



Volume XIII • No.1 • Winter

# news 2006

## Perception of the Public Servants over the Role of Public Services within Local Development

**Dragos Dinca, National School of Political Studies and Public Administration, Bucharest  
Romania**

In the period 16 – 30 April 2005 I realized an investigation which has references on the role of public services in local development.

In the questionnaire conceived 120 public servants from local, public administration of Bucharest answered, having in mind the identification of those perceptions over the public services on which providing directly to the participants.

Those who were questioned represented 41 men and 79 women, the age categories are as follows (Graphic no. 1): 18 – 30 years – 32%, 31 – 45 years – 32%, 46 – 60 years 35%, over 60 years – 1%.

Depending of the last school graduated (Graphic no.2), it is notable an average importance for the university studies (55%) and post university (27%), meanwhile college and post college studies had an average of 13% and 5% respectively.

Which concerns the experience of public servant which has been questioned (Graphic no. 3) it is remarkable that the most of them (44%) have 2 – 5 years experience, being followed by the

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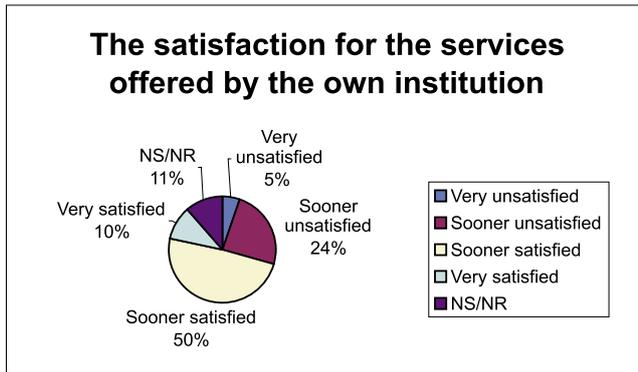
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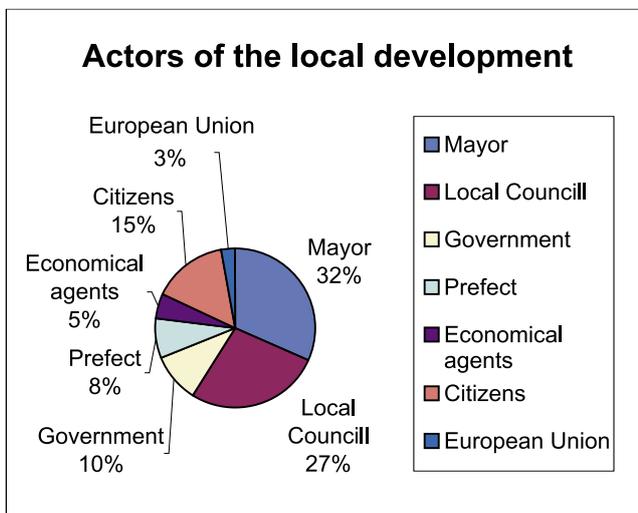
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Graphic no. 1



Graphic no 3



category of those with 6 - 15 years experience (32%). Those who have an experience of less than two years are 15%.

The first question (Graphic no.4) concerned the level of satisfaction of those who were questioned over the services gave by their own institution.

It is found that in general those who have been questioned are satisfied by the given services: 50% satisfied and 10% very satisfied. The average of those unsatisfied is inconsequential, only of 5%. The answer to this question suggests that those implicated directly in the furnishing of different public and local services consider their quality level satisfied. It is a general attitude or a censured answer at the provisions of the Ethic Code? And in a case and in the other things they are very serious. A general attitude of satisfaction is in total disagreement with the perception of the usages of public services and prove a reduced preoccupation for quality and performance. In the second case it can be a lack of interest for an objective evaluation of the activities of lic local institutions.

