

**NISPAcee Strategy for 2009 - 2012**  
**Approved by the NISPAcee General Assembly in May 2009**

**I. Position Statement**

**1. Background**

The Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee) was established in 1994 in response to the needs come to light with the immense political, economic, and social transformation in the Central and Eastern European region. These needs were interconnected to the role of the state and public administration throughout CEE and the former Soviet Union in the transition to market economy, liberal, multi-party democracy and the rule of law. Founders of NISPAcee stressed that countries in transition had common problems and international co-operation of academicians and practitioners could have a critical contribution to coping with these problems and shorten the time of transition.

Though similar transition is not known in history, a knowledgeable person could predict that the time period of transition the countries of Central and Eastern Europe and the former Soviet Union have been going through could take about 30-40 years. In the last fifteen years NISPAcee has contributed to the progress of transition of those countries. NISPAcee had emerged as a regional facility for the exchange of knowledge, experience and skills and as a cohesive force of efforts to cope with challenges in the field of public administration and it has become an essential facilitator in regional progress. This lent a special distinctive character to NISPAcee that has made it different from other international scholarly organizations in the field of public administration and public policy. Although ten transitional countries have become EU member states, numerous countries represented in NISPAcee are halfway on their advancement. From now on, NISPAcee capability to contribute to the promotion of progress in transition can still legitimise and advance the organization. The original mission is worth keeping in the foreseeable future.

By now NISPAcee has become a mature regional organisation. The region covered also makes NISPAcee a unique organisation. NISPAcee's mission, objectives and activities have always been connected to the reform needs and modernisation of public administration systems in the region. NISPAcee activities have been amongst the essential contributions to the transition process by developing modern educational and training programmes in the field of public administration and public policy and also creating research networks focusing on the core issues of the CEE region.

From the outset, NISPAcee has had a direct impact on curriculum development, on the introduction of innovative teaching methods through the exchange of faculty and partnerships of various public administration/public policy programs in NISPAcee member institutions, technical assistance projects, publications, newsletters, and summer schools/training seminars.

NISPAcee's research activities have been focusing on shared problems within the region; research accomplishments have had their instrumental impacts on educational and training programmes, on consultancy activities and has influenced reform processes of public administration in the countries of the region.

Three stages of NISPAcee development can be distinguished so far. During the first stage (1994–1999) the main tasks were network building, facilitating East-East and East-West exchanges of experiences, identifying a core of institutions and academicians committed to NISPAcee and to ensuring their cooperation. In the second phase (2000–2003) a more comprehensive mission statement was defined and the primary functions and objectives were consolidated. In the third phase (2004–2008) that mission statement, as well as the previous functions and activities, continued to be in force and a new “bridging” role for NISPAcee between academia and practice and between countries inside and outside of the European Union was decided and followed.

By 2008 NISPAcee had developed into an organisation with a coverage much larger than it was at the time of its foundation. In 1994, at the time of its inception, NISPAcee had 20 institutional members, 3 associate members and 12 observers. By 2008, these figures had increased to 128 institutional members from 23 countries, 32 associate members from 20 countries and 10 individual members from 10 countries (the individual membership category was launched in 2007). Attendance at Annual Conferences has showed a remarkable growth. The first Annual Conference (prior to this, NISPAcee organised annual meetings) in 1995 had about 75 participants, meanwhile in recent years about 250 academicians and experts have participated in the Annual Conferences. One way to look at this dynamism is finding the evidence that NISPAcee has been successful in responding to the needs for co-operation and partnership of institutions and individuals in the region by developing its diverse programs and activities. During its history, NISPAcee has acquired a strategic capacity for accommodating itself to the changing economic, social and political environment and to the changing tasks of reforming the public sector and facilitate the modernising efforts in the region. Strategic view and a capacity for strategic review of NISPAcee revealed itself in periodical renewals of the substance and/or formats of its main activities in roughly every four years. NISPAcee has been an organization ready to behave in responsive way to the changing needs of its members.

Over the past twelve years NISPAcee has prepared several internal strategic reviews. The 1996 Strategic Review defined the main priorities and activities. The 2001 Strategic Review set the mission, objectives and activities of the organisation. That document was instrumental in reshaping NISPAcee’s activities. It has identified and structured five fundamental functions and seven core activities of NISPAcee. The 2004 October document formulated recommendations and new directions which were adopted by NISPAcee members in 2005. A Task Force Report was prepared in 2005 with a special geographic focus on the Caucasus and Central Asia, and an analytical report was developed in 2006 with the aim to bring core functions and main activities of NISPAcee closer to the mission of LGI – our strategic partner.

