
<tr>
<td>6</td>
<td>Inaccessibility of health service</td>
<td>18.5</td>
</tr>
<tr>
<td>7</td>
<td>Human rights violations</td>
<td>11.8</td>
</tr>
<tr>
<td>8</td>
<td>Tbilisi-Ajara relations</td>
<td>11.1</td>
</tr>
<tr>
<td>9</td>
<td>Crisis in education system</td>
<td>7.4</td>
</tr>
<tr>
<td>10</td>
<td>Bad governance</td>
<td>6.7</td>
</tr>
<tr>
<td>11</td>
<td>Uncontrollability of power structures</td>
<td>4.7</td>
</tr>
<tr>
<td>12.5</td>
<td>Living conditions of internally displaced persons</td>
<td>4.5</td>
</tr>
<tr>
<td>12.5</td>
<td>High level of criminality</td>
<td>4.5</td>
</tr>
<tr>
<td>14</td>
<td>Unsatisfactory work of courts</td>
<td>2.7</td>
</tr>
<tr>
<td>15</td>
<td>Lack of freedom of expression and media</td>
<td>0.4</td>
</tr>
</tbody>
</table>

- National Movement (44.3%) and Burjanadze – Democrats (20.6%). It is interesting to compare these preferences with reported vote in elections. As can be seen from Fig. 13, the support for Saakashvili - National Movement have increased since elections by 7%. There is a small increase in 0.5% of the support for Burjanadze-Democrats. The group of supporters for the Industry Saves Georgia is small and stable, while support for all other parties has decreased, in particularly dramatic way for the Georgian Labour Party - they lost 10.8% of their electorate, - as well as for the New Rights, who lost 8.8% of supporters.

Not only the forthcoming parliamentary election is important by itself, even more important is how it will work and what decisions it will make. Respondents were asked to choose from the listed thirteen - three issues which the future Parliament should discuss in the first place. Interestingly, notwithstanding the seemingly evident preoccupation with economic matters, the majority choose “Regulation of the conflict with Abkhazia”, and only then “increased employment” and the “decrease in corruption”.

Table 8: Ranking of the actions for improving the situation (respondents chose two answers)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Action</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Punishment of corrupt persons and those who misappropriated state property</td>
<td>43.8</td>
</tr>
<tr>
<td>2</td>
<td>Improvement of legislation</td>
<td>43.6</td>
</tr>
<tr>
<td>3</td>
<td>Decrease of taxation</td>
<td>39.4</td>
</tr>
<tr>
<td>4</td>
<td>Support of small business</td>
<td>31.0</td>
</tr>
<tr>
<td>5</td>
<td>Decrease of import, protecting local producers</td>
<td>21.5</td>
</tr>
<tr>
<td>6</td>
<td>Developing industry through attraction of foreign investment</td>
<td>13.4</td>
</tr>
<tr>
<td>7</td>
<td>Strengthening local governments</td>
<td>7.3</td>
</tr>
<tr>
<td>8</td>
<td>Other</td>
<td>0.8</td>
</tr>
</tbody>
</table>

Economic and Social Priorities and Policies

Due to the specific nature of the legislature, issues prioritised for the Parliament are not necessarily the same as the most burning problems faced by the country. Accordingly, respondents were requested to choose from the listed fifteen - three the most burning problems that Georgia now faces. Unemployment got the highest rank (72.4%), followed by corruption (48.2%), then low salaries, pensions and entitlements (41.4%).

It is natural to complement this list of problems through the next question asking respondents to prioritise issues that the new Georgian government should solve in the first place. Again unemployment was considered by the majority as the first problem to be dealt with, checked by 63.5% of respondents. There is a slight difference with the previous ranking in the ordering of the second, third and fourth most pressing problems. While respondents considered corruption as second in rank and low salaries the third, when it comes to actions precedence is pragmatically enough given to the increase in salaries, checked by 41.7%. Re-establishing of territorial integrity was the third issue in rank, checked by 38.1%.
Although correcting mistakes made during privatisation process occupies the last rank in the list of problems to be solved, 73.9% still think that the new owners who had privatised enterprises with violations should be deprived of property rights (9.8% thinks that everything should stay as it is, and 16.3% does not have a definite answer). Along the same lines, 91.3% of the population would support state control over strategically important sectors of economy, such as energy production, water supply, and railway transportation (2.7% state that it should be in private hands and 6.0% do not have a definite opinion).

It was naturally more difficult to formulate how the concrete policies should be planned. When asked how to achieve the improvement of the general situation, the highest proportion (43.8%) of respondents suggested the punishment of corrupt persons and all those who had misappropriated state property. The second rank was allocated to the improvement of legislation, as chosen by 43.6%.

**Georgia’s External Orientation**

Recent events have once more demonstrated how sensitive Georgia is to external influences. This is as well realised by the population as by experts. According to the relative majority of respondents in the survey (42.9%), the fate of Georgia depends equally on her and on other countries. 37.5% still think that it depends mostly on Georgia, while according to 19.6% - mostly on other countries. It is interesting to note that seemingly recent events have clearly demonstrated the importance of external world, as becomes evident by comparing these data with previous results - in June 2003 as many as 57.8% respondents believed that the future of Georgia mainly depended on Georgia, 33.5% thought that it depended to equal extent on Georgia and other countries, and 8.8% - mainly on other countries.

The more so it is important to be well aware of reliable international partnerships. Respondents were requested to choose two countries that in their opinion were the best friends of Georgia, and Armenia (50.1%) were considered to be more hostile. However, with regards to the US there was certain ambivalence, as a number of respondents chose US both as a friend and as an enemy. The choice of the second hostile country was problematic for many respondents. When asked to choose between Russia and USA as a better potential partner for Georgia, 62.2% made choice in favour of the US (in November 2002 respective rate was 53.7%, while in June 2003 it rose to 55.1%, showing stable increase).

**Civil Participation and General Values**

The majority of the respondents (72.3%) were convinced that the solution of the problems that Georgia currently faces is possible only through public participation. Comparing this result to the answers of the national wide surveys of November 2002 and June 2003 - revealed the increase in the recognised importance of civil participation (in Nov 2002 - 62.6%, in June 2003 - 65.6%, in Nov. 2003 - 72.3%).

When in June 2003 respondents were asked whether in their opinion an ordinary person might have influence on government’s decisions, only 15.3% admitted such a possibility (11.6% did not believe in such a possibility). However, in the end of November when respondents were asked the same question, but directed toward the future, asking if in ordinary person will have a say, the proportion of people believing in such a possibility actually tripled reaching 47.2%, while only 22.9% did not believe in such possibility and 29.9% had no definite answer.