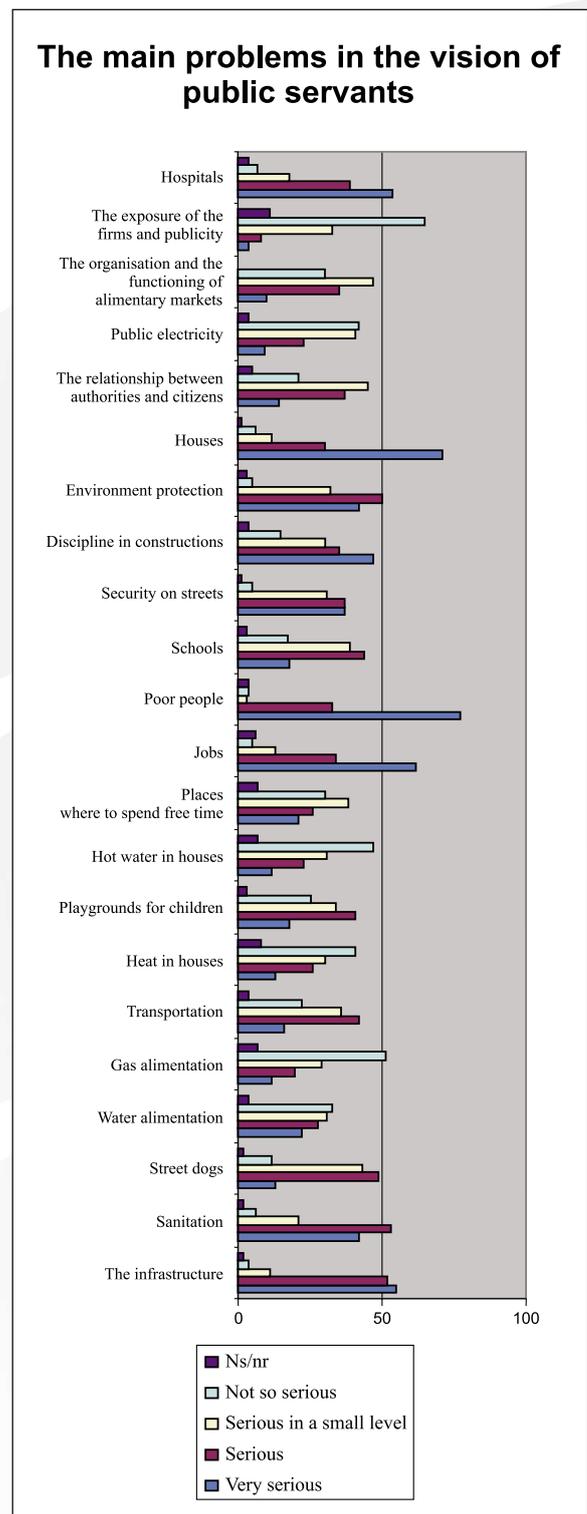
Observing the main local problems in the vision of public servants (Graphic no. 5) it can be found, through the sums of the serious averages, that the major defects are in the side with bad people; jobs proving rather an economical environment unpropitious and a weak implication of public authorities in which represents economical local development.

These concerns the services given directly by the local authorities, the top problems have been the situation of the roads, cleanliness, safety of the streets, and discipline in the constructions.

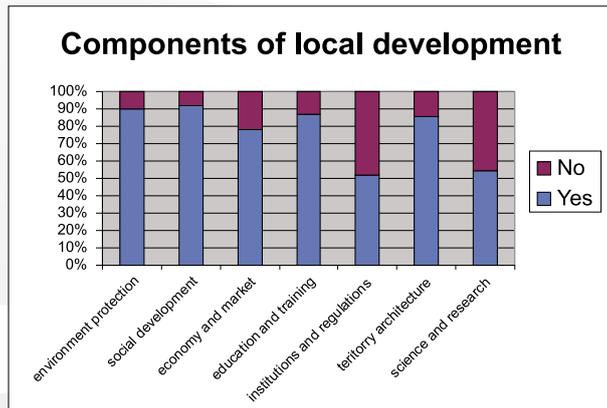
So, on one side, public institutions give services in a complying way, but there are problems in this side of services, ones even fundamental, with regards to the minimum of administration.

Must be underlined the percent significant of those which didn't answer or didn't know.

Graphic no. 2



Graphic no. 4



The answers at the first question are confirmed by the fact that the relation between administration and citizen can not be perceived as being a problem, being identified a certain satisfaction estate and an unresponsive dealing from those whom were questioned.

On which concerns the responsibilities in the matter of local development the persons questioned appreciated that the most important role must be played by the mayor (32%) and local council (27%). It is well known that the authority is aware of the responsibilities at the local level but the role of the citizens is minimized and also the role of economical agents in this process.

It is remarkable fact also that the government and the prefect have 18%, enough in my opinion, in a system which is wanted to be a decentralist one, based on the principles of local autonomy and subsidiary.

It is interesting the perception on the components of the local development. Thus, social development is tied very strongly by the local level (correlated with question no. 2 – the biggest problems are the social ones). But it must be relevant the fact that science and research are few integrated in what mean local development, obviously that the afferent services being weak represented.

