



Volume XIV • No.1 • Winter

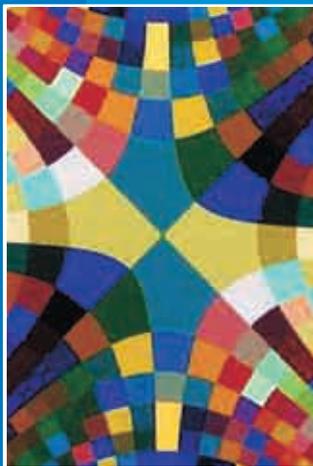
news 2007

Foreign Aid Management and the State Budget Cycle in Tajikistan

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Background and Legal Framework for Aid Coordination

The experience of receiving foreign aid in Tajikistan was led by the critical situation of the country after the Soviet Union collapsed and the tragic events of the civil war of 1990. Initially, aid was provided as emergency assistance to the victims of military conflicts and natural disasters. International organizations acted in accordance with bilateral agreements with the Government Ministry of Foreign Affairs of Tajikistan. The majority of organizations commenced their activity in the country in 1993-1994. Assistance until 1998 was characterized as humanitarian, and after peace settlement was reached between government and opposition parties, the government declared that positive tendencies in economic development were taking place. So the donor community started to decrease the amount of humanitarian assistance which had more of a



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development assistance orientation. However, the mechanism of aid provision wasn't changed and aid flows were not coordinated by the central government. After realizing the necessity for increasing aid effectiveness, the Aid Coordination Unit was established inside the Presidential Administration by Presidential Order #678 dated September 27, 2001. This was a second try to create such a body. The first body existed from 1995 to 1998 as part of the UN Development Program, but became unviable for the following reasons:

- It lacked a systematic framework and mechanisms to mobilize and coordinate external resources, monitor their effectiveness and develop a public investment program;
- Its activities were insufficiently integrated with and appreciated by line agencies;
- It failed to establish sound working relationships with international aid agencies; and
- Given the salary differentials, it was unrealistic to expect the local consultants to continue working in the ACU at government salary levels.

Now the ACU has been implementing the following responsibilities for the last four years:

- Analyzing and generalizing information about the majority of Development Partners (multilateral, bilateral and NGO);
- Collecting data about foreign aid projects and monitoring the projects with government contribution; most of these projects have loan components and are included in the Public Investment Program;
- Using the information collected to comply with the Aid Coordination and Project Monitoring System Database;
- Satisfying the information needs of government and

international donor agencies, and all stakeholders of development and aid processes through database exploring;

- Publishing annual reports, such as the "Development Partner Profiles" and the "Foreign Aid Report", and providing ad hoc reports;
- Conducting joint meetings with donor organizations, project managers, and government officials to monitor project implementation and discuss ways of project implementation problem solving;
- Designing suggestions as to how to improve public investment programming and mechanisms for effective implementation of PIP projects while attracting external funding sources;
- Coordinating and monitoring international and other organizations' technical and humanitarian aid-providing activity;
- Organizing international workshops and conferences on aid management issues in Tajikistan, such as the Consultative Group meetings; and
- Anticipating in organization and managing tenders on consultant and contractor selection for implementation of joint projects.

The "Development Partner Profiles 2005" is a third edition prepared by the ACU. It includes information for 89 organizations. Furthermore, a foreign aid report for 2004 was also prepared for publication and it includes information about agreements totaling 832 million USD.

To reach such results, the ACU has had to overcome some difficulties associated with the legislative supply of the aid coordination process. For example, the ACU doesn't have any exclusive rights to contact international organizations to collect reports about their activity; this right is assigned to other government agencies, and international organizations are not obliged to cooperate with the ACU. Therefore, the ACU has to expend a huge amount of effort to convince Development Partners of the necessity to provide information to the ACU. As a result, the data collected couldn't be characterized as absolutely reliable. The consequence of this is that the ACU didn't become the only channel which coordinates aid flow. All loan sources go through the Ministry of Finance because the government will have to return this money. At the same time, grant agreements were reached with the appropriate line ministry. It is obvious that

Table 1
Local Budgets Revenue Structure (USD millions)

Budget revenue	2001		2002		2003	
	USD millions	% of Total	USD millions	% of Total	USD millions	% of Total
Tax Revenue	42.41	66%	44.67	43%	55.82	66%
<i>Local Taxes</i>	8.35	13%	8.17	8%	13.83	16%
<i>Shared Taxes</i>	34.06	53%	36.50	35%	41.99	50%
Non-Tax Revenue	2.38	4%	3.48	3%	4.12	5%
Revenue from Assets	-	0%	-	0%	-	0%
Remainders on the accounts for expenditure covering	2.74	4%	3.28	3%	4.14	5%
Grants	15.47	24%	16.37	16%	18.38	22%
Remainders on the accounts besides those for expenditure covering	0.87	1%	36.49	35%	1.66	2%
Total	63.87	100%	104.30	100%	84.12	100%

Source: Ministry of Finance of RT

the ACU is out of this process if it doesn't have the exclusive rights and role of the only body which manages aid agreements. Therefore, it is impossible to manage all aid processes because any management process supposes steps starting from forecasts and planning and finishing with control and evaluation.

Foreign Aid Management Cycle

The ACU main performance indicator should be the number of implemented donor's pledges, which were made at Consultative Group Meetings for the next three years (see Table 1), and ensuring the direction of pledges on government priority funding. If the ACU were to execute this function, it would be able to provide the entire three of the process of available resources for long-term planning in public finance management route.

In accordance with the Public Finance Law, only grant sources may be included in national and local budget revenues. Revenues for targeted funds (Social Protection Fund) may include within itself "other revenue according to legislation of the Republic of Tajikistan." This may include loans from donors. The annual state budget implementation report consists of the national budget, local budgets, and targeted funds implementation reports. Sources of PIP funding are accounted in two different funds (government contribution to the national budget and donor loans to the Social Protection Fund). And although the SPF was implemented with great excess, amounts on the revenue side couldn't be spent on pensions, stipendiums and social allowances as these were dedicated for funding of particular PIP projects. Also as the SPF Implementation Report is part of the State Budget Implementation report, a success-

ful public finance system was created, although the national budget was implemented with a deficit. This report system was dictated by Tajikistan legislation on public finance and, therefore, the solution should be found in legislation.

Following the chain of aid management process, one comes to planning and discovers that implementation of this step is also difficult. Foreign aid planning may include the planning of future agreements as well as agreement execution planning. Before reaching an agreement, negotiations regarding special terms and conditions on both the donor and government side should be conducted. The ACU only began to have the responsibility for controlling the above implementation of joint action plans in 2004. But there are still many agreements and negotiations which were conducted

without ACU participation and information concerning agreements reached comes to the ACU, in the best case, after the fact. So budgeting in Tajikistan is conducted in two lines: recurrent budgeting and budgeting of development projects with credit component. This fact has a bad affect on the whole public finance management process and leads to the need for a budget change during the year. The budget also doesn't include most of the grant agreements which fund the projects of plenty of local and international non-governmental organizations.

The two graphs in Figure 1 show the difference between donor pledges and their real offers regarding grant and loan proportions and amounts (Table 3).