In fact, 40.2% of the surveyed respondents had participated in protest rallies after the November 2 elections, while only 12.3% took part in any type of collective action from the beginning of the year until elections. At the same time, participation is mainly understood as a confrontational action. So, the most acceptable form of participation with the goal of influencing the government was stated to be the attend-

<table>
<thead>
<tr>
<th>Country</th>
<th>Friendly %</th>
<th>Hostile %</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>99.9</td>
<td>8.0</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>19.4</td>
<td>10.9</td>
</tr>
<tr>
<td>European Union</td>
<td>40.2</td>
<td>5.3</td>
</tr>
<tr>
<td>Turkey</td>
<td>2.0</td>
<td>26.3</td>
</tr>
<tr>
<td>Russia</td>
<td>14.3</td>
<td>72.7</td>
</tr>
<tr>
<td>Armenia</td>
<td>5.8</td>
<td>50.1</td>
</tr>
<tr>
<td>Ukraine</td>
<td>36.6</td>
<td>3.8</td>
</tr>
</tbody>
</table>

Table 9: Countries perceived as friendly or hostile toward Georgia
are attending a meeting (44.8%) and appealing/complaining to the local authorities (36.2%). It is interesting to note that in November 2002 only 26.9% expressed readiness to attend a protest rally, even less so in June 23.3%, but in November 2003 respective rate more than doubled reaching 57.3%.

Such confrontational attitude is closely related to general mistrust toward officialdom, and reluctance to use legal ways of protecting own rights. According to respondents, in case of violation of their rights they would appeal to friends (77.1%) or relatives (71.8%), but only 46.4% claimed they would appeal to courts.

At the same time, the absolute majority of respondents (79.6%) expressed preference to democracy as a governance system, while only 8.7% preferred authoritarian rule (11.8% - not able to make a choice).

Profiles of the Supporters of Change

As noted above, the majority of the respondents, 83.6% positively assessed Shevardnadze’s resignation, against 11.6% of those who did not have a definite attitude and 4.8% of those who estimated believed that the situation in the country would improve (Chi square $175.4, df, 3, p<001$).

Figure 8: Readiness to get engaged in activities aimed at influencing governmental decisions.

Optimism:

“Pros” were found to be more optimistic - 78.8% of them believed that the economic condition of their families would improve in the coming five years, while such belief was shared by 61.9% of “Cons” (Chi square $19.2, df, 2, p<001$). 73.6% of “Pros” compared to 36.1% of “Cons” believed that it will become possible to earn a decent living by honest work (Chi square $108.1, df, 2, p<001$). More “Pros” (77.7%) than “Cons” (70.1%) supported the idea that what one achieves in his life depends more on himself than on the others (Chi square $3.9, df, 1, p<05$). The optimism of “Pros” covered not only the future of the respondents and their families, but also the future of Georgia. 82.1% of them compared to 30.8% of “Cons”.

Participation:

Most obvious was the difference on issues referring to participation. 75.8% of “Pros” were sure that the solution of the acute problems that the country is facing was possible only through civic participation. So thought 53.8% of “Cons” (Chi square $29.4, df, 1, p<001$). More “Pros” (81.2%) than “Cons” (71.4%) expressed preference to democracy over dictatorship (Chi square $10.7, df, 2, p<005$). In general “Pros” also have expressed more trust in people - 61.8% claimed that the majority of people could be trusted, while 47.6% of “Cons” did not think so (Chi square $10.2, df, 1, p<005$). 52.6% of “Pros” compared to 19.7% of “Cons” believed that in the nearest future ordinary persons would have more say on government decisions (Chi square $75.1, df, 2, p<001$).

External orientation:

Less “Pros” than “Cons” believed that the fate of Georgia mainly dependent on other countries (17.3% against 31.7% (Chi square $16.5, df, 2, p<001$). Also less of “Pros” (34.1% against 59.1%, Chi square $29.5, df, 1, p<001$) thought that the country should be orientated more on Russia than on US.

Age Factor

Age plays an important role in determining political preferences, and there were significant differences between various
Public Administration Reform in Serbia
Prof. Vojin Rakic, VVMZ B.V., Beograd, Serbia & Montenegro

The Current State of Affairs in the Public Administration System in Serbia
After the new democratic government took office in Serbia in January 2001, the reform of the public administration system appeared to figure as one of its strategic tasks. Two government agencies were immediately created with the ambition to streamline administrative reforms: the Agency for Public Administration Development (APAD) and the Civil Service Council (CSC). The former was in charge of the implementation of reforms, whereas the latter was envisioned to be a strategic advisory body to the Government. In addition to APAD and the CSC, a Government Committee on the Judiciary and State Institutions (CJSI) had the task to oversee the entire public administration reform effort. The Ministry in charge of public administration reform (PAR) proceeded to be the Ministry of Justice and Local Self-Government, but in the summer of 2002 a new Ministry of State Administration and Local Self-Government (MSALSG), was created, which took over the task of administrative reform. In spite of the establishment of these bodies, an apparent initial willingness by the Government and the Prime Minister to undertake serious administrative reforms, as well as a number of obvious successes in other policy domains, PAR proceeded in a rather sluggish fashion. Some useful projects were administered by APAD, a functional review of the Ministry of Health was conducted and a number of civil servants have been trained in a variety of skills, but the over-

61.7% of old and 52.4% of young adults, natural for those who feel more dependent.

Concluding remark
Political events that took place throughout November 2003 appeared to be of enormous importance for Georgia's future. Although there are many reasons to say this, here it would be more appropriate to speak about the changes in the popular attitudes, actually by themselves serving as the main factor of the dramatic political transition. Whatever other political developments, it is evident from the results of our survey that there was a landslide increase in the readiness for and confidence in civil participation, optimism, self-confidence, pro-democracy and pro-western orientation of the population. If this trend is not reversed, we are observing how democracy is maturing in Georgia, not so much through formal transformation and structural change inasmuch through liberation of human minds.
all public administration system 
still resembled the one inherited 
from the period of state-social- 
ism. The structure of the min- 
istries remained more or less 
unchanged, whereas the inflow 
of new civil servants into the 
system was limited. The initial 
enthusiasm of the Government 
appeared to subside as well, with 
the chance of radical administra- 
tive reforms taking place during 
its first mandate becoming slim. 

The primary reasons for the 
relatively slow pace of PAR need 
to be sought in the following:
- The tasks of the previously 
  mentioned agents of PAR were 
  either not clearly defined or 
  not clearly understood; the 
  functions of the CSC and the 
  CJSI, the CSC and APAD, as 
  well as APAD and the MSALSG 
  showed significant overlap in 
  the practice of their work. 
- There was no strategic body 
  under the Prime Minister’s Of- 
  fice in charge of PAR. 
- There was no real champion 
  of PAR among the most senior 
  leadership in Serbia (the PM, 
  the Deputy PMs or the Presi- 
  dent). 
- The Serbian Government was 
a coalition of 17 (previously 
18) parties, whose leaders 
frequently were members of 
the Cabinet, sometimes more 
inclined to follow the interests 
of their parties than the policy 
of the Government. 