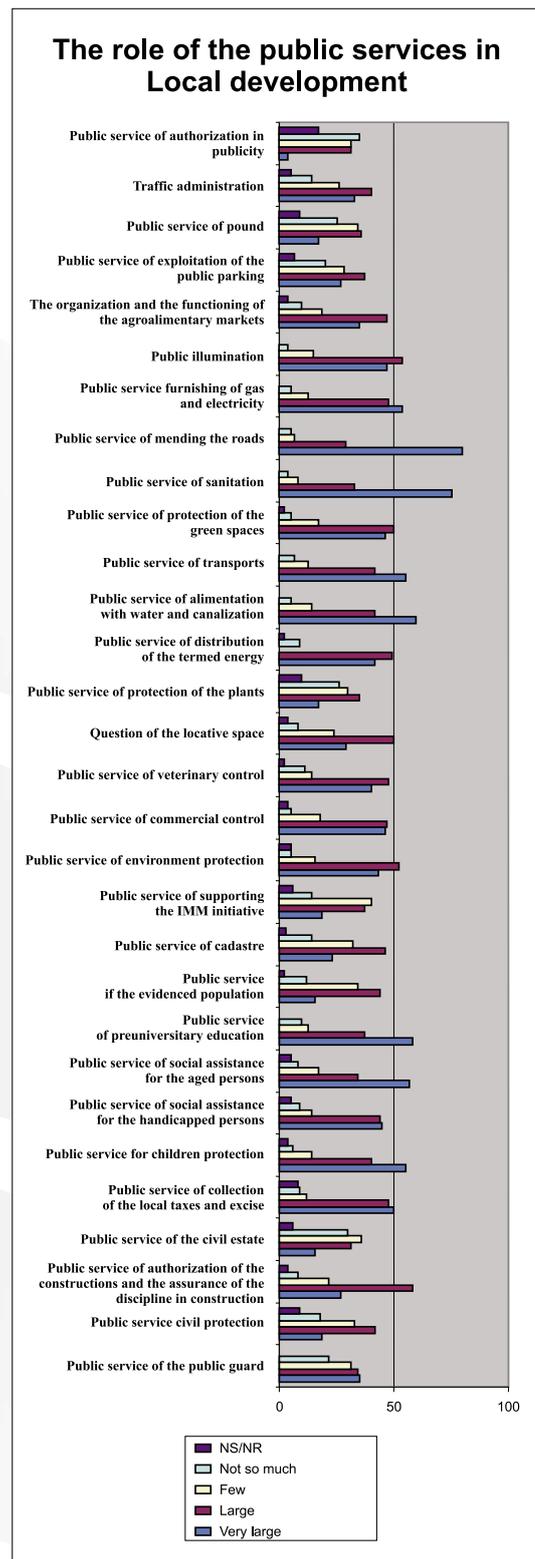
A question was about the necessity of the citizen's implication in the adoption of the decisions at local level. Those who considered that citizens must be implicated directly in the local decisional process (81%) had arguments through:

- decisions which concerns public interest, concerns directly the citizens 25%
- implication drives to an exchange of opinions and ideas 14%
- implication could drive at respect towards the decisions by the citizens 10%
- they know very good the community problems 25%
- it must be a permanent relation between citizens and local authorities 10%
- the services are accomplished for the citizens, they are paying taxes and excise duty 16%

Those who appreciated that citizens shouldn't be implicated in decisions argue this fact through:

- lack of interest of the citizens concerning the problems of administration: 25%
- the citizens aren't capable of being implicated in these kind of decisions. 35%
- the decisions must be adopted by the local council, with consultation of the specialist

Graphic no. 5.



In conclusion, the people which were directly implicated in the furnishing of different public services and in activities which concerns local development are far away to have a vision in general on this process, sometimes not even understanding it. This estate could have explications for the weak training of the public servants, or for an accentuated lack of interest towards the object of work.



## to Web Sites



<http://e-weekly.flgr.bg>

The Foundation for Local Government Reform – an independent professional resource center supporting local democracy, founded by a group of mayors in 1995. It provides customized information and technical assistance, provokes innovations in local self-government, acts as a mediator and shares practical expertise with a broad network of domestic and international partners.



<http://eipa.euro-ip.net/EPAT/default.asp>

The European Public Administration Training (EPAT) Network is being established to bring together trainers, training managers, experts and others with an interest in training in European Integration and Public Administration areas.



<http://www.nalas-see.org/>

NALAS is a non-political and independent (from any national government, intergovernmental organization or international non-governmental organization) network of local authorities associations in South Eastern Europe. The NALAS promotes the process of decentralization in co-operation with respective central governments, considering local autonomy as a key issue in the current process of transition affecting the various South Eastern European countries. The perspective of this is contributing to the reconciliation and stabilization process and improvement of the living conditions of the people in the whole region.



<http://europeandcis.undp.org/files/uploads/LG/FiscalDecentralization2005.pdf>

The site shows a new study from the UN Development Programme (UNDP) on fiscal decentralization in Armenia, Croatia, Georgia, FYR Macedonia, and Serbia and Montenegro. The study provides the most comprehensive analysis of fiscal decentralization in these countries published so far. The report contends that empowering local-level governments in transition countries is a 'necessary condition' requiring a comprehensive approach that combines legal, political and economic reforms as well as secures the needed political backing for the process. The report also provides a methodology for analyzing fiscal decentralization issues in transition economies. The methodology illustrates the complexity of these issues in a clear and structured framework that can serve as a model for others conducting research on fiscal decentralization.

## Calendar of Events

**January 26 – 27, 2006, 2nd Conference European Finance Convention on “Funding Regional Development in the New Europe”**

Contact:  
<http://www.euroconvention.com/5000-belgrade1.htm>

**March 23, 2006, Conference “Governmental Regulation and Sustainable Development of Communities”**

Working language: Russian, English

Contact:  
 Elena Meteleva

Baikal State University of Economics and Law, Irkutsk, Russia

phone: +7-3952-24 33 71  
 fax: +7-3952-24 12 00  
 e-mail: [elenameteleva@yandex.ru](mailto:elenameteleva@yandex.ru)

**April 10 – 12, 2006, The Tenth International Research Symposium on Public Management**

Place: Glasgow Caledonian University, Scotland

Contact:  
 e-mail: [gyorgy.jenei@uni-corvinus.hu](mailto:gyorgy.jenei@uni-corvinus.hu)