At the same time, this picture speaks to the issue of the weak activity of the Tajik Government in the sphere of cooperation

Figure 1
Stabilizing tax revenue and the GDP

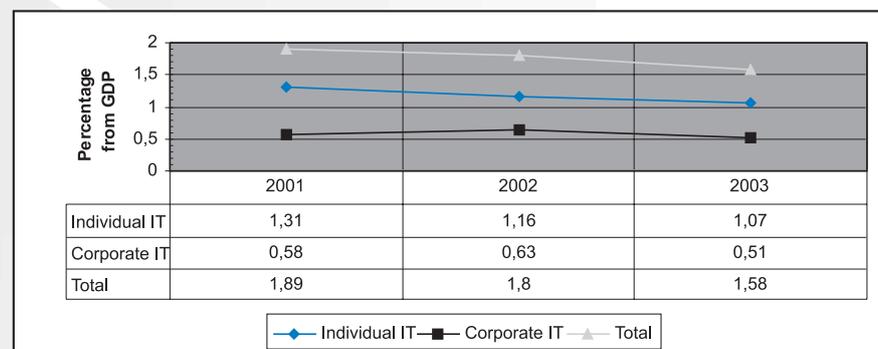


Table 2
Consultative Group Meeting 2003 Pledge Performance

	2003	2004
Donor pledges, USD millions	300	300
Agreement may in a year, USD millions	308	238
% of pledge performance	103%	79%

Source: Aid Coordination and Project monitoring System Database, ACU

Table 3
Pipeline programs (000 'USD)

	2002	2003	2004	2005	2006	2007	2008
Grants	4.396	2.046	15.160	60.441	19.250	29.570	14.800
Loans	-	10.000	82.447	105.705	76.275	86.505	52.609
Total	4.396	12.046	97.607	166.146	95.525	116.075	67.409

with donors. Amounts offered in 2002, 2003 and 2004 still have not been transformed into official commitments nor is there any decision about their retraction.

This means that it is necessary to clarify the owner plans and, in the case of the extension of last years pledges, move these pledges as plans for the years to come and annul these amounts in reporting documentation for the last period (2002 – 2004). If this approach is applied, current correction of joint plans of government and donors will take place. Although initial pledges will be changed, they will eventually become more realistic. The government will rely on realistic amounts dedicated on implementation of particular credit projects with grant technical assistance. And the illusion of grant assistance from the world community to the Tajik economy development would not be created.

The next step in the aid management cycle is control of bringing agreements to completion. This includes control of agreement terms, the disbursement schedule and the purposes of disbursements spending. Implementation of this function would be possible if the current report system for agreement implementation were quite good. And again the role of this kind of information center should be assigned to the ACU. However, from our point of view, current financial control must be handled jointly with the ACU by the appropriate department of the Central Treasury. Only in this case will the achievement of the budget reform component known as budget integration be possible.

Now, control of implementing com-

pleted agreements is difficult and is at a very low level for several reasons. Firstly, the ACU doesn't have the necessary power or capacity to implement this function in an operative manner. Grant agreements (this part of aid is the least controls on the government side) and implementation reports obtained by the ACU represent only brief information about total disbursements during the report year and the physical implementation of the project. Moreover, the information provided isn't supported by initial documents and the supposed conscientiousness of the partners in this issue. To be sure that the amounts received were spent to finance items foreseen in the agreement, it is necessary to conduct an expenditure control. Here another problem appears. Most grant funded projects are implemented by international NGOs. They have agreements with donor organizations and have to report to them, and do not provide free share project information. So any financial information provided to the ACU should be approved either by Headquarters or by the donor organization and this leads to a slowdown and complexity of the data collection process.

Another consequence of the low capacity of the ACU is the preparation of annual reports requires half a year and there is no place for operative coordination stayed. At the same time even such check brings discovery of

unclear data. So the ACU staff clarifies each item in individual order with responsible staff of partner organization. Furthermore, it has been discovered that disbursements by some agreements weren't made for a whole year, but the ACU has neither the power nor the capacity to the find reasons. The ACU receives reports lastly, after Development Partners have satisfied requests to provide information to all interested parties: Ministry of Justice, Line ministries, Headquarters and donors. This should be otherwise and the ACU must be first among government agencies supplied with reports and then the ACU must share them with other actors of the development process. This will save partners from bureaucratic routine. But in this case, Development Partners would have to align their reporting schedule with the government fiscal year.

One of the terms of budget integration is a unique of budget classification for recurrent and development budgets. This is hard to implement today because of the aforementioned reasons. However, for the last two years the ACU has made significant progress in increasing the quality data: additional report forms were designed. This requires splitting expenditures into five standard categories (goods, works, services, and other) and detailing by districts. But mechanism of analyzing the

Figure 2
Amount of foreign aid offered to Tajikistan

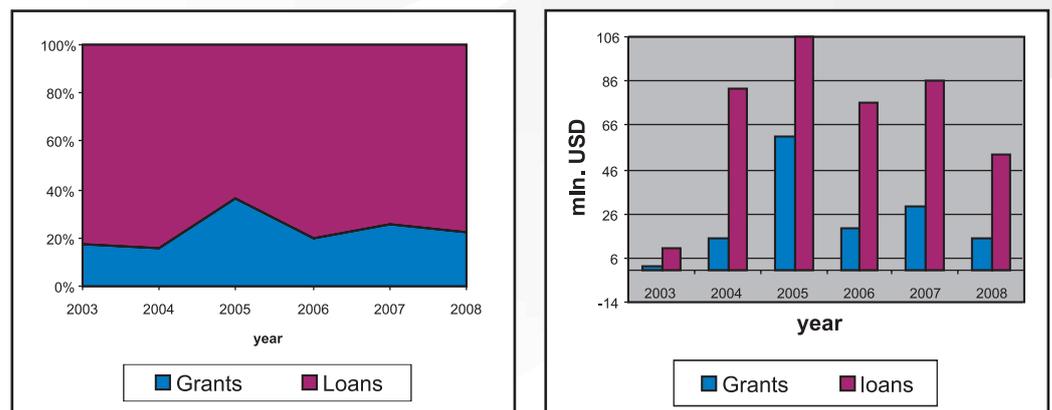


Table 4
Deviation planning grants from their actual amount ('000 USD)

	2000	2001	2002	2003
Planned external grants	3083	2842	3379	8923
Execution of the plan	12	203	3265	4794
Deviation of plan from actual grants, %	99.6%	92.9%	3.4%	46%

Source: Aid Coordination and Project Monitoring Database, ACU

information obtained hasn't been designed yet, and data by itself is not really clear or correct (this is connected with the difficulty in splitting some types of expenditures over districts).

The current and final audit is systematically conducted only for those foreign aid projects which have loan components and government include. The rest of the agreements are out of government control.

Recommendations for Aid Management Improvement

To increase foreign aid effectiveness it is necessary to design a special action plan which would have as its final objective the integration of aid flow into the state budget. international experience must be included and used as well as the results of OECD studies this work.

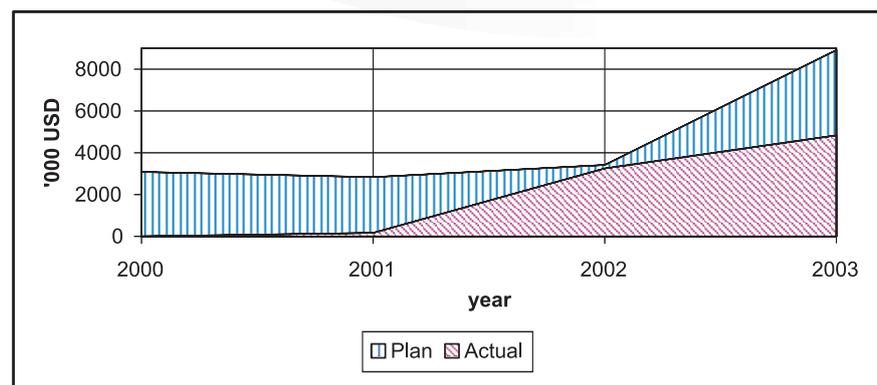
Following recommendations in aid harmonization with national development, last year programs were developed at the November Regional workshop on Harmonization and Alignment, and Management for Development Results, in Bishkek, Kyrgyzstan:

- The peculiarity of early transition economies requires different and innovative approaches from the donor community;
- Further collaboration among donors with the partner country at the field level;
- The need for clear responsibilities of government structures and decision-making process;
- Capacity building and sustainability: grater commitment from donors and governments;

- Donors, together with governments, private sector and civil society, must set pragmatic benchmarks and objectives on harmonization and alignment; and
- Donors have to simplify procedures and increase predictability of aid flow.