Nevertheless, the chances for 
future successful administrative 
reforms are not to be underesti-

- A number of significant sys- 
  tematic or spontaneous pre- 
  paratory activities for radical 
  PAR have taken place. 
- The educational level of the 
  professional (including politi- 
  cal) elite in Serbia is high, with 
  many professionals who left 
  the country during the Milo-

Important PAR projects 
We will concentrate in this sec- 
ton on the first reason we gave 
for our relative optimism con- 
cerning future PAR, i.e. on the 
fact that the system is to some 
degree prepared for administra- 
tive reform. In that regard, we 
would like to highlight the follow- 
ing projects that were undertaken 
since 2001: 
- A diagnostic study of the cen- 
  tral Government machinery 
  in Serbia, conducted in 2001 
  by a Norwegian expert team; 
  the study recommended that 
  priority should be given to 
  the strengthening of the sup- 
  port functions of the Prime 
  Minister, especially through 
  a reform of the General Sec- 
  retariat of the Government 
  (Holland and Eriksen, 2002); 
  the recommendations have not 
  been implemented yet. 
- A diagnostic study on the 
  system of governance and hu- 
  man resources development in 
  Serbian public administration, 
  conducted in 2002 by a Danish 
  expert team; the team recom- 
  mended the establishment of 
  human resources management 
  units at a variety of levels in 
  the public administration sys- 
  tem (Moeller, 2002); the rec- 
  ommendations are currently in 
  the implementation phase. 
- A functional review of the 
  Serbian Ministry of Health, 
  conducted in 2002 by a local 
  expert team, supported by for- 
  eign consultant; although the 
  review was a pilot effort, the 
  Minister of Health accepted 
  the recommendations, which 
  are now in the implementation 
  phase (Rakic, 2002). 
- A functional review of the 
  central support functions of 
  Serbian Ministries (the “CSF 
  Project”), conducted by a 
  local expert team, funded 
  by the Dutch Government, 
  administered by UNDP and 
  the Serbian Agency for Public 
  Administration Development, 
  and supported by Bannock 
  Consulting and the Dutch 
  Royal Institute for Public Ad- 
  ministration (ROI); the review 
  was a systemic analysis of the 
  Ministers’ Cabinets and the 
  Secretariats of the Ministry of 
  Mining and Energy, the Minis- 
  try of Science, Technology and 
  Development, the Ministry of 
  Construction and Urban Plan- 
  ning, as well as the Ministry of 
  Agriculture and Water Man- 

In addition to these three 
projects, a large number of 
training events for civil serv- 
ants ought to be mentioned as 
significant contributions to PAR 
in Serbia. These events were 
primarily administered by APAD, 
the UNDP and the CSC, and were 
aimed at developing a variety 
of skills, such as project man- 
agement or report writing, but 
also at developing comparative 
insights into other public ad- 
ministration systems. A specific 
education and training centre for 
civil servants, however, has not 
been established yet.

Legal reforms were neither 
widely spread nor radical. No new 
law on public administration 
or civil servants act have been 
adopted (although draft versions 
are circulating in Government 
institutions). Since 2001, two new 
laws on Ministries have been 
adopted by Parliament. These 
two laws introduce a number of 
specific changes (the abolis-
The fact that legal changes are slow may turn out to be an advantage if organizational analyses of state institutions are conducted first. Efforts in transitional countries to facilitate PAR through isolated changes in the legal framework proved to be unsuccessful. The popularity of functional reviews in those countries is to some degree a consequence of this insight. Serbia can learn from these experiences and perform thorough functional reviews (and other types of organizational analyses) as another preparation for PAR and their enactment in new laws.

Since the CSF Project is the first systemic functional review in the country, envisioned to provide the Government with recommendations that apply not only to the four Ministries, but to the entire public administration system, its impact might be significant. Hence, let us say something more about the goal of that project, and note its significance for PAR in Serbia.

The Goal of the CSF Project and a Look into the (near) Future

The CSF project began in November 2002 and was finalized in September 2003. Its objective was to review the relations between the Secretariats of Ministries and the Cabinets of the respective Ministers. The methodology used consisted of semi-structured interviewing of civil servants in the Secretariats and the Cabinets, participant observation and desk analysis. The work was carried out by four work groups, their coordinator, the project manager, a senior national consultant and a UNDP special advisor to the Government of Serbia in functional review and organizational analysis (who is the author of this text).

Secretariats in Serbia are considered as the “backbones” of Ministries and generally include civil servants in charge of legal issues, financial issues and personnel issues. They are headed by a Secretary, who is appointed by the Government and who is frequently being replaced by another Secretary when the Minister changes. Nevertheless, the Secretary is usually a career civil servant.

Minister’s Cabinets usually consist of his or her closest staff: the “Chief of Cabinet” (who heads the Cabinet), the Minister’s advisers, a personal secretary, a PR person, a driver, and in some Ministries of someone in charge of public administration reform in the Ministry. Legally speaking, however, Minister’s Cabinets do not exist in Serbian public administration. They are a creation of the new Government and a consequence of the need of new Ministers to have reform oriented and reliable staff around him. On the other hand, Secretariats are generally dominated by career civil servants, which are considered as paramount to the “old guard”.

It is obvious that the dualism between the political and career role of Secretaries, the dualism between political and non-political staff in general (frequently congruent with the dualism between the “old guard” and the “new guard”), the legally undefined role of Cabinets and their staff, as well as the from all this derived tension between the Secretariats and the Cabinets, is a huge problem that is addressed by the CSF project.

If the Government accepts and implements the recommendations of the experts who worked on the CSF Project, can we expect a major change in Serbian public administration. Reforms of the Ministries’ Secretariats and the Ministers’ Cabinets, as well as other reforms envisioned by the recommendations, will profoundly affect the entire administrative system. Thus, the CSF Project is a highly important preparatory activity for major change in Serbian public administration. If it is accompanied by political stability and the adequate use of expert resources both from Serbia and abroad (having the Serbian professional Diaspora in mind as a crucial component), can we expect major reforms in public administration quite soon.

Notes:
Public Administration on Internet

http://www.waldenu.edu/prospect

The Walden University, an American, accredited online university is offering Master’s and Ph. D. degrees in public policy and administration online, specialization in non-profit management and leadership, e-government, health services, knowledge management, public management and leadership, public policy.

http://www.globalMPA.org

GlobalMPA is a public management / public policy programme for officials who have to manage the interface between national and international policy. It examines internationalisation trends, how they affect national administrations and the management challenges of international policy making. The material is comparative in various ways: it compares international organisations, influences of globalisation on countries and administrative change processes. The programme bridges
- National and international levels of administration.
- Public management theory and the international relations field.
- Comparative public administration.

http://www.iiasiisa.be/iias/aicor/aikorea.htm

Information, registration/accommodation forms, for the IIAS 26th International Congress of Administrative Sciences, which will be held in Seoul, Korea, from 14 to 18 July 2004, on the theme: “E-governance: Challenges and Opportunities for Democracy, Administration and Law”

http://www.tiger.edu.pl/

Transformation, Integration and Globalization Economic Research (TIGER) at the Leon Kozminski Academy of Entrepreneurship and Management, Warsaw, Poland.

Books offered by UNDP (United Nations Development Program) Bratislava Regional Centre, Slovakia


School of Social Studies in Brno is offering Postdoctoral Fellowships for the Academic Year 2004/2005. This programme is designed to promote mutual openness, understanding, and co-operation among university teachers and researchers in social sciences in the countries from Europe. Period covered is September 2004 to June 2005 (9 months). Applications have to be submitted by March 31 2004.

E-mail adress of Department for International Relations: zahr@fss.muni.cz.