**June 8 – 9, 2006, The 3rd Sino-US International Conference for Public Administration “Building Public Service-Oriented Government” – Call for papers, deadline: March 1, 2006**

Contact:  
 Web: <http://www.mparuc.edu.cn>  
 e-mail: [menzhong@yahoo.com](mailto:menzhong@yahoo.com)  
[sinous2006@mparuc.edu.cn](mailto:sinous2006@mparuc.edu.cn)

**July 5 – 8, 2006, Conference of the International Association of Schools and Institutes of Administration (IASIA) “In Search of the Best: Attracting, Developing and Retaining in Public Service”**

Place: the Polish National School of Administration, Warsaw, Poland

Contact:  
 web: <http://www.iasiisa.be/schools/aeacc.htm>  
 e-mail: [iasia@iasiisa.be](mailto:iasia@iasiisa.be)

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

**March, 2006, Conference “Outsourcing of Administrative Activities and “ervices”**

Working language: Bulgarian, English

Contact:  
 Zdravka Petrova  
 phone: +359 2 9809049  
 fax: +359 2 9809679  
 e-mail:  
[z.petrova@ipaei.government.bg](mailto:z.petrova@ipaei.government.bg)

**March, 2006, Conference “E-government, e-district, e-municipality**

Working language: Bulgarian, English

Contact:  
 Nina Kamenova  
 phone: +359 2 9809049  
 fax: +359 2 9809679  
 e-mail:  
[n.kamenova@ipaei.government.bg](mailto:n.kamenova@ipaei.government.bg)

**Events of Center for Policy Studies, Central European University, Budapest, Hungary**

Working Language: English

**March/April 2006, Workshop “Committee Governance in an Enlarged European Union”**

Contact:  
 Uwe Puetter  
 e-mail: [puetteru@ceu.hu](mailto:puetteru@ceu.hu)  
 phone: 361-327-3000/2335  
 fax: 361-235-6170,  
 web: [http://cps.ceu.hu/committee\\_governance.php](http://cps.ceu.hu/committee_governance.php)

**April 3 – 7, 2006, Course “Designing and Teaching Courses on Corruption and Anti-corruption”**

Date: 3 – 7 April, 2006  
 Deadline for applications:  
 February 24, 2006

Contact:  
 Lilla Jakobsz  
 e-mail: [jakobszl@ceu.hu](mailto:jakobszl@ceu.hu)  
 phone: 361-327-3132  
 fax: 361-235-6170  
 web: [http://www.ceu.hu/crc/crc\\_visit\\_upc.html](http://www.ceu.hu/crc/crc_visit_upc.html)

**July 3 – 12, 2006, Seminar on Strategic Corruption Control and Organizational Integrity**

Deadline for applications:  
 February 14, 2006

Contact:  
 Lilla Jakobsz  
 e-mail: [jakobszl@ceu.hu](mailto:jakobszl@ceu.hu)  
 phone: 361-327-3132  
 fax: 361-235-6170  
 web: <http://www.ceu.hu/sun>

**Events of Moscow State University, Russia**

Working language: Russian

**February 2006, Theoretical Seminar “Management Science and Management Education”**

Contact:  
 Golovkina N.I.  
 e-mail: [golovkina@spa.msu.ru](mailto:golovkina@spa.msu.ru)  
 phone: +7-495-939-15-89  
 fax: +7-495-939-53-38

**April 15 – 17, 2006, International Conference of Postgraduate students “Lomonosov 2006 - Recent Developments in Public Administration”**

Contact:  
 Lee D.P.  
 phone: +7-495-939-15-89  
 fax: 07-495-939-53-38

**April 20 – 25, 2006 International Conference “Lomonosov 2006 – Recent Developments in Public Administration”**

Contact:  
 Lee D.P.  
 phone: +7-495-939-15-89  
 fax: 07-495-939-53-38

**May 24 – 26, 2006, Annual International Conference “Public Administration in the XXI Century: Traditions and Innovations”**

Contact:  
 Budanov Maxim  
 e-mail: [budanov@spa.msu.ru](mailto:budanov@spa.msu.ru)  
[golovkina@spa.msu.ru](mailto:golovkina@spa.msu.ru)  
 web: [www.spa.msu.ru](http://www.spa.msu.ru)  
 phone: +7-495-939-15-89  
 +7-495-939-32-63  
 fax: +7-495-939-53-38

## Recent Publications

### The Principle of Openness and Transparency in Public Administration Systems of Foreign Countries, Textbook



Authors:

Anatoliy Tupikin, Alexander Mikhailenko

Publisher: Russian Academy of Public Administration under the President of the Russian Federation, 2005.

Language: Russian

Resume:

The textbook deals with the problems of providing openness and transparency in public administration. The authors focus on definitions of openness and transparency; they analyze the judicial sources which insure openness and transparency of public service. Several means are proposed to make civil service more responsive to public needs. Much attention is paid to the state of openness and transparency in the public administration of the Commonwealth of Independent States countries.