The result of three years of work of the working group "Public Expenditure and Financial Accountability" is the paper "Public Financial Management. The Performance Measurement Framework." Among other performance indicators of public finance management, donor activity performance indicators were also developed. These could effectively be used for evaluation of foreign aid management in Tajikistan. On the current stage, before integrating foreign aid into state budget, the indicators could be used for evaluation of management of loans and grants included into the SPF and the state budget and the rest of the aid would be coordinated by the ACU. And then, if all aid were integrated into the budget, these indicators would be applied to all aid management performance evaluations.

Figure 3
Deviation planned external grants from their actual amount



D-1. Predictability of direct budget support. – For this indicator we have to assign the score D –. For dimension (1) in accordance with minimal requirements in 2000 deviation planning from actual budget support (grants) was equal to 99.6%, in 2001 – 92.9% and only in 2002 it was not so big and amounted to 3.4%, and again in 2003 the deviation reached 46%. And for dimension (2) we don't have any data to do and analysis of in-year timeliness of donor disbursements (compliance with aggregate quarterly estimates).

As is shown in Figure 3, although the amount of grants is increasing, the difference between the planned and actual amounts is significant. And only in 2002 was deviation almost absent. And the fact that in 2003, two times more was planned than the actual amount speaks to the necessity to improve this process.

D-2. Financial information provided by donors for budgeting and reporting on project and program aid. D –. Such low performance is connected with the fact that the ACU initiated its activity from the second part of 2002. And even today, when information is provided by almost all donor organization and about all projects, periodicity is very rare –once a year with a delay of from 1 to 4 months after the end of the report period.

D-3. The proportion of aid that is managed by use of national procedures. D –. Even in 2002, after the creation of the ACU, only about 3% of external

aid was managed using national procedures.

Table 6 shows the value of foreign aid annually provided to Tajikistan, but which is not

counted as budget support. The average amount of such foreign aid is equal to 70% of the budget amount.

The strongest interest represents the same picture presented from the prioritization point of view. As health care and education are top priority sectors in accordance with national development programs, let's check these sectors.

Obviously, in the case of integration of aid flow with the budget, the objectives of national development could be reached with greater success.

Conclusion

The necessity for a further aid coordination system to improve and the integrated with the budget process is obvious. Improvement should cover how government activity and donor agencies work. As duplication of governmental agencies' responsibilities and donors' activity is the main constraint for efficient aid utilization, it is necessary to clarify government agency responsibilities to communicate with donors and other international organizations which provide economic and social assistance to Tajikistan. To integrate the budget and foreign aid, it is necessary to clarify legislation on accounting procedures for foreign aid accounting. To decrease administrative expenses of the foreign aid projects, it is necessary to join the budget of recurrent expenses with the development budget. And, finally, to facilitate the process of foreign aid management improvement, it is necessary to use best international practice

and apply the results of research conducted in this area. Besides all these institutional approaches to improve the aid coordination system, corruption must be dealt with in order to facilitate aid effectiveness.

Table 5

Comparison of actual annual amounts of foreign aid and budget revenues (USD millions)

Indicator	2001	2002	2003	2004
State Budget Revenue*	159.8	202.3	269.4	370.3
Actual disbursements of donors not included in the budget**	72.4	180.7	205.9	229.9
Actual disbursements in % from budget revenues	45%	89%	76%	62%

* Source: ministry of Finance of Tajikistan

** Source: Aid Coordination and Project Monitoring System Database, ACU

Figure 4

Correlation between total foreign aid disbursements and that part which is included in the state budget

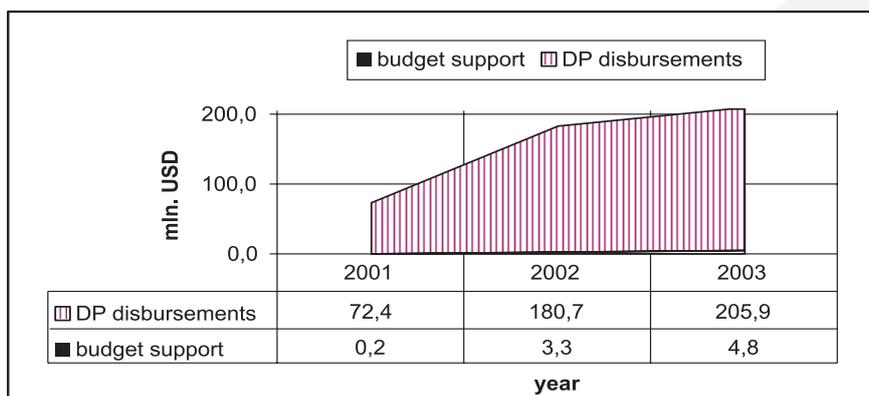


Table 6

PIP Funding Sources

Funding Source	Total PIP Cost	Financing per year, USD millions			
		At the end of 2001	2002	2003	2004
External loans	542.26	39.43	54.58	43.66	97.70
External grants	58.38	1.24	1.27	7.77	4.48
Government contribution	88.16	5.14	3.99	5.29	11.55
Other	17.94	0.04	0.48	0.53	1.23
TOTAL	706.75	45.86	60.32	57.25	114.96
Share of government contribution	12.47%	11.22%	6.61%	9.23%	10.05%

Source: Aid Coordination Unit

Table 7

Comparison of budget expenditures and donors; disbursements in priority sectors. (USD millions)

	2001			2002			2003		
	Disb.	Bud. Exp.	% Disb from BE	Disb.	Bud. Exp.	% Disb from BE	Disb.	Bud. Exp.	% Disb from BE
Education	3,6	25,5	14%	6,9	31,0	22%	15,0	36,6	41%
Health care	2,8	10,2	28%	8,2	10,9	75%	20,0	14,2	141%

*Source: ministry of Finance of Tajikistan

** Source: Aid Coordination and Project Monitoring System Database, ACU

International Institute for Public Administration and Management

Russian Academy of Public Administration, Moscow

Mission

International Institute for Public Administration and Management (IIPAM) was established in 2005 within the Russian Academy of Public Administration, Office of the President of the Russian Federation. The mission of the Institute is to broaden and strengthen Academy's international contacts and partnerships with foreign institutions, to facilitate integration into the global research community. Scientific Council of the Academy has approved the International Activities Policy document, according to which the key goal of the Institute is the research and administrative support for international programs and projects. International cooperation is implemented by the Rector's office through the Institute, using a variety of organizational forms, including organizing international conferences, seminars, round table discussions, implementing joint educational programs and joint activities in different international research and educational organizations.