Calendar of Events

February 6, 2004, “62 International conference of University of Latvia” (for professors and students)
Working language: Latvian, English
Contact: Valerijis Praude, phone: +371-7034611, fax: +371-7034614, e-mail: skards@lanet.lv, ella@lanet.lv

The seminar held in the European Commission, provides a platform in which to take stock of eDemocracy experiments and exchange opinions on the role of ICT for reinforcing participation in democratic decision-making. This is also an opportunity to highlight achievements and landmark national projects, as well as look forward to challenges and priorities for future eDemocracy research.
Contact:
Fax: +32 2 296 4114, e-mail: Karolien.debucquoy@cec.eu.int

Contact:
E-mail: info@cicerofoundation.org, web: www.cicerofoundation.org

March 2004, Special Course “Training for the local initiative groups in the project called ATHEN”
The covered topics include: coalition-building and human resource management; citizen participation (public hearings, advisory councils, “report cards”, etc.); strategy development, and project management.
Working language: Romanian
Contact:
Claudia Novac, Center for Rural Assistance, Timisoara, Romania, phone: +40-256-221470, fax: +40-256-221469, email: cnovac@rural-center.org

Working languages: English, Spanish and Catalan
Contact: Ms. Caroline Layous, European Centre for the Regions (EIPA – ECR), C/ Girona, 20 – 08010 Barcelona, Spain, Phone: +34 93 567 24 00, Fax: +34 93 567 23 99, e-mail: c.layous@eipa-ecr.com

March 16, 2004, Seminar “Quality in Training of the Officials of Self-government Units”
Contact:
Dr. Miroslava Holubova, Ministry of Interior, Prague, Czech Republic, e-mail: holubova@mvr.cz

Working language: Czech and English
Contact:
Karel Vit, University of Economics, Department of Public Finance, W. Churchill Sq. 4, 130 67 Prague 3, Czech Republic, e-mail: vit@use.cz

April 15, 2004, Conference “Coordination and Networks in the Public Sector”
Working language: Estonian
Contact:
Annela Laaneots, Estonian Public Service Academy, Tallinn, Estonia, e-mail: annela.laaneots@sisekaitse.ee

April, 22, 2004, Conference “Political Economic and Socio-cultural Aspects of Regional Management in European North”
Contact:
Komi Republic Academy of State Service and Management, 167892 Syc-tvedar, Kommunisticheskaya Street 11, phone: +8-7-8212-244039, fax: +8-7-8212-446124, e-mail: academy@rkomi.ru, gonorcharov88@hotmail.com, gonorcharov88@rbcmail.ru, web: www.rkomi.ru/academy

April 23, 2004, 5th International Conference “Business Options, Problems and Solutions Concerning Globalisation”
Working language: English, Latvian and Russian
Contact:
Dr. Ilmars Viksne, School of Business Administration Turiba, Graudu iela 68, Riga, Latvia, e-mail: Ilmars.Viksne@turiba.lv, web: www.turiba.lv

Working language: Slovak, Czech
Contact:
Beata Merickova, Jan Sebo, Matej Bel University, Banska Bystrica, Slovakia, phone: +421-48-446 2317, 446 2318, 446 2316, fax: +421-48-415 2788, e-mail: beata.merickova@umb.sk, jan.sebo@umb.sk

May 13 – 16, 2004, ENCATC Conference “Managing Cultural Dynamics within the Renewed Europe”
Working language: English
Contact:
e-mail: info@encatc.org, web: http://www.encatc.org/EN/activities/events.lasso

May 14, 2004, International conference organized by TIGER on “ICTs as Drivers of Economic Development in Transition Countries”
Working language: English
Contact:
Transformation, Integration and Globalization Economic Research (TIGER), Leon Kozminski Academy of Entrepreneurship and Management, European Office, ul. Jagiellonska 59, 03-301 Warsaw, Poland, phone: +48-22-519 2108, fax: +48-22-814 0870, e-mail: tiger@tiger.edu.pl

May 28 – 29, 2004, Conference “Public Management in the Theory and Practice of Local Governments and Other Organisations”
Working language: Polish and English
Contact:
Faculty of Management, University of Lodz, 22/22 Matejki Str., 90 – 237 Lodz, e-mails: konferencja@wzkwartalnik.pl, zerm@uni.lodz.pl
May 11 to June 3, 2004, Maymester study abroad program “Government, Society, and Public Health in Transition”
The University of Georgia will conduct a program in Ukraine that will provide courses for ten to fifteen undergraduate students on “Health Problems and Issues of the Former Soviet Union”, “Comparative Healthcare Systems”, “Politics of Post-Communist Systems”, and “Social Changes.”
Working language: English
Contact:
Dr. Rusty Brooks, International Center for Democratic Governance, Vinson Institute of Government, University of Georgia, Athens, GA 30602, USA, phone: +1-706 542-7502, fax: +1-706 542-6594, e-mail: rbrooks@cvio.g.uga.edu, web: http://www.icdg.uga.edu/ukraine/index.php

Working language: Bulgarian
Contact:
Prof. Ph. D. P. Pavlov, Varna – 9007, Zlatni Piassatsi, Bulgaria, phone/fax: +359-52-356 740, e-mail: unk_on@vfu.bg

July 3 – 5, 2003, International Conference on Transition Economics
Contact:
Ms. Janet Seabrook, fax: +44-20-7878 2999, email: jseabrook@cepr.org, http://econ. core. hu/eng/hirek/rendezv. html

Working Language – English
Description – A full immersion into EU affairs during a three-week stay at the College of Europe campus in Bruges. The intensive programme includes lectures, conferences, workshops, speeches, social events, and a visit to the European Institutions in Brussels.
Contact:
Mr. Robert Dresen, College of Europe, Brugge, Belgium, phone: +32 50 477 311, e-mail: rdresen@coleurop.be

Events of Belarus State University of Economics, Minsk, Belarus
Working language: Russian
Contact:
Mrs. Urgel, phone: +375-17-214 9557, fax: +375-17-495 106, e-mail: rector@bseu.by

Contact:
Prof. Mikhail Mishkevich, phone: +375-17-249 8204, fax: +375-17-495 106, e-mail: Mishkevich@bseu.by

Events of the Central European University, Budapest, Hungary
Working language: English
July 5 – 16, 2004, Course: Urban and City Development Strategies in a Globalized World
July 19 – 30, 2004, Course: Central European University Summer School Course “Globalisation and Public Policy”
Contact:
Katalin Teller, e-mail: summeru@ceu.hu, web: http://www.ceu.hu/sun/index.html

Events of the University of Lodz, Lodz, Poland
Working language: Polish
March 1, 2004, Seminar “Modernization of Pension Systems in the EU”
Contact:
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Contact:
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April 26, 2004, Conference “HRM and the European Integration – HR Problems in we Region of Lodz”
Contact:
Prof. Stanisława Borkowska, 90-214 Lodz, 39, Rewolucji 1905, str., Poland, phone: +48-42-635 5244, fax: +48-42-635 5304, e-mail: frankow@uni.lodz.pl

Events of the Meeting and Conference Center, Branch of the Black Sea University Foundation, Bucharest, Romania
Conference: Implementation and Enforcement of International Market Acquis (PHARE)
Working language: English
April 2004, 1st Conference: “Standardisation, accreditation and certification”
June 2004, 2nd Conference: “Market surveillance”
Events of the Moscow State University, Russia

January 28 – 29, 2004, International Conference “Moscow State University and Russian Intelligentsia”
Working language: Russian
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Working language: English, Russian
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Events of European Institute of Public Administration (EIPA), Maastricht, The Netherlands

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March 25 – 26, 2004, Health Seminar: Long-Term Care Financing: How to Strike a Balance between Services and Resources
Contact:
Mr Michele Faldi, m.faldi@eipa-it.com