Contact:

Alexander Mikhailenko  
e-mail: anmikh@mail.ru

### Lithuania's Road to the European Union: Unification of Europe and Lithuania's EU Accession Negotiation

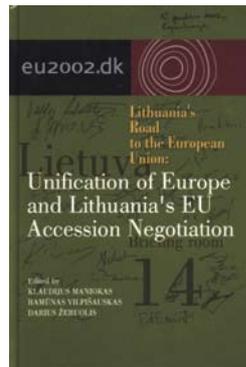
Editors: Klaudijus Maniokas, Ramunas Vilpisauskas, Darius Zeruolis

Publisher: Eugrimas, 2005

Language: English

Resume:

Lithuania became a member of the European Union and therefore its situation as a state is changing. This book is about the changes made in Lithuania's system and its political and



administrative environment. It is full of facts and abundant with professionally processed information. This publication is destined to become the point of departure to all future (Lithuanian) debates about Europe.

Contact:

www.eugrimas.lt

### Proceedings of Rijeka Faculty of Economics – Journal of Economics and Business, Journal

Language: Croatian

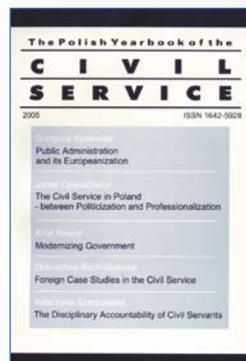
Resume:

The journal is focused on publishing articles dealing with economic theory and practice as well as economic policies.

Contact:

University of Rijeka  
Faculty of Economics  
Str. Ivana Filipovica 4  
Rijeka, Croatia  
phone: +385-51-355 111

### The Polish Yearbook of the Civil Service



Publisher:

Head of the Civil Service

Language: English

Contact:

www.usc.gov.pl

### From E-government to E-inclusion

United Nations Global E-government Readiness Report

Resume:

The UN Report 2005, exploring the interlinkages between e-government and development, presents an assessment of the countries according to their state of e-government readiness and the extent of e-participation worldwide.

In Part I of Report ranks the 191 Member States of the UN according to a quantitative composite index of e-readiness based on website assessment, telecommunication infrastructure and human resource endowment. Underscoring the importance of technological advancements, the role of the government and human development, it presents a vision of the future with technology led access-for-all.

Expanding the concept of 'real access' to ICT into e-inclusion, Part II: From E-government to E-inclusion presents the Socially Inclusive Governance Framework, which is a multi-pronged approach to ICT-led real access, with a special focus on the need to promote technology access and inclusion to the disadvantaged groups in society.

Contact:

Ms. Haiyan Qian

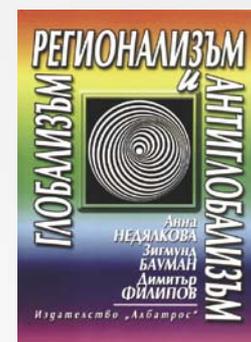
e-mail: qianh@un.org

or Ms. Seema Hafeez

e-mail: hafeez@un.org

Web: <http://www.unpan.org/e-government5.asp>

### Publications of Varna Free University, Bulgaria Globalization, Regionalism and Antt-Globalization



Authors: Anna Nedyalkova, Zigmund

Bowman, Dimitar Filipov

Price: 7,90 BGL

Language: Bulgarian

**Resume:**

In this book the author looks at problems like: global development and historical process, the globalization damages, the globalization like policy and strategy. The attention is also turned to the globalization and regionalism – two sides of one process as well to the questions of anti-globalization – barbarian or phenomenon at present days.

**European Constitutional Law**

Author: Massis Hadjolyan

Publisher: Varna Free University, 2004

Price: 10 BGL

Language: Bulgarian

**Resume:**

The book is dedicated to the idea of creating a European Constitutional Law as an indispensable part of the International Public Law. Its contents have also the character of comparative constitutional law, which is based on the constitution for Europe, the constitutions of the EU member-states, and the Bulgarian constitution.

**Contact:**

e-mail: kremia@yahoo.com

**Publications of Moscow State University, Russia****Management Consultancy**

Author: Marinko G. I.

Language: Russian

**Resume:**

The book contains in-depth analysis of consulting stages and consulting process. The author analysis client-consultant relationships, marketing of consulting services, role of consultant in client organization. The main emphasis is made to new methods of scientific intervention into organization: reengineering, outsourcing, total quality management, etc. and coaching as the new method of follow-up consultancy.

**Securities Market**

Authors: Stoliarov I.I., Batiaeva T.A.

Language: Russian

**Resume:**

This textbook was prepared as a hand-out for the main course on Securities Market. The publication is composed of following main parts: the history of Stock trading in Russia, Russian Securi-

ties market functioning, the essence and types of securities, basics of investment activity, government regulations.

**E-journal on Public Management**

School of Public Administration, Moscow State University, Russia

The main objective of the journal is to spread the information on latest developments in the field of Public Administration. Authors of the journal represent different countries and institutions/ Publications are prepared in Russian, English and French.