Main Activities

The main activities of the Institute:

- Designing and implementing short term training and retraining programs for public servants and cadre reserve;
- Designing and implementing pre-departure programs for civil servants participating in international study programs;
- Designing and implementing MBA and MPA programs;
- Conducting research and applied research, preparing memos on organizing public service and improving public

administration in the view of international experience;

- Facilitating international links, including training for international managers;
- Organizing seminars, workshops and conferences on international experience in reforming public administration and its impacts on social and economic development;



- Preparing textbooks and study guides, research papers and books

The institute's activities involve the following:

Education

Starting in 2006, together with foreign partners, we implement an international MBA program with focus in:

- MBA – Crisis Management
- MBA – Investment Management
- MBA – Business and the Government

Institute's experts have participated in developing state standards for MPA programs in Russia. Once adopted, it will allow starting admissions to the MPA program. The Institute has developed and implemented international short term training programs for public servants.

These programs are aimed at middle and high level managers in the public and private sectors. The Institute runs regular training and retraining programs for practicing managers as well.

Research

The Institute has been conducting research commissioned by the Office of the President of the Russian Federation, other governmental bodies and public and private enterprises. The Institute publishes books and study guides on management and public administration using international experience and sources.

Expertise and Analysis

The Institute provides materials for the section on international experience in public administration in "Public Service" journal. The Institute is compiling a database of international experience in addressing topical problems in public administration, and the database is unified with the Academy's informational portal "Public Service". The Institute is monitoring the key developments in international education to timely adjust our training programs for experts to meet the new challenges of the XXI century.

MBA Programs at the Institute

On the basis of comprehensive analysis of the Russian and international programs, IIPAM has developed unique MBA

programs, “MBA – Crisis Management”, “MBA – Business and the Government”. We have developed an “MBA – Investment Management” program as well which has the best faculty guaranteeing high quality of education. These MBA programs ensure systemic approach, broadening students’ knowledge about economics and business. The students are getting new skills necessary for managing people and processes. This is possible because IIPAM contracts the best faculty members from the Russian Academy of Public Administration, our strategic partner universities as well as practitioners working in Russia and internationally. Internships are part of the curriculum. Every student will have a two-week internship in a leading company in Germany.

Classes are held either in the evening or by modules. Evening classes are convenient for those who live in Moscow or nearby. Classes are held 2 or 3 times during the weekdays and once over the weekend. The module program is most convenient for the students from other Russian regions or international students. The sessions run by full time modules up to 4 weeks each. The students have the option to pay all their tuition and living expenses at once. This includes full tuition, international two week internship, staying in Academy’s hotel during the sessions. The cost of the 2 year, 4 semester evening or module program is 448,000 rubles (approximately \$17,100), including the internship. The tuition and living expenses package is for 628,000 rubles (approximately \$24,000). In order to get into the MBA program, an applicant should have a university degree and at least 3 years of work experience.

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Expertise and Analysis Department at IIPAM is constantly monitoring the development of the educational market in Russia and other countries. Based on the findings, experts at the Institute develop training and



retraining programs. Using the research and teaching potential of the Russian Academy of Public Administration and leading Russian companies, IIPAM suggests high quality and competitive training and retraining programs. Our programs are popular among those interested in more training, as well as those interested in retraining. Companies interested in long term development are sending their employees to our programs or have our lecturers on-site. All educational programs at IIPAM are implemented together with international partners from leading universities.

Training courses 72 to 100 academic hours long

- Efficiency of Public Service
- Leadership Development and Skills for Managing People and Processes

- Optimizing and Controlling Business Processes in Public Companies
- Managing for Quality Services; Working with Customers and in the Market
- Crisis Management for Companies, Banks and Regions

- Investment Management
- Business and the Government
- Leadership and Negotiations
- Municipal Management
- Project Management
- Managing Energy Sector and Public Utilities

Workshops over 100 academic hours long

Efficiency of Public Service

The workshop addresses the modern approaches to public service and appraisal methods. All programs are based on best international experience; international faculty is contracted. The programs are designed for managers and senior specialists. The topics include:

- Performance Management: Methodology and Implementation
- Interaction between the Government and Businesses: State Economic Policy

- Public-Private Cooperation: Implementing Public Policies
- International Experience in Managing Public Personnel: Establishing the Reserve Pool
- Modern Strategy for Municipal Development
- Managing Regional Finances: Modern Economic Policy
- Managing Small and Medium Size Cities

Leadership Development and Skills for Managing People and Processes

These are unique training sessions for managers and public servants which allow for building leadership and personnel management skills, starting up career growth and building effective management teams. Corporate on-site training is available. Topics of the sessions:

- Corporate Culture
- Organizational Development and Behavior
- Change Management: Dealing with Resistance
- Effective Managerial Decision Making
- Negotiating
- Leaders and Leadership
- Teams and Team Building
- Conflict Management and Decision Making under Stress
- On-Job Training and Coaching in Russia

Optimizing and Controlling Business Processes in Public Companies

These are practical workshops for managers and specialists, public and private companies. During the workshops practicing experts present the ideas and facilitate acquiring new skills and knowledge. The topics include:

- Using Balanced Score Card Approach
- Managing Field Offices
- Creating the Budgeting System: How to Work with the Treasury

- Creating and Using Accounting System
- Creating Internal Audit and Control System
- Human Resources Management
- Securely Managing IT

Managing for Quality Services; Working with Customers and in the Market

This workshop is for marketing managers. The topics include:

- Managing for Quality: Standardizing procedures
- Marketing and Working with Customers: Customer Relations Management
- Brand Management

Training Abroad Programs

Leadership and Negotiations

This program is implemented jointly with MERCY Corps Conflict Management Group. The workshop uses conflicts management and negotiations techniques developed at Harvard University. The workshop is for 10 days (2 days in Moscow and 8 days in Boston). The cost is \$5,000 per person, including tuition, airfare and lodging.

Municipal Management

The workshop is implemented jointly with Carleton University (Ottawa, Canada). The workshop is especially useful for the heads of local governments and their deputies, speakers of local councils. The program includes visits to city and district administrations in Canada. The workshop is for 14 days (7 days in Moscow and 7 days in Canada). The cost is \$4,500, including tuition, site visits, airfare and lodging in Canada.

Project Management

The workshop is implemented jointly with the German Lower

Saxony Academy of Management. The workshop includes visiting German enterprises. The duration is 9 days (2 days in Moscow and 7 days in Germany). The cost is €2,500, including tuition, site visits, airfare and lodging.

Managing Energy Sector and Public Utilities

The workshop is implemented jointly with the German Energy School and the German Lower Saxony Academy of Management. The workshop covers such topics as managing an energy company, relations with customers and suppliers, accounting with different customers. Visits to German enterprises are organized. Duration is 12 days (3 days in Moscow, 9 days in Germany). The cost is €2,900, including tuition, site visits, airfare and lodging.

Quick Facts About IIPAM

IIPAM is part of the Russian Academy of Public Administration which is subordinated to the Office of the President of the Russian Federation

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Croatian Public Administration (CPA) – a Journal for Theory and Practice of Public Administration

CPA is a quarterly journal established in Croatia in 1999. The journal publishes wide array of text which are connected with issues of public administration. During 2006 CPA published texts on concessions, public procurement, European administrative space, Europeanization of administra-

administrative court judges and civil servants is already formed around the CPA Journal. Our partners come from Slovenia, France, Austria, Germany, Hungary, Poland, United Kingdom, the Netherlands, USA, Serbia, etc. Some of them are involved as the authors of the texts while others participate in

interested authors to submit the articles for publication in CPA journal. Texts are mainly published in Croatian language with summary in English, but CPA encourages the authors to submit texts in English.