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Contact:
Ms Gediz Cleffken, g.cleffken@eipa-nl.com

Contact:
Ms Lisette Borghans, l.borghans@eipa-nl.com

April 19 – 20, 2004, Seminar: Introduction to the EU Rules on How to Organise the Recognition of Foreign Diplomas
Contact:
Ms Winny Curfs, w.curfs@eipa-nl.com

April 19 – 20, 2004, Legal Seminar: The Legislative Package and Recent Case Law of the European Court of Justice
Contact:
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Contact:
Ms Araceli Barragan, a.barragan@eipa-nl.com

Contact:
Ms Eveline Hermens, e.hermens@eipa-nl.com

Events of the Lviv Regional Institute Of Public Administration, UAPA, Lviv, Ukraine

Working languages: Ukrainian, Russian, English, German and Polish
Contact:
Ruslana Rudnizka, fax +380-322-593 463, e-mail: lvivacademy@mail.lviv.ua

May, 21, 2004, Workshop “The Influence of Local Governments’ Policy on Formation and Development of Enterprise”
Working language: Ukrainian, Russian, English, German and Polish
Contact:
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Recent Publications

Public Management and Governance
Editors: Tony Bovaird, Elke Loffler
Price: 80 GBP (Hb), 23.99 GBP (Pb)
Resume: This textbook examines what it means to have efficient management and good quality services in the public sector and how public sector performance can be improved. It explores how the process of governing needs to be fundamentally altered if a government is to remain legitimate and make use of society’s resources.
Contact: Routledge, fax: +44-1264-34 3005, phone: +44-1264-34 3071 (for credit card orders), e-mail: book.orders@routledge.co.uk, web: www.routledge.com

A Clause by Clause Analysis of the Practical Guide (The PRAG) in comparison with the EC Directives on Public Procurement (Sigma Report on Public Procurement)
Publisher: SIGMA/OECD, France
Resume: The Practical Guide (The PRAG) sets out the procedures to be used for the award of contracts financed by the EC under various external action programmes. This Report by Sigma results from a study commissioned by DG Enlargement, European Commission. Accessing Countries and candidate countries currently subject to the PRAG for EC assistance programmes, for example under Phare and ISPA, will shortly be able to apply national provisions adapted to the Directives. Given the intention of a number of such countries to continue to use the Guide as part of their national provisions, the purpose of the study is to establish the extent to which the provisions of the PRAG are compatible with the Directives.
As a continuation of this task, Sigma has been asked by the European Commission, DG Enlargement to prepare a revised Practical Guide compliant with the Directives for use under national rules and procedures in due time before date of accession.
Contact: SIGMA/OECD, Paris, France, e-mail: sigmaweb@oecd.org, web: http://www.sigmaweb.org

Education of the Territorial Self-governmental Units’ Senior Civil Servants (General part)
Authors: Rektorik, J., Selesovsky, J. et al.
Publisher: Masaryk University, Brno, Czech Republic
Language: Czech
Resume: This publication tries to explain the topics that are considered to be the important part for every senior civil servant education. Text of this publication is related to issues like the management in public administration, regional and municipal policy, public project evaluation, public relations, European integration etc.
Contact: Jaroslav Rektorik, Masaryk University, Faculty of Economics and Administration, Lipova 41a, 602 00 Brno, Czech Republic, e-mail: rektorik@econ.muni.cz

Publications of the Institute for Economic Research, Ljubljana, Slovenia
Environmental Sustainability in Slovenia, Working Paper No. 20, 2003
Author: Renata Slabe Erker
Perception of Income

Publications of the Varna Free University, Varna, Bulgaria
Sources for Financing of Public Projects – Possibilities for Participation of the Local Authorities in the Structural Funds and Programmes of the European Union
Author: Pavel Pavlov
Price: 2 BGL
Language: Bulgarian

Expert-analitical Methods in the Management of Public Projects
Review of Activities

Authors: Pavel Pavlov, Liliyana Pavlova
Price: 3 BGL
Language: Bulgarian
Resume: The book is developed to help the teaching process of the specialized master’s programme “Management of the European Projects”, which is directed to leaders, experts and specialists from central and local administration. The book offers us applied science’s technologies for an expert-analitical assesment according to the methods “Brain Attack” and “Delphi”. These technologies can be used into the direct work of the specialized administrative links, engaged with the management of public projects, which are financed of the pre-accsession instruments of European Union for Bulgaria.

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

Publications of the Lviv Regional Institute of Public Administration, UAPA, Lviv, Ukraine

Public Service in Ukraine: Legal Regulation
Editor: Oleksandr Sushynsky
Price: 12.90 UAH
Language: Ukrainian
Resume: This book is a full collection of legislation about the institute of public service in Ukraine

Technology of the Decision-making in Public Administration and Local Government
Authors: Myron Lysechko, Anatoly Chemerys, Ruslana Rudnizka
Price: 30.00 UAH
Language: Ukrainian
Resume: Contemporary state of theory and practice of the decision-making in public administration and local government is described. Theoretical and methodological principles of management decisions preparation, adoption and implementation are considered. Psychological features of decision-making are shown and recommendations for efficient team building are given. Authors suggest approaches for improvement of the theory and practice of decision-making, for drafting social forecasts and use of game theory in management decision-making.

Administrativa Audit
Authors: Anatoly Chemerys, Myron Lysechko, Ruslana Rudnizka, Oksana Chemerys
Price: 15.00 UAH
Language: Ukrainian
Resume: The exposition from institute series “Master of Arts Library” gives method of administrative audit (evaluation of effectiveness and efficiency in work of public institutions). Administrative audit is described as important tool for raise of effectiveness of public institutions. Authors devoted attention to research and analysis of developed countries experience in evaluation of effectiveness and efficiency in work of public institutions. Authors compare administrative audit with financial audit and other evaluation methods. Domestic practice situations and international experience of public institutions evaluation, which proposed in book, are assist in development of administrative audit use abilities. Book consists of two parts. The first part consists of five chapters and every chapter contains questions for check, control tests, exercises and questions for self-supporting study, which are based on analysis of suggested practice situations. Second part contains International standards of administrative activity.

Investment Management in Municipalities
Authors: Yevgen Matviyishyn, Maksym Artemenko
Price: 10.50 UAH
Language: Ukrainian
Resume: The exposition from institute series “Master of Arts Library” developed theoretical principles of investment management and practical aspects of their use for evaluation and implementation municipal projects and programmes. Significant attention devoted to practical use of computer toolkit in investment decision-making, to features of bringing in resources and funds for project’s realization.

Social Policy and Social Security of Human Being
Authors: Petro Shevchuk
Price: 11.25 UAH
Language: Ukrainian
Resume: Theoretical aspects and methodological basis of social policy and social security of human being are expounded. Work market and employment, ways of poverty overcoming, methods of social insurance and social help are considered. Examples in social policy field implemented in worldwide practices are given.

Regional Economic Development
Authors: Brian Tutt, Pat Grey, Olga Kraynyk
Price: 15.00 UAH
Resume: Basic components of economic processes that provide economic regional development are expounded. Necessity of strategic planning as an instrument for determination of ways of regional economic development is grounded. Basic approaches to industry policy are defined and the role of small and middle businesses as the important sources of economic development of a region is provided. Problems and ways of bringing in of the investments by the enterprises of a region are considered. Particular part is assigned to the questions of budget regulations on regional level and to the changes appeared after adoption of Budgetary code of Ukraine.