Web: <http://www.spa.msu.ru/e-journal/index.php>

**Publications of Bashkir Academy of Public Administration and Management**

Ufa, Russian Federation

Language: Russian

**Civil Service as an Institute of Legal Government. The Problems of Theory and Practice**

Author: I. Gimaev

**Resume:**

The monograph represents common tendencies and regularities of the civil service institute origin and development in the Russian statehood. Focusing on the place and role of the most important structural elements of civil service, I. Gimaev concentrates on the legal status of civil servants, organization principles and activities and civil service legal regulation in the Russian Federation entities. The monograph is designed for PA students, postgraduates and teachers.

**Personnel Management of Civil and Municipal Machine**

Author:

S. Kabashov, S. Lavrentiev

**Resume:**

This textbook deals with the most important aspects of personnel management of civil and municipal service such as professional ethics of civil and municipal machine in accordance with the federal laws and legal standard acts. The authors represent standards and practice of civil relationship regulations in the system of state

and municipal service, the problems of conflict and corruption prevention, the main principles and methods of personnel management on the base of native and foreign experience.

**The Region in the System of Transformation Processes**

Collection of Scientific Articles

**Resume:**

This volume provides scientific articles on the actual problems of modern political, social, economic and legal relations based on investigations carried out by the departments of the BAPAM and other institutions. The volume is designed for those who are interested in the analysis and forecasting of political, social and economical development of Russian regions.

**State Power and Political Transformation Processes in the Transitional Community**

Author: M. Ayupov

**Resume:**

Public Transformation in the Russian Federation is a complex of contradictory and complicated modifications in the political sphere. The modern political transformation process represents an intensive and uneven changings in political relations that allow speaking of the power transformation and transition to a new political system, behavior and culture. This book is addressed to students and postgraduates interested in the political sociology, law, politology and modern political transformation processes.

**Political Transformations: All-Russian Context and Regional Specific Features**

Authors:

M. Ayupov, S. Lavrentiev, S. Kabashov

**Resume:**

This collection of scientific articles is prepared on the base of 10th republican political readings dedicated to the 13th anniversary of Bashkortostan State Sovereignty Declaration adoption. The authors give a deep insight into political transformations in Russia and Bashkortostan taking to the consideration economic and social aspects.

# “How to Be a Better Policy Advisor in Public Administration Reforms in Selected Central Asia Countries”

## Training course for advisors

Yssyk-Kul, Kyrgyzstan, October 5 – 8, 2005

On **October 5 – 8, 2005** NISPAcee in co-operation with the local partner **Academy of Management under the President of the Kyrgyz Republic** implemented a training course, “**How to be a better Policy Advisor**”. The training was organized with the financial support of **SlovakAid** within the project, “**HOW TO BE A BETTER POLICY ADVISOR in Public Administration Reforms in selected Balkan and Central Asia countries**”.

The training course took place in the village of Bulan Sogotu, **Yssyk-Kul** region, **Kyrgyzstan**. The name of the region originated from the name of the lake Yssyk-Kul which in Kyrgyz language means “Hot Lake”. Certainly, the lake is not hot, but it never gets frozen even during the cold winter season when the temperature is minus 30 degrees celcius. Yssyk-Kul is one of the most beautiful lakes, a masterpiece of the world’s nature situated at 1600 meters above sea level and surrounded by celestial mountains. It seems that the spirit of the local nature had a positive impact on the performance of the trainers and trainees. The training course was implemented in a really beautiful place that more then ever motivated both trainers and trainees to learn and absorb new knowledge and skills.

The training was led by a team of trainers – **Bolotbek Orokov**, leading trainer from Kyrgyzstan, **Saodat Kasimova** from Uzbekistan and **Aleksandr Balkunov** from Kyrgyzstan. In the training 12 participants participated from Kyrgyzstan and Kazakhstan, they

were rather active and demonstrated great interest in the training course.

The programme of the training course was designed to provide necessary knowledge to and develop the necessary skills of the participants. The trainers delivered a mini-lecture on public policy cycle in order to provide the participants with basic knowledge necessary for understanding the



cyclical nature of policy making which is the main subject matter for policy advisors. As far as all participants were academicians and their main activity is research or / and teaching, it was needed to think about differences between researches they usually carry out for scientific purposes and policy analysis needed for the policy advising. These two topics were the main part of the programme during the first day.

During the second day the participants learned about “The Client” and the environment in which both the client and the advisor work. What is the advisor; a servant of the government or an agent of the change? That was the question for discussion. Trainers leded participants’ discussion to the point that the advisor is both the

governmental servant and the agent of the change.

The third day of the training was devoted to the product of policy advising and the skills of a good advisor. All topics were delivered to the participants by means of combination of mini-lectures, discussions, case studies, games, energizers, and other interactive methods of the training.

Last session during the fourth day of the training was a role game that gave possibility to imitate organization of governmental tender inviting interested parties to take part in the competition for consulting the government. The combination of hard and interesting work with interesting part time allowed obtaining good results of the training course both for the participants and the trainers.

## Reflections from participants:

### Dinara Alymova

We usually divide our life “before” and “after” some particular event. For me participation at NISPAcee training is important, tempting and ... there is a kind of intrigue in it. Though, all what was “before:

1. There is an intrigue in the name of the training – “How to be a better policy advisor”. Indeed, how to be an advisor, moreover better advisor, in addition better advisor in issues of public importance? Previously, I was a person who had devoted my life to education and never tried my activity with political issues.