For additional information regarding the CPA journal please contact:



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tive justice, local and regional self-government, regionalism, modernisation of civil servant legislation, human resources management in public administration and other texts connected with the issues of public administration. With the emphasis on scientific articles the CPA also published professional papers, book reviews, court and administrative practice and news and information. Besides scholars of public administration, the texts are written by the civil servants, post-graduate students, and judges from the Constitutional and Administrative Court of the Republic of Croatia, etc.

The strong and growing community of scholars, experts,

various different capacities like reviewers, domestic or international editorial board members, etc. With such approach CPA connects various experts in the field of public administration and ensures the information flow and exchange of ideas in public administration scientific community.

In 2007 CPA will publish texts on local self-government, result of the case study on administrative modernisation of the City of Zagreb, expropriation, public-private partnership, public procurement, administrative reforms and administrative justice in Austria, meso-level governance in Hungary, etc. In this context **we would like to invite all**

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Call for Application / Participation

International Seminar

“Democracy and Human Rights in Multiethnic Societies”

9 – 13 July 2007, Konjic, Bosnia and Hercegovina

Institute for Strengthening Democracy in Bosnia

Participants are encouraged to propose papers, panels, workshops, and other initiatives as soon as possible. Working titles are also welcome at this stage. A number of grants for travel and accommodation for participants from SEE countries might be available. The organizer is endeavouring to provide necessary funding. Students, women, members of minority groups, disabled persons, and senior academics are encouraged to participate in the seminar.

To submit a paper/panel, or to register, send a mail with your institutional affiliation, city, and country, to:

Dzemaal Sokolovic, Director,
e-mail:

Dzemaal.Sokolovic@rokkan.uib.no,
web:

www.rokkan.uib.no/bihdemocracy

Central European University, Summer 2007 Program

Budapest, Hungary

June 11 – 27, 2007

Application deadline: February 14, 2007

The SUN program hosts high-level, research-oriented, interdisciplinary and innovative academic courses as well as workshops on policy issues for professional development in the social sciences and the humanities. The one- or two-week long courses involve distinguished international faculty (including CEU professors), and advanced doctoral students,

junior or post-doctoral researchers, teachers and professionals as participants. The language of instruction is English. Financial aid is available.

Course-specific information about different deadlines, fees, etc. can be found at <http://www.sun.ceu.hu/3Courses/courses.php>

Contact:
e-mail: summeru@ceu.hu,
phone: +36-1 327-3811,
fax: +36-1 327-3124
+36-1 328-3698

Online application:
<https://online.ceu.hu/osun/>

Workshop: Gender in International Political Economy (GIPE)

February 22 – 24, 2007,
Central European University
– Budapest

Organizer: Central European University within the framework of Garnet, a EU-funded Network of Excellence.

Working language: English

Short description:

GIPE is a jointly executed research project within the framework of Garnet, the EU-funded Network of Excellence on “Global Governance, Regionalisation & Regulation: The Role of the EU” (see <http://www.garnet-eu.org>). GIPE aims at the systematic introduction of the structural and analytical category ‘gender’ in the analysis of economic and social processes and its governance. To overcome the gender-blindness of International Political Economy, it is important to uncover the gender hierarchies that are embodied in the knowledge and theories that structure the economic field. At the same time, it is essential to explore different instruments and mechanisms of social change (like gender mainstreaming) through which

political processes and governance structures can be influenced and utilized to have an impact on social reality.

Contact:
Sara Svensson,
phone: +36-1-327- 3000/2543, fax:
+36-1-235-6170,
e-mail: svenssons@ceu.hu, web:
<http://cps.ceu.hu/event.php>

Seminar: User Involvement: Involving People with Disabilities in the Development and Provision of Quality Community-based Services

April 20 – 21, 2007,
Zagreb, Croatia

Organizer: European Coalition for Community Living

Working language: English
(Croatian translation in plenary sessions only)

Short description

The User Involvement Seminar, organized by the European Coalition for Community Living (ECCL) will aim to answer the following questions: a) What are the good practices in the involvement of users of services in their development, delivery and quality evaluation?; b) What are the challenges to user involvement and how to overcome them?; c) What are the current policies on the European and national levels?; d) How can we ensure that community-based services for people with disabilities are truly user-led?. By bringing together representatives of user organizations, self-advocates, disability organizations, service providers, local and national government representatives, parliamentarians and scholars, the seminar will advocate for the importance of giving people with disabilities the control over the services they use.

Contact:
Ines Bulic,
phone: +36-1-235- 6184,
fax: +36-1-235-6170,
e-mail: bulici@ceu.hu, web:
<http://www.community-living.info>

International Conference “Eastern Enlargement – Western Enlargement: Cultural Encounters in the European Economy and Society After the Accession”

**April 20 – 22, 2007,
Institute for Human Sciences,
Vienna, Austria**

Organizers:
Center for Policy Studies at Central European University
Working language: English

Short description

This event is the concluding conference of a three-year long research project exploring the dynamics of cultural exchange between “East” and “West” in the European economy. The research identified the main types of cultural encounters between the two halves of Europe during and after the Enlargement, mapped the major cultural gaps and strategies to bridge them, and described the fields in which the new entrants can contribute to the rejuvenation of economic cultures in the Union. The conference will present comparative research findings in the fields of entrepreneurship, governance and economic knowledge, based on field research conducted in Bulgaria, Croatia, the Czech Republic, Hungary, Poland, Romania, Serbia and Montenegro, and Slovenia.

Contact:
Lilla Jakobsz,
phone: +36-1-327- 3132,
fax: 36-1-235-6170,
e-mail:jakobszl@ceu.hu,
web:
<http://cps.ceu.hu/dioscuri.php>

Workshop “Teaching Public Sector Ethics”

**April 23 – 27, 2007,
Central European University
– Budapest**

Organizer: Center for Policy Studies & Curriculum Resource Center, Central European University

Working language: English

Short description

The workshop organized by the CRC office and the Center for Policy Studies aims to provide a forum for discussion and peer-support on practical questions of teaching and developing courses on ethics for public service and public policy. While the region has strong traditions in ethics as a field of philosophy, applied ethics courses for future decision-makers with a view to policy relevance and current affairs remain relatively rare. This interdisciplinary workshop is intended for those interested in this subject, and will draw on ethics, political science and public management. Rather than moral philosophy per se, the main focus of the workshop will be on methods and approaches to teaching applied ethics for public policy. Applications are welcome from academics already active in this area as well as those currently developing courses, particularly in political science, public management and administration, and public policy.

Contact:
Lilla Jakobsz,
phone: +36-1-327- 3132,
fax: 36-1-235-6170,
e-mail:jakobszl@ceu.hu, web:
<http://cps.ceu.hu/curriculum2007.php>

Summer University Course “Integrity Reform and Strategic Corruption Control”

**July 2 – 12, 2007,
Central European University
– Budapest**

Organizers: Center for Policy Studies & Summer University (Central European University) and Tiri

Working language: English

Short description

Drawing on interdisciplinary academic perspectives and lessons learned from practice, this course represents one of the few targeted, applied and yet conceptually grounded efforts currently available internationally for the analysis of corruption and anti-corruption. Topics covered include cross-cutting issues such as definitions, measurements and research methodology, and also distinct areas such as access to information, fiscal transparency, and risk assessment and management. The summer university course will include intensive Policy Labs devoted to the in-depth analysis of some of these issues that will allow for further specialization and expert discussion in a small group format. The Policy Labs on offer are: 1) Applied Legal Skills for Integrity Reform and Anti-Corruption; 2) Fiscal Transparency and Corruption Risk; 3) Governance of Natural Resource Revenues; 4) Integrity in Reconstruction Aid and Programming.