Contact: fax: +380-322-593 463, phone: +380-322-593 374, e-mail: admin@academy.lviv.ua
Recent Events

Seminar: Change Management in PA in the Context of EU Integration

Bucharest, Romania, 24 – 26 November 2003

Between 24–26 November, the National Institute of Administration from Romania organized in Bucharest, in partnership with the European Institute of Public Administration (EIPA) from Maastricht (NL), the seminar “Change Management in Public Administration in the Context of EU Integration”.

The seminar intended to offer more than a “classical” approach of an EU related topic by highlighting the impact of the European integration process to the level of the professional activities of the civil servants. That is why the seminar focused on a double perspective: management of change at the individual and organisational level and national co-ordination in the context of European integration.

The sessions related to the challenge of EU integration showed in which context national authorities are involved in the EU decision-making process, and highlighted the importance of a new type of thinking required for (about-to-be) members of the EU, namely thinking horizontally rather than vertically. In adapting to the EU integration requirements, improving performances is essential and the seminar intended also to offer tools and methods in this respect. Appropriate measurement is an important tool for public organisations, but it must be carefully handled. Everyone knows that “what gets measured gets done”, but what if you select the wrong performance indicators? With regard to recognising and rewarding good performance, performance-related pay is a relatively new phenomenon in the public sector that focuses on motivating individuals by providing additional rewards for additional output. But what happens to existing intrinsic motivators and the ethos of public service for its own sake? How can you offer incentives at the level of the organisation? Communication and participation are increasingly seen as mechanisms for improving performance, but are we doing it properly? What about managing underperformance? How do you know when someone has “done a good job”, especially when there are no quantifiable outputs?

These were some of the questions that the seminar was intended to answer to during the first two days, from both a practical and an analytical perspective offered by the invited EIPA experts: Mr. Tore Malterud and Mr. Sean Fitzpatrick.

The participants in the seminar consisted of about 50 civil servants and other categories of employees working in the public sector in Romania and in other Central and Eastern European Countries (Albania, Bosnia-Hertegovina, Latvia, and Moldova). The seminar benefited also from the participation of specialists coming from EU countries (France, Germany, Netherlands, and UK) as well as from non-EU countries (Canada and USA).

In this context, the third day was dedicated to an enlarged exchange of experience and interventions of the Romanian and foreign experts and officials, in the frame of a round table entitled “Experiencing change”. After a plenary session during the morning, the participants had the opportunity to focus on more practical and specific issues related to their activities, in the frame of two simultaneous workshops: one called “Reform experience and institutional change” and the other “Training, expertise and change of mentalities”. The workshops contained presentations of pre-accession capacity building or training projects in different countries, as well as comparative and conceptual approaches, allowing discussions about lessons learned in these fields but also about cooperation opportunities. The papers will be soon available on INA’s web site: www.ina.gov.ro.

In conclusion, the scientific input of the EIPA experts was highly appreciated, as well as the possibility of sharing complementary points of view and experiences in different countries. The National Institute of Administration plans to continue to organize such events in the future, in the frame of its partnership with EIPA, so that the seminar “Change Management in Public Administration in the Context of EU Integration” will be the first of a series of similar events taking place in Bucharest or in other cities of Romania.
Recent Events

Graduate School of Public Policy and Management

GCCPM is First Foreign University Accredited in the Republic of Macedonia

In September 2003, The University of Pittsburgh’s Graduate School of Public and International Affairs (GSPIA) welcomed 18 students to their first official class session at the Graduate Center for Public Policy and Management (GCCPM) in Skopje, Macedonia. “The establishment of the Center represents nearly a decade of joint planning with university, government, and business leaders from the United States and Macedonia,” said Dr. William Dunn, Director of the Center. “It is the first graduate school of public policy and management in Central and Eastern Europe, Dunn continued. “Its primary mission is to create a critical mass of well-trained public servants to lead the process of administrative reform in the Republic of Macedonia.”

“The center provides an opportunity to prepare current and future leaders for positions of public service,” said GSPIA Associate Dean David Miller, who is also Co-Director. “At a critical time when countries in the Balkans are transforming their economies and reforming public administrations to better serve their citizens, experienced, knowledgeable leaders are essential to ensure that these changes are based on sound policy,” said Miller.

The program attracts highly qualified students with five or more years of professional experience. Most students are employed in government positions with significant responsibilities for policy-making and management in the areas of finance, education, governmental reform, security, environmental protection, and European integration.

“More often than not, universities go in ‘thinly’ to a new location,” said Miller, “and we wanted to avoid that. When the University of Pittsburgh's Graduate School of Public and International Affairs was considering a location that would be most appropriate for its mission of contributing to the process of administrative reform in Eastern Europe, it chose Macedonia and the Balkans, a country and region where professional relationships are deep and longstanding.” “A long history of collaboration between the cities of Skopje and Pittsburgh, who have a sister-city agreement, helped forge new educational partnerships, as did some 10 years of prior planning between GSPIA, the U. S. Mission in Skopje, and the Macedonian business and governmental communities,” said Dunn.

Students may earn either the Master in Public Policy and Management for experienced professionals or a Certificate in Public Policy and Management for students with an undergraduate degree and limited work experience. Courses are offered in English by a team of GSPIA faculty and adjunct faculty from Macedonian universities, who use traditional and Web-based, distance education to deliver lectures. Leaders from business, government, and nongovernmental organizations frequently visit GCCPM for special lectures, engaging students in a variety of timely topics ranging from local government reform to accession to the European Union.

A hallmark of the program is the integration of existing and cutting-edge distance learning technologies. A partnership between UNET, an Internet Service Provider located in Skopje, and the University of Pittsburgh’s Center for Instructional Development and Distance Education created an innovative distance learning approach that provides live interactive education from Pittsburgh to Macedonia. The full multimedia experience of GCCPM’s distance education lectures can be experienced by visiting their Web site at www.mk.pitt.edu and following the link for “Distance Learning.”

For Further Information:

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tel: +1 412 383 8970
e-mail: Saslawski@birch.gsia.pitt.edu
High Level Meeting on The Capacity to Govern in Central and Eastern Europe

December 18 – 20, 2003, Prague, Czech Republic

Ľudmila Gajdosová, NISPAcee Executive Director

This meeting brought together about 50 participants including high representatives of governments of ten accession countries to the EU (Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, Slovenia, and Romania) with advisors to heads of governments and invited experts, mainly highly recognized academicians, in order to make aware of and bring the attention of politicians and civil servants of these ten Central and Eastern European countries to the strategic importance of improving the capacities to govern and to help transform this awareness and attention into the practice of public policy making in the region by upgrading core governmental capacities and social requisites for making critical future-shaping choices.

The main issues addressed by the meeting theme were deeply targeted by four keynote presentations during the first morning of the meeting. Yehezkel Dror, Hebrew University, Jerusalem, Israel focused on “The Strategic Mind in Central Government”, Martin Potůček, Charles University, Prague, Czech Republic on “Capacities to Govern in Central and Eastern Europe”, Maria Joao Rodrigues, Social Sciences Advisory Group to the European Commission, Lisbon University, Lisbon, Portugal spoken about “The Lisbon Strategy and its Relevance to Central and Eastern Europe” and Geoff Mulgan, Strategy Unit, Prime Minister’s Office, London, United Kingdom presented the British experience in “Formation and Implementation of Strategies at the Central Level of Government”.