2. Paradox: education is a part of public policy and one of the main pledges of the development for any state. It sounds tempting.
3. It is important because it is always important to make first step! These thoughts I had on the threshold of the training. A former Member of Parliament, who was my interlocutor in a taxi, was always talking about his political services. After knowing where and for what purposes I am traveling, he roughly disparage: "All these trainings are useless"! I am keeping silent and do not objecting.

But "after" ... Our brain is ready to absorb information, but not always process it. Laziness, tiredness, realization of uselessness. All in NISP Acee training was opposite. Everything was simple, accessible, reasonable, easy to remember, and impressive because of parables, own life experience, and of course Triffids!

1. Trainers – each of them is with own presentations, but all of this is so accurate that it is not visible they are three different people. It seems that only one person perorates organic, harmoniously, interconnected. And "after", re-reading my notes from the training with findings, judgments, assumptions I immediately fancy their Prudence, Emotionality, and Ingenuosness.
2. I learned a great deal: a) advising problems; b) models of advising; c) policy analysis and research projects; d) who is an advisor; e) how and why academicians can be policy advisors. Again paradox: we are accustomed that "Political issues are dirty thing", but "after" words of Mr. Prudence about ideal advisor who keeps ethical norms and like Scheherazade change the shah (ruler, president) with her fairy tales with good advice, I believe the politics can be positively and qualitatively curable (a doctor and a patient relations, I remember it).
3. I am really deeply impressed.

Now, remembering the remark of the former Member of Parliament, I think even "after" I could break the silence

as each of us has own understanding of "before and after". I would just say (also in my heart) the words that can suit for NISP Acee training: "Let rulers do not shun inviting the most capable people to their advisors. Let distinguished academicians find honorable place in the premises of rules. Let them have a single deserving prize that is change the life of people to better life using their wisdom. Only in this case will it be visible what virtue, science and power animated with generous competition and friendly working can do for the sake of human being..." (Jan Jack Russo, "Thoughts about science and art")

### Asan ulu Kubatbek

The training was organized on a high level and was provided in a warm and business atmosphere. Until this training I knew about the adviser that I read under books and what I had experience and skills. After participation in the training, I began to work as the skilled adviser, all my actions became thoughts more and more, I already know as well as where to find the necessary information. In training I have learned about consultation as process creative and interesting. I have learned about the stages of preparation of the good political document, it was pleasant to learn about distinctions between the political document and scientific research. I have learned a great deal of information about the type of clients.

During all exercises in training I got good skills of drawing up of the analytical document. These skills very much were useful to me now in practice when I am involved in two projects of NGO of Naryn oblast as the expert – analyst.

### Suleymanova Gulnara

The knowledge and experiences I gained during the workshop, I actively implemented in my courses, "Economics" and "Research in Economic Operations", in Kyrgyz National University. In the upcoming spring semester, I am planning to include material from one of our Yssyk-Kul workshops, "How to

be a better advisor" in another course that I teach, "Business Management".

In conclusion, I would like to say that because of the training I found for myself a new perspective – to assist in making reforms in Kyrgyzstan's public administration.

### Damira Omuralieva

The training, "How to be policy advisor" has enabled us to develop our knowledge and to improve the skills in granting consulting services to the state bodies. We also plan, and further render the services and consultations to state bodies during political planning and management at a regional level.

Now we participate in development of the concept of rural consulting services in Kyrgyzstan and, certainly, during a seminar we received consisting of knowledge, skills and an exchange of personal experience of participants of a seminar in the field of consultation and a spelling of similar documents helped us a great deal. We want to note the following knowledge, which will be necessarily used and are used at present by us during practical activities: Problems of consultation; The Political cycle: requirements and stages



of consultation; Distinction between the analysis of a policy and scientific researches; Methods and receptions of gathering of the information; The Adviser is an agent for realization of transformations or simply the servant of the government? Skills of the good adviser; Skills of hearing; Types of clients. An estimation of requirements of different clients; Types of the political document.

## “How to Be a Better Policy Advisor”

**Training course for advisors  
Tashkent, Uzbekistan, November 21 – 24, 2005**

The Academy of State and Social Construction under the President of the Republic of Uzbekistan with the support of UNDP Uzbekistan implemented a NISPAcee training course for advisors, “How to be a better Policy Advisor” in Tashkent, Uzbekistan on November 21 – 24, 2005. This was conducted in the frame of the UNDP / Academy joint project on “Improvement Public Sector

Management Skills through Building Training and Research Capacity of the Academy of State and Social Construction under the President of the Republic of Uzbekistan”. This project started in June 2005 and it aims at strengthening the capacity of the Academy to train high-caliber public sector management professionals.

The training was considered as a first step on the way to build capacity of the Academy to conduct academic courses by using new methodologies in the retraining process of civil servants, decision-makers and future diplomats.