The course is aimed at managers, internal control specialists, civil society organizations as well as advanced PhD students and academics developing similar courses at their own universities.

Contact:
Lilla Jakobsz,
phone: +36-1-327- 3132,
fax: 36-1-235-6170,
e-mail:jakobszl@ceu.hu, web:
http://cps.ceu.hu/sun_corruption_control_07.php

University Program Public Governance

Master of Business Administration in Public Governance and Management

Subject to accreditation by the Austrian Accreditation Council

It is a unique program, specifically designed to suit the needs of a modern civil service in Central and Eastern European countries, the Balkans and Newly Independent States. This MBA program therefore focuses on how modern approaches to public governance and management can operate within current national frameworks, with a view to the European integration process of CEE countries and other accession countries. The program is primarily designed for people who have been employed in public institutions, people from other sectors with experience of working with public institutions and university graduates who aim at making their career in the public sector.

The curriculum has been designed in accordance with the values of the European welfare state and emphasizes democratic governance and effective service delivery. It comprises mandatory courses and a series of electives.

- Duration of studies: 4 terms (18 months)
- The academic year is divided into a fall, a spring and a summer term; the Master thesis is compiled during the 4th term.
- The modular program structure and flexible schedule include blocks of courses of an average of 15 – 20 contact hours per week as well as intensive self study and individual research
- An innovative coaching and mentoring system will further the development of personal and social skills in a multicultural environment and provide tailor-made career planning.

- Language of instruction: English
- Total number of students per year: 30
- Tuition fee: 28,000 for the entire 4 term program; some scholarships are available

The program is cooperating with staff from the following universities in the field of scientific research:

- University of Birmingham, United Kingdom
- Corvinus University Budapest, Hungary
- University of Ljubljana, Slovenia
- Matej Bel University, Banska Bystrica, Slovakia

Eligibility for admission to the program

- completed Bachelor degree in Social or Economic Sciences or Law OR any other equivalent degree plus a minimum of two years of professional experience OR proof of college \ university eligibility plus five years of professional experience in a leadership role
- All candidates without English as native language need to provide proof of proficiency in the English language through one of the following tests: TOEFL 570 PBT or 230 CBT or 80 IBT OR IELTS 6.5 (no sub-score under 6.0) OR Cambridge Certificate BEC Higher – Grade A
- CV and letter explaining your reasons for wishing to undertake the program
- Two letters of recommendation, or a list of publications
- Official statement demonstrating absence of police record

- A form signed by a bank manager or accountant stating that the applicant has the funds necessary to cover the fees
- All applicants will be interviewed in English. These interviews will give the admission committee the opportunity to clarify issues arising from the application as well as permitting assessment of the personality profile of the applicants. It will also allow understanding the expectations of the applicants with regard to the course.
- Candidates with related professional experience will be prioritized.

Scholarships

Some scholarships will be available, on a competitive basis. These will be sponsored by Austrian public institutions and companies and will range from 50% - 100% of the tuition fee.

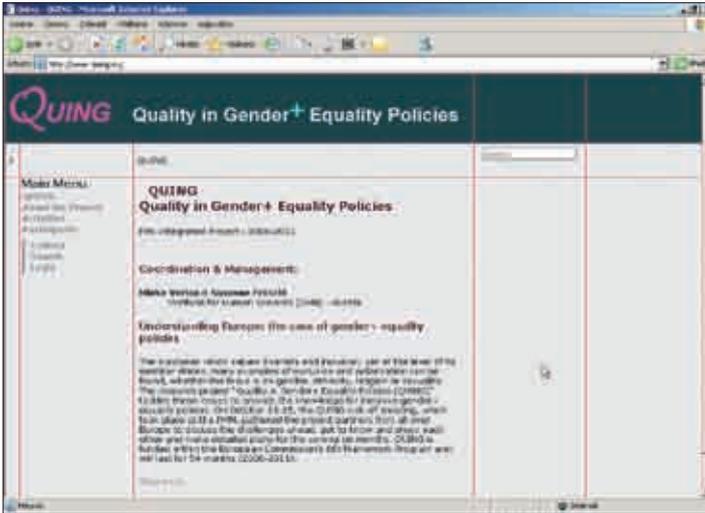
Criteria necessary for application for a scholarship:

- Meeting general admission requirements
- Relevant professional experience
- References from public institutions or private companies
- Clearly explained career perspectives
- Letter setting out the likely impact of studies on the future development of home region
- Official statement demonstrating absence of police record

For further information please contact Ms. Wilma Habitzi e-mail: office@modul.ac.at, web: <http://www.modul.ac.at>.



to Web Sites



<http://www.quing.eu>

QUING is an international research project funded within the European Commission's 6th Framework Program. The project is coordinated by the Institute for Human Sciences in Vienna, and the Center for Policy Studies is a member of a multinational consortium of 12 institutions across Europe. The project was launched in October 2006 and will run until September 2011. QUING aims to address issues of gender and citizenship in the European Union and to provide innovative knowledge for inclusive gender and equality policies in present (and future) EU member states.



<http://www.7thglobalforum.org>

The Global Forum on Reinventing Government, organized by The United Nations Department of Economic and Social Affairs (UNDESA), offers senior public officials from around the world an opportunity to meet with experts, receive training and exchange strategies for improving public administration and governance. The theme of the seventh forum is especially timely: Building Trust in Government.



<http://www.pasos.org/>

PASOS, the Policy Association for an Open Society, promotes and protects open society values, including democracy, the rule of law, good governance, respect for and protection of human rights, and economic and social development, by supporting policy centres.

Calendar of Events

January 17 – 19, 2007, 3rd National Conference on Quality in Public Administration

Language: Czech, English
Place: Liberec, Czech Republic
Contact:
Pavel Kajml,
phone: +420-974-816 279,
fax: +420-974-816 807,
e-mail: kakml@mvcv.cz

February 9, 2007, International Conference "Regional Media in European Context"

Contact:
Rudolf Burgr,
Faculty of Social Studies,
Masaryk University, Brno,
Czech Republic,
e-mail: burgr@fss.muni.cz,
web: <http://irz.fss.muni.cz>

March 5 – 9, 2007, Regulatory Impact Analysis (RIA) Training Course

Location: College of Europe, Bruges Campus, Belgium
Registration:
<http://www.coleurop.be/ria>
Language: English
Contact:
Ms. Christiane Vermoortel,
email: cvermoortel@coleurop.be,
web: www.coleurop.be/training
<http://www.coleurop.be/>

March 5 – 7, 2007, Conference "Social Security and the Labour Market: a Mismatch? The 5th International Research Conference on Social Security"

Place: Warsaw, Poland
Language: English, French, German, Spanish
Contact:
International Social Security Association (ISSA), Geneva, Switzerland,
fax: +41 22 799 8509,
e-mail: issaRC@ilo.org,
web: <http://www.issa.int/eng/homef.htm>

March 16 – 17, 2007, Third HEIRS Colloquium: "European Voices: Actors and Witnesses of European Integration"

Place: Geneva, Switzerland
Language: English, French
Contact:
Sophie A. Huber,
Katrin Milzow,

e-mail: huberso0@hei.unige.ch,
milzow2@hei.unige.ch,
web: <http://www.cjcr.cam.ac.uk/heirs/heirs.html#events>