The keynote presentations were followed by extensive round table discussions, presentations of country experiences and selected case studies from Poland, Estonia and Romania. In addition the work of NISPAcee research working group on “Strategic Leadership in Central Government” was introduced and possible alternatives of preparation and training of governmental leaders were discussed. Most of the time of the meeting was devoted to in-depth active discussions on the practical application of the presented findings and recommendations to the accession countries to the EU.

Finally, the entire meeting participant agreed on conclusions, which are addressed to governments of all participating countries. In addition, the conclusions of the retreat will be summarized and, together with presented keynote papers and country studies, will be published in a book format by NISPAcee and widely distributed to governments as well as other relevant institutions for practical and academic utilization in CEE countries.

The meeting was organized by NISPAcee jointly with the Centre for Social and Economic Strategies, Faculty of Social Sciences, Charles University Prague (CESES), Prague, Czech Republic, under the auspices of the Prime
Minister of the Czech Republic, Mr. Vladimír Špidla grateful to the co-operation and support of the Czech government, United Nations Division for Public Administration and Development Management, Department of Economic and Social Affairs (UN DPA/DESA) New York, USA and UN DESA/IASIA (International Association of Schools and Institutes of Administration, Brussels, Belgium) initiative on the strengthening of governmental leadership through the world, United Nations Development Programme, Regional Support Centre (UNDP RSC), Bratislava, Slovakia and the World Bank, Washington DC, USA. NISPAcee would like to express its thanks to all the partners, speakers and participants for their contribution to the success of this important event. A special appreciation is given to Tomas Kucera and his colleagues from the Faculty of Natural Sciences, Charles University for an excellent professional organizational background which made the meeting remarkable not only because of its highly important subject matter which was highlighted and discussed, but for its overall working and social atmosphere as well.

Conclusions

Key executives of governments, academics and policy advisors from ten Central and Eastern European countries (Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, Slovenia, and Romania) met in Prague to discuss the strategic importance of improving the capacities of governance in their countries. They exchanged their views, shared their experience and agreed upon the following conclusions:

There is a common need in all participating countries to upgrade core governmental capacities and social requisites to strengthen strategic, long-term and holistic thinking in government for making critical future-shaping choices.

Several parallel streams of actions are to be taken in order to achieve this core goal, namely:

− To prepare and utilize forward studies as a policy compass and as a way to facilitate the civil society participation in governance and mobilize support for long-term efforts.
− To build qualified administrative capacity and strategy oriented units at the central level of government, comprising staff near Prime Ministers, and in central ministries as well as “Think Tanks”.
− To develop specific programmes and courses at universities and in-service institutes to provide advanced professional training in strategic issues, public policy, administration, EU enlargement demands for civil servants, politicians and policy advisors.
− To upgrade citizenship preparation at high school and universities for prospective thinking and decision-making.
− To utilise the opportunity of approaching the EU enlargement and learn strategic thinking and decision-making from the EU practice (with a particular emphasis on the implementation of the Lisbon Strategy and different EU policies), while enriching it by one’s own experience. Special focus is needed on new demands of EU membership.

− To encourage public discussions and stakeholder consultations about core developmental threats as well as opportunities in order to provide politicians, mass media commentators, academics and intellectuals, grass root activists etc. with opportunities to take a deeper look at main national policy issues.

NISPAcee and CESES are asked to explore suitable institutional settings at regional level to bring strategic issues closer to top politicians and senior civil servants.

It was agreed that national representatives will appoint one delegate each to the Strategic Coordinating Panel, an informal body whose mission will be to further facilitate the exchange of information, ideas and experience in the field of strategic thinking and decision-making among participating countries. NISPAcee is ready to support the operation of this body.

The second conference dealing with these issues is envisaged to take place at the end of 2005.

All participants express their thanks to the organizers and donors of the conference, namely Czech Prime Minister Mr. Vladimir Spidla, the NISPAcee, CESES at Charles University in Prague, UN DESA, UNDP, and the WB.
The Lisbon Strategy
Policies, European instruments and concrete measures

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5. developing new forms of communication and participation:
   − information from and to the citizens
   − information from and to the organized civil society

7. developing new forms of partnership between public services and organized civil society by:
   − combining initiatives
   − sharing costs

8. regular monitoring and evaluation:
   − developing specialized services
   − turning evaluation into a learning process

Appendix to the conclusions
Guidelines to Improve Strategic Governance in the New and Accessing Member States – the Critical Path

The new and acceding EU Member States should face the new situation of becoming members by focusing on the following tasks and priorities:
1. to develop strategic thinking (general and by policy fields):
   − to define a general strategy for EU membership
   − to adapt the European policies to the national specificities
   − to discuss European policies as Member States

2. to develop concrete membership exercises:
   − prepare the EU meetings
   − adapting the European concrete measures to the national specificities
   − launching pilot programmes

3. training public administration for EU membership:
   − top level meetings on key strategic issues
   − specific policy fields training
   − managers training
   − impact assessment training

4. modernizing public services according to the EU standards:
   − centralization or decentralization, where appropriate
   − public service quality
   − provision models
   − management by objectives, where appropriate

5. improving policy coordination and integration:
   − government level
   − department level
The training course in St. Petersburg was conducted as a continuation of the series of “How to Be a Better Policy Advisor” trainings previously held in Almaty, Kazakhstan and Bratislava, Slovak Republic (2001); Cluj-Napoca, Romania and Odessa, Ukraine (2002). The training has been hosted by one of the oldest educational institutions in Eastern Europe – Saint-Petersburg State University.

The training was based on the training programme developed under the auspices of the UNDP RBEC Regional Support Centre/ NISPAcee project “Building Advisory Capacities in CEE Countries.” Trainers as well as trainees were highly appreciative that the manual “How to be a Better Policy Advisor” which was translated into Russian as well as a manual for trainers that incorporated a wide experience gained during previously held trainings.

Twenty-five candidates out of almost 200 applicants were selected for the training. In order to ensure the highest efficiency possible, 25 participants formed two relatively equal groups lead by two international teams of trainers (Lesya Il’chenko-Syuyva (Ukraine) and Georgi Shopov (Bulgaria); Zulfiya Tukhtakhodjaeva (Uzbekistan) and Bolotbek Orokov (Kyrgyzstan)). It was a real challenge to conduct the same programme with two groups of participants simultaneously. However, trainers worked in close co-operation and on step-by-step basis to ensure two groups are following the same programme in terms of the context, materials, as well as time frame and meeting specific requirements of the two groups. During and after the training, participants have repeatedly highlighted their high interest in the training and its importance for their further career development. A considerable amount of time was spent developing interpersonal communications as well as sharing experience of working the government bodies. Also, participants expressed their willingness to have some kind of a manual for trainers that will help them from time to time to refresh their knowledge and skills gained during the training.