This first NISPAcee training in Uzbekistan was led by NISPAcee trainers Mrs. Zulfiya Tukhtakhodjaeva and Mrs. Saodat Kasimova, both from Uzbekistan. They conducted the training in Russian

language for 14 Uzbek participants from the Academy.

It is planned that the Academy will incorporate the training course in its teaching curricula



and offer it to the students and civil servants on the regular basis. For this purpose NISPAcee provided the Academy with a copyright for translation of the training manuals into the Uzbek language.

The possibility to implement the NISPAcee training course, “How to be a better policy advisor” and to incorporate it in its teaching curricula is open also for other relevant educational institutions from the region. In case your institution has funds to cover all connected costs, you are welcome to submit to NISPAcee an official request and in case the request will be approved, NISPAcee will assist you in the preparation and find experienced NISPAcee trainers for the pilot training course.

## “How to Be a Better Policy Advisor in Public Administration Reforms – Training of Young Professionals”

New project “How to be a better policy advisor in Public Administration Reforms – training of young professionals” will be implemented in 2006 by NISPAcee and the partner institution, The Faculty of Political Sciences of the University of Belgrade. The project is supported by SlovakAid, Bratislava – Belgrade Fund.

The objective of the project is incorporation of the NISPAcee training course, “How to be a better policy advisor” into the teaching curricula of The Faculty of Political Sciences of the University of Belgrade by implementation of the series of the training courses for advisors, “How to be a better policy advisor” and special trainings of local trainers. Within the project it is planned to translate also the manual for advisors and manual for trainers into the Serbian language.

## The 14th NISPAcee Annual Conference "Public Administration and Public Policy in Emerging Europe and Eurasia: For Professionalism, Impartiality and Transparency"

May 11 – 13, 2006, Ljubljana, Slovenia

Organised in co-operation with the Faculty of Administration of the University of Ljubljana

Conference venue: Grant Hotel Union, Ljubljana

The Conference will be structured into opening and closing plenary sessions, general session, working sessions on the main conference theme, specialized panels and forums and meetings of NISPAcee Working Groups running in parallel.

More detailed information about the conference programme is available at the NISPAcee web site [www.nispa.sk](http://www.nispa.sk).

### Conference Registration Terms & Conditions

**Registration for the conference and hotel reservation are managed separately!**

**Online conference registration** for the participation in the conference (not for the hotel reservation):

Via the **NISPAcee Secretariat**.

Deadline for registration:

**March 31, 2006**

### Online hotel reservations:

(managed separately!)

The reservation of accommodation will be arranged via the **Travel Agency KOMPAS**, Prazakova 4, SI-1514 Ljubljana, Slovenia  
Web link available through the NISPAcee web site.

Conference venue:

**Grand Hotel Union**, Miklošičeva 3, Ljubljana

### Sightseeing

Travel agency KOMPAS is offering excursions for the accompa-

nying persons and also for the participants of the conference, starting from May 10 until May 14, 2006.

### Visa Support Information

All participants and also accompanying persons should find out from their side the necessary documents for obtaining visa to Slovenia in order to process VISA application.

Each participant may get the Invitation letter from the NISPAcee Conference organizers: Faculty of Administration of the University of Ljubljana, Slovenia

### Contact person:

Ms. Barbara Grošelj

Email: [barbara.groselj@fu.uni-lj.si](mailto:barbara.groselj@fu.uni-lj.si)

### Contact

Applications and 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](mailto:Wallnerova@nispa.sk)

Technical problems are to be addressed to:

Ján Andruch, consultant

E-mail: [andruch@nispa.sk](mailto:andruch@nispa.sk)

## Translation of Selected Publications into CEE National Languages

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

### How to apply:

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

### The deadline:

February 28, 2006

## 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. Those authors whose papers are selected for publication will receive a modest honorarium.

## **NISPAcee MEMBERSHIP**

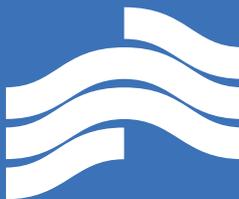
Presently, the NISPAcee enlists 131 Institutional members (from 25 countries), 32 Associate members (from 20 countries), and 232 Observers (from 35 countries).

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– SIGMA/OECD, Paris, France (SIGMA–Support for Improvement in Governance and Management in Central and Eastern European Countries is a joint initiative of OECD/CCET and EU/PHARE mainly financed by EU/PHARE) – USAID, New York, USA – NASPAA (National Association of Schools of Public Affairs and Administration), Washington, USA – UNDP RBEC (United Nations Development Programme, Regional Bureau for Europe & the Commonwealth of Independent States), Regional Support Center, Bratislava, Slovakia – UNDESA (United Nations Division of Public Economics and Public Administration) New York, USA – World Bank, Washington, D.C., USA – Open Society Institute, New York, USA

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**The deadline for the next issue is February 28, 2006.**



## **NISPAcee Secretariat**

Hanulova 5/B  
P.O.Box 163  
840 02 Bratislava 42  
Slovak Republic  
tel/fax: +421-2-6428 5357, 6428 5557  
e-mail: [nispa@nispa.sk](mailto:nispa@nispa.sk)  
<http://www.nispa.sk>