April 19 – 21, 2007, International student scientific conference "(Post)modernity and Sciences: Sociology in looking for itself"

Place: Kharkiv, Ukraine
Organiser: V.N. Karazin Kharkiv National University, School of Sociology, Student Scientific Society of the School of Sociology
Language: Ukrainian, Russian, English
Contact:
e-mail: info@synergy.socio.com.ua
(with a copy to SNO-SF@yandex.ru,
web: <http://www.synergy.socio.com.ua/conference.html>

May 17 – 18, 2007, Conference "European Union at the Crossroads: the Need for Constitutional and Economic Changes"

Place: Faculty of Law and Administration, Nicolaus Copernicus University, Torun, Poland
Organiser: Jean Monnet Centre for European Studies, Nicolaus Copernicus University
Language: English
Contact:
e-mail: ncu-ces@econ.uni.torun.pl,
web:
<http://www.umk.pl/jednostki/cse/conf/>

June 22, 2007, World Economy Research Institute Annual Conference

Place: Warsaw, Poland
Organiser: World Economy Research Institute, Warsaw School of Economics
Language: English
Contact:
Oskar Kowalewski,
phone: +48-22-564 9370,
fax: +48-22-564 8674,
e-mail: Oskar.Kowalewski@sgh.waw.pl,
web: <http://akson.sgh.waw.pl/igs/>

July 9 – 14, 2007, 27th International Congress of Administrative Sciences "Global Competitiveness and Public Administration: Implications for Education and Training"

Contact:
Catherine Coninckx,
International Institute of Administrative Sciences, Brussels,
phone: +32-2-536 0883,

fax: +32-2-537 9702,
web : http://www.iiasisa.be/iias/aiconf/abu_dhabi/aidhabi.htm

Events of EGPA (European Group of Public Administration), Brussels, Belgium

March 21 – 23, 2007, Transatlantic Workshop on Ethics and Integrity "New Concepts, Theories and Methods in the Study of Ethics and Integrity of Governance"

Place: Washington DC, U.S.A
Four topics will be discussed:
1) Advancements in methodologies;
2) Ethical Management and Leadership;
3) Global and Comparative Ethics;
4) Normative foundations
For further information:
<http://www.uakron.edu/colleges/artscil/depts/paus/tad.php>

May 31 – June 2, 2007, The Third Transatlantic Dialogue "Leading the Future of the Public Sector"

Place: Delaware, U.S.A
Contact:
Annie Hondeghem,
e-mail:
annie.hondeghem@soc.kuleuven.be
web: <http://www.ipa.udel.edu/3tad/>

September 19 – 22, 2007, EGPA 2007 Conference "Public Administration and the Management of Diversity"

Place: Madrid, Spain
Contact:
Fabienne Maron,
e-mail: maron@iiasisa.be
and Maria de la O Alvarez Lopez,
e-mail: maria.alvarez@inap.map.es,
web: www.egpa2007.com

Events of the Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

Spring semester 2007, Course "Impacts of the Transformation on the Regional Development of the Czech Republic"

Language: English

Contact :

Vladimir Žitek, e-mail: zitek@econ.muni.cz

Spring semester 2007, Course "Transformation of Public Sector"

Language: English

Contact:

Robert Jahoda,

e-mail: jahoda@econ.muni.cz

April 2007, Course "Economic, Political and Social Identity in the European Union"

Contact:

David Spacek,

e-mail: spacekov@econ.muni.cz

June 20 – 22, 2007, Conference "X. International Colloquium on Regional Sciences"

Language: Czech, Slovak, English

Contact:

Viktorie Klimova,

e-mail: klimova@econ.muni.cz

Events of the Arabaev Kyrgyz State University, Kyrgyzstan

February 9, 2007, Workshop "Political Culture in Kyrgyzstan"

Working language: English/Russian/
Kyrgyz

March 9, 2007, Seminar "Problems and Perspectives of Higher Education in Kyrgyzstan"

Working language: English/Russian/
Kyrgyz

Contact:

Askarbek Mambetaliev,

phone/fax: +996-312-626 032,

e-mail: askarbek@gmail.com

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

January 29 – 30, 2007, Seminar on EU Agencies « Fashion or Necessity ? Comparing Experiences Gained with EU Agencies

Contact:

Joyce J.W.M. Groneschild,

phone: +31 43 3296 357,

fax: +31 43 3296 296,

e-mail: j.groneschild@eipa-nl.com

February 22 – 23, May 31 – June 1, September 20 – 21, November 22 – 23, 2007, Series of Seminars on "Understanding Decision-Making in the European Union: Principles, Procedures, Practice"

Contact:

Ms Araceli Barragan,

phone: +31-43-329 6325,

fax: +31-43-329 6296,

e-mail: a.barragan@eipa.eu ,

web: www.eipa.eu

March 1 – 2, 2007, Programme on the Multilevel Governance of Immigration Policy in Europe – Module I: Immigration Policy in Europe. Who Does What and When? A Regional and Local Authorities' Approach

Place: Barcelona, Spain

Contact:

Natalia Domenech Garcia,

phone: +34 93 567 23 89,

fax: +34 93 567 23 56,

e-mail: n.domenech@eipa-ecr.com

Events of the National School of Political Studies and Public Administration, Bucharest, Romania

March 24, 2007, National Seminar "Treaty of Rome. The Beginning of the European Community History. 50 Years of Developments and Successes"

Language: Romanian, English

March 30 – April 2, 2007, Course "Economic and social analysis of corruption"

Language: Romanian

May 25 – 26, 2007, National Conference "The Impact of Europeanization on the Public Administration"

Language: Romanian, English

Contact:

Lucica Matei,

phone: +40-21-318 0894,

fax: + 40-21-314 6507,

e-mail: lmatei@snsipa.ro

Events of the Moscow State University, Russia

April 2007, International Student and Post Graduate Student Conference

Language: Russian

Contact:

Li Dina,

phone: +7495 939 1589,

e-mail: Zaytv@spa.msu.ru

May 31 – June 2, 2007, The 5-th International Conference "Public Administration in 21st Century: Traditions and Innovations

Language: English/Russian

Contact:

Budanov Maxim,

phone: +7495 939 1589,

e-mail: Zaytv@spa.msu.ru

Events of the Siberian Academy for Public Administration, Novosibirsk, Russia

Language: Russian

January 30 – February 2, 2007, Annual International Youth Forum on Politology "Foros-Siberia 2007"

Contact:

Irina Goulyayeva,

phone: +7-383-2210 1252,

e-mail: oms@sapa.nsk.su

February 21 – 23, 2007, Scientific Conference Dedicated to 15th Anniversary of SAPA

Contact:

Marina Tyasto,

phone: +7-383-2210 1252,

e-mail: tyasto@sapa.nsk.su

May 2 – 6, 2007, 9th Global Leadership Forum

Contact:

Marina Tyasto,

phone: +7-383-2210 1252,

e-mail: tyasto@sapa.nsk.su,

Adel Safty

e-mail: adelsafty@sapa.nsk.su

Events of the International Institute for PA and Management, Russian Academy of PA, Moscow, Russia

Language: Russian with simultaneous translation from English

March 12 – 24, 2007, Training Program on Municipal Management (in cooperation with Carleton University, Canada)

April 8 – 21, 2007, Workshop on Regional Development

Contact:

Sergei S. Pushkarev,

e-mail: sergei_pushkarev@mail.ru,

phone: +7-495-436 0126

Recent Publications



Public Policy and Municipalities - Four Principles of Governance

Editors: Katarina Staronova, Emilia Sicakova - Beblava

Language: Slovak

Resume:

The publication targets the newly elected representatives of municipalities as well as municipality staff and actors on local level (NGOs, firms, citizens) who are interested in the public life and would like to contribute to the development of its own municipality. The publication is a practical guide that combines the experience and theory of the international literature with case studies and examples from Slovak environment. The text follows the four fundamental principles of governance - democracy, efficiency, sustainable development and transparency and looks on the trade offs one has to make if balance is to be achieved among these.