Oleg T. Guchgeldiev, Turkmenistan – participant
Training in St. Petersburg brought us the unique experience not only by gaining the knowledge, but through by creating the unique environment in which everyone working, whether personally or as a team, could share the knowledge of their country. The content of the course was generally aimed at the discussion of approaches to consult the government and their applicability in every country’s specifics. It provided us not only with theoretical knowledge but with practical tools. Finally, I really enjoyed working together with a group of young, interesting and bright professionals from CEE and CIS. I am telling my friends back in Turkmenistan that I have never spent my time surrounded with so many intelligent men and women as I did in this course. I am negotiating with the government various consulting assignments and discussing with colleagues the idea of establishing a non-governmental agency to provide the government structures with advice on various issues, including PA reforms, economic policy and etc. I hope that cooperation with the NISPAcee and newly established relations with new colleagues will make this
idea to come true and be successful.

Mrs. Gayane Selimyan, Armenia – participant
The workshop “How to Be a Better Policy Advisor” organized by NISPA in St-Petersburg was a unique experience for me. It gave me solid knowledge of whom and how can serve as a policy advisor; it explained the best way of communication and also mapped the road to success as an advisor. The topics of the workshop were so useful and discussions were so interesting that we all regretted that it only lasted four days. Moreover, this workshop helped me greatly in my professional development. Upon my return, I started to look for potential clients using my acquired knowledge and managed to find a position as an advisor for external links with the one of the leading banks in Armenia – the Anelik Bank. I want to say thank you to the organizers of this workshop and especially to Elena Zakova for a wonderful job. Every time I attend NISPA’s events I really reach new horizons. Thank you very much, NISPA!!!

Mr. Dymitry Markusheuski, Belarus – participant
The training in St. Petersburg “How to Be a Better Policy Adviser” was a useful lesson of communication in an ambience of similar as well as different people: intellectually advanced and purposeful young individuals. I heard new opinions and acquainted with more effective approaches to the problems that had been seemed to be solved already. It is the difference between types of consulting, between “expert” and “adviser”, which is more obvious to me now. And I’ve accepted as my own manual the expertise presented by trainers and some participants. The discussion on step-by-step and cyclic planning was very interesting and polemic especially when implicated with practical exercises. Let me take this opportunity to thank the trainers and organizers of the training in St. Petersburg.

Ms. Victoria Antonova, Russian Federation – participant
It is a pleasure to share my impressions on participation in the NISPAcee training course How to Be a Better Policy Advisor. It was for the first time I took part in such kind of training dealing with the development of knowledge and skills on public policy advising and I am very satisfied with the results. I was impressed by the team-work atmosphere the trainers have created during the class-sessions. I felt that all the participants (including myself) were encouraged to share their own advice delivery experience in front of the audience. That was another advantage of the training course – I have got a chance to learn from the other’s practice, to compare my particular professional problems with the problems of my colleagues from different countries, to ask questions and to get an evaluation on my thoughts and ideas from the trainers and trainees. I met some people who are involved already in policy advice delivery as well as people who have just embarked on this path. I also would like to emphasize that I have established some interesting contacts with my colleagues during the course and these contacts seem to be promising and fruitful. And what is even more important from my point of view – the design of the course was created in accordance with the participants suggestions. That allowed us not to waste time on minor issues and to concentrate on the challenging aspects of the policy advisor practice. Moreover, all the handouts were very informative and useful. All in all this course was very important and helpful for me as a beginner in policy advising and I am very grateful to NISPAcee for the opportunity to participate in it.
Call for Project Proposals
“Public Health Sector Management and Policy Improvement in Cee Through Education and Training Collaborative Initiatives”

The project will be to support a set of small/medium size projects in Central and Eastern Europe which will contribute to improvements in the areas of health policy and management education and training, as well as health policy development and implementation, through the linking of local/regional governments and higher education institutions. The major goal of the project is to strengthen the capacities of existing and emerging higher education institutions to support the building of new, more effective and responsive systems of health care delivery.

Project proposals undertaken jointly by schools of public administration, medical schools and national or local governments in countries in the CEE and NIS regions are welcomed and preferred. Detailed information including application form are available at the NISPAcee web site: www.nispa.sk

Deadlines for applications: April 30, 2004

Contact
Juraj Sklenar
NISPAcee Project Manager
Sklenar@nispa.sk

SIGMA and Other Publications – Translation into CEE National Languages

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

How to apply:
Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe; Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs; Priority will be given to institutions, which will distribute the publication at their own expense; Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

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

Please send letters of inquiry and applications to NISPAcee Secretariat.

The deadline: - February 29, 2004

NISPAcee Occasional Papers

CALL FOR PAPERS

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

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

If you feel you would need further information, please contact the NISPAcee Secretariat.
Invitation for the 12th NISPAcee Annual Conference “Central and Eastern European Countries Inside and Outside the European Union: Avoiding a New divide”

Vilnius, Lithuania, May 13 – 15, 2004

Conference venue: Hotel Reval Lietuva, Vilnius, Lithuania

Organized in cooperation with the Lithuanian Public Administration Training Association, Vilnius, Lithuania

Notice: The information on the Conference is continually updated on the NISPAcee website: www.NISPA.sk

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

Papers are invited on the main themes of the conference:
A. Problems facing the new Member States
B. Problems facing the States outside the enlarged European Union
C. Common problems

Panel Sessions and Forums
- Panel Session on European Accreditation of Public Administration Programmes
- Panel Session on Joint NASPAA – NISPAcee Governance Improvement Cooperative Project
- Forum for Heads of Training Centres and Institutes of Public Administration
- Forum for Young Professionals in Public Administration

Working Groups
I. Working Group on Politico-Administrative Relations
Theme 2004: “Various Decision and Discourse Arenas at Different Level and Stages of the Policy Process”

II. Working Group on Public Sector Quality
Theme 2004: “Public Sector Quality in Policy Making”

III. Working Group on Strategic Leadership in Central Government

IV. Working Group on Democratic Governance of Multiethnic Communities

V. Working Group on Public Sector Finance and Accounting

VI. Working Group on e-Government

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

Registration and Hotel Reservation
ON-LINE registration and hotel reservation is available on the NISPAcee web site. All participants, including authors of the accepted papers for the conference are kindly asked to register for the conference and make the hotel reservation.

Deadline for registration: February 28, 2004 at the latest.

Deadline for reservations
- Hotel Ecotel Vilnius: March 30, 2004 at the latest.

Deadline for payment: March 15, 2004
All information about the conference are available on the Internet: NISPAcee homepage http://www.nispa.sk

Contact person:
Inquiries are to be addressed to: Viera Wallnerova, Project Manager NISPAcee, Hanulova 5/B 840 02 Bratislava 42, Slovak Republic.
tel: +421-2-6428 5558, tel/fax: +421-2-6428 5557 e-mail: Wallnerova@nispa.sk
NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 117 Institutional members (from 22 countries), 33 Associate members (from 16 countries), and 210 Observers (from 35 countries).

New Institutional members of the NISPAcee

Training Institute of Public Administration, Tirana, Albania

Faculty of Economics, University of Rijeka, Rijeka, Croatia

Institute of State Administration, Office of Government of the Czech Republic

Faculty of Management, University of Lodz, Lodz, Poland

New Associate members of the NISPAcee

School of Public Management, Carinthia Tech Institute – University of Applied Science, Spittal, Austria

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The deadline for the next issue is March 31, 2004.