Contact:

Katarina Staronova,
Faculty of Social and Economic Sciences, Comenius University Bratislava, Slovakia,
e-mail: staronova@policy.hu

Publication of the Odessa Regional Institute of Public

Administration, Ukraine

Contemporary Issues of Public Administration

Collection of Scientific Articles, Volume IV (28)

Language: Ukrainian

Price: 21 UKH

Resume:

The collection comprehends a wide sphere of public administration issues. Those issues are considered from different points of view of theory and practices of regional and branch administration, and local self-government. The collection designed for public servants, scientists, candidate and doctoral students, leaders of state establishments, enterprises, non-governmental organizations, other specialists and general readers who are interested in issues on public administration.

The Theory and History of Public Administration

Author: Petro Nadolishniy

Language: Ukrainian

Price: 12 UKH

This textbook is a part of educational complex for "Theory and History of Public Administration". It describes structure and logic of the theoretical material, as well as basic notions, which reveal substance of theory and methods of public administration. The author gives stages of development governmental traditions in Ukraine, principles and main directions of rebuilding of the system of public administration including the way to bring it in correspondence with the standards of EU countries.

Contact:

Cheban Aleksander,
e-mail: chebpas@oridu.odessa.ua

Publications of the Masaryk University, Brno, Czech Republic

Management of Regional and Municipal Administration

Author: Selesovsky, J. et al.

Language: Czech

Resume:

This publication serves as a handbook of the currently emphasized public management instruments. It introduces instruments particularly from the field of finance and quality management. When possible, the text discuss also the relationships to the practice of private sector. The publication is a result of the work within the project for the Ministry of local development no. WB-11-05.

Contact:

David Spacek, e-mail: spacekov@econ.muni.cz

Parliamentary Elections 2006 and the Czech Republic

Editors: Bretislav Dancak, Vit Hlousek

Resume:

The book comments the last parliamentary elections from the point of view of comparative political science.

Contact:

Vaclav Kulhavy,
e-mail: kulhavy@fss.muni.cz

Regional Politics of EU and the Fulfilment of Partnership Principle: Case Studies of Czech Republic, Germany, France, and Slovenia

Author: Vit Dockal

Contact:

Vaclav Kulhavy,
e-mail: kulhavy@fss.muni.cz

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

May 17 – 19, 2007, Kyiv, Ukraine

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

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

Main Conference Theme

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

General Session

It will contain papers that cover topics which go beyond the conference or working group themes can be presented. The only criteria for acceptance are (a) scholarly quality, (b) interest of topic and (c) “from or about the region”, i.e. papers should come from Central and Eastern Europe, Central Asia, and the Caucasus, or be about that region.

Working Groups

- I. Working Group on Politico-Administrative Relations
- II. Working Group on Public Sector Quality
- III. Working Group on Integrity in Public Governance
- IV. Working Group on Democratic Governance of Multi-ethnic Communities
- V. Working Group on Public Sector Finance and Accounting
- VI. Working Group on e-Government
- VII. Working Group on Capacity Building of a Civil Servants’ Training System according to EU Requirements

Panel Sessions and Forums:

- Panel on the General Theme of the Conference
- Panel on Human Resources Management (HRM) in a Modern Public Service
- Forums of Heads of Schools and Institutes of Public Administration
- Panel on a joint initiative of UNDESA and NISPAcee Programme on Leadership, Ethics, Accountability and Professionalism in the Public Sector (LEAP)
- Panel on Getting Public Administration Reform to Work
- Forum of Deans and Rectors on Good Practices to Mainstream Diversity into PA Education

- Panel of the European Accreditation of Public Administration Programmes (EAPAA)

Work plan and papers

The final version of the completed paper should be prepared according to NISPAcee MANUSCRIPT GUIDELINES and submitted via the NISPAcee website by April 10, 2007 at the latest.

Registration for the Conference and Hotel Reservations:

On-line registration and information about hotel reservations are available from December 2006.

All participants, including authors of the accepted papers for the conference, are kindly asked to REGISTER for the event.

Deadline for registration: March 31, 2007

Support:

All applicants are requested to find their own resources, either from their schools or institutions or by applying for individual grants through domestic or international sponsor organizations which provide grants for conference participation. Please contact the NISPAcee Secretariat immediately if you need any assistance in this matter (e.g. invitation letter).

NISPAcee is also seeking funding to support Working

Groups activities, including travel and lodging for a limited number of participants during the meetings. However, this funding is not guaranteed and prospective participants are advised to look elsewhere for funds to cover their expenses.

In case NISPAcee is successful, the selected applicants will be notified about the availability of the funds.

Information on all conference logistics is available on the Internet:

NISPAcee homepage <http://www.nispa.sk>

Contact person

Inquiries are to be addressed to:
Viera Wallnerova,
NISPAcee Project Manager,
Bratislava, Slovak Republic
Tel: +421-2-6428 5558,
Fax: +421-2-6428 5557
E-mail: Wallnerova@nispa.sk

Translation of Selected Publications into CEE National Languages

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

How to apply:

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

NISPAcee Yearbook in Public Administration and Public Policy

Call for Papers

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

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

Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief

Prof. Juraj Nemec, Matej Bel University, Banska Bystrica, Slovakia

Members of Editorial Board

Geert Bouckaert,
Catholic University,
Leuven, Belgium

Wolfgang Drechsler,
Tallin Technical University,
Tallinn, Estonia

Gyorgy Jenei,
Corvinus University of
Budapest, Budapest, Hungary

Editorial correspondence, including manuscripts for submission, should be addressed to Mr. Juraj Sklenar, deputy editor, e-mail: sklenar@nispa.sk. Manuscripts should be sent in electronic form. More information: www.nispa.sk

- costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).
- The institution must meet reprint conditions of the OECD, and acknowledge credit to NISPAcee, SIGMA and LGP-SRI.
- Extra copies will be made available upon demand, by the organisation, for at least six months after publication, to satisfy late requests.

Applications should contain the following information:

1. grant recipient (name of institution, address, contacts, responsible person)
2. description of goals and objectives (purpose of translation, who will use the translated materials)

3. distribution (number of copies, distribution policy - in details)
4. list of selected publications for translation (to rank them according to their importance)
5. request for a grant including detailed budget of translation and printed costs (maximum price per page for translation could be 10 USD including editing)

Please send letters of inquiry and applications to the NISPAcee Secretariat.

Contact:

Mr. Juraj Sklenar,
e-mail: sklenar@nispa.sk

The deadline:

February 28, 2007.

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 127 Institutional members (from 23 countries), 38 Associate members (from 20 countries).

New Associate members of the NISPAcee

Competence Centre South-Eastern Europe, University of Graz, Graz, Austria

NISPAcee newsletter is sponsored by:

The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary.

NISPAcee NEWS is published with the support of the Local Government and Public Service Reform Initiative (Affiliated with the Open Society Institute), Nador ut. 11, 1525 Budapest 114, Hungary. NISPAcee News is published quarterly. We invite individuals as well as organisations to contribute to the second issue of volume XII. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is February 28, 2007.



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