In 2007, the most significant NISPAcee donor and partner – Local Government and Public Service Reform Initiative (LGI), Budapest, Hungary – commissioned an external evaluation of NISPAcee. The evaluation report prepared by NSite Consulting Ltd. (Evaluation) for the LGI contains recommendations and suggestions for NISPAcee. The Evaluation and its conclusions, suggestions and recommendations are of strategic importance for NISPAcee. It pointed out that a new in-depth planning and strategic policy review is needed to identify the next steps of development by building on the achievements and on the major functions and activities that had been pursued by NISPAcee in order to align closer to the LGI mission. Consequently, NISPAcee organised a Strategy Meeting held in Bratislava on May 18, 2008

with the participation of present and former NISPAcee Steering Committee members and LGI representatives.

As a result of this meeting, the New NISPAcee Strategic Plan for 2009-2012 was developed by the NISPAcee Steering Committee. All NISPAcee members have been consulted on the draft strategy document and asked for comments and suggestions. These have been incorporated into this final document which is presented to the LGI Steering Committee.

## 2. Environment

Since 1994 the geographical region covered by NISPAcee has been considerably extended. In the beginning, NISPAcee members came from a few countries in Central Europe and by the year 2000 the region covered by membership extended to most of the former Soviet Union, countries in Eastern Europe, the Caucasus and Central Asia as well as the Balkans. NISPAcee region has become more and more heterogeneous in political, economic and cultural terms. Together with that extension NISPAcee had to face a special diversity of country and region specific needs of public administration reforms and modernization.

The term 'Central and Eastern Europe' has a geopolitical - not just a geographical - meaning for NISPAcee. For NISPAcee the Ural Mountain has not been construed as the dividing line between Europe and Asia. The borderline in geopolitical terms runs East of the Urals taking into account the economic, cultural and political orientation toward Europe exhibited by the countries in Central Asia. The Caucasian Mountains are not seen as the borderline of Europe since the post-Soviet South-Caucasian countries insist that they belong to Europe. Even the Straits of the Bosphorus do not constitute a boundary since Turkey exhibits ambition to become a member of the European Union. This is the meaning of Central and Eastern Europe for NISPAcee (we refer to this vast geographical area as the "NISPAcee region" in this document).

NISPAcee is an integral part and an active partner in the increasing and intensive flow of ideas and human contacts between what is Europe by historical tradition and the new geopolitically defined larger Europe. It means that NISPAcee's interest driven by its members goes beyond the Eastern and Southern borderlines of historically defined Europe.

The past two decades have witnessed a substantial impact of new ideas and initiatives in the field of public administration in the countries of NISPAcee region. The impetus for change has come from the social, economic and technological developments and changes ignited by the transition. Fiscal stress provided the trigger for public administration reforms and the reforms had to serve the new and differing expectations of the various social actors and groups in societies at the same time.

Public administration has a larger role in the NISPAcee region than it had two decades ago. Meanwhile the nature of public policy problems and the ways dealing with them have been continuously and substantially changing. Public administration has been moving away from the direct provision of public services towards a greater role for private enterprises and civil service organisations. Competition in public service provision has been increasing and the regulative role of public administration has had a growing importance. Despite years of public administration reforms, the current international fiscal challenges and pressures, and the changing needs of societies call for efficient and effective reform steps to continue to adapt the changing economic, social and political environment. In the past 15 years NISPAcee had a

direct and indirect contribution to the way public administrations have managed the process of public policy making.

The core of various NISPAcee activities was to support the creation of a more efficient, more transparent and customer oriented, more flexible, and more performance-focused public administration in the various countries of the region. Nowadays public administration systems and public organizations in the region face with number of common and specific challenges. They have to be more open and more transparent, accessible and consultative. They have to enhance public sector performance by increasing formalised planning, reporting and control across public administration systems. They have to introduce performance management and budgeting and to increase managerial flexibility. Public administrations have to modernise accountability and control through ex-ante to ex-post control and develop stronger processes of internal control.

Public administration has to increase and strengthen the use of market type mechanisms. These mechanisms are able to produce significant efficiency gains. However it remains important not to confuse private gain with public interest or to obscure public responsibility and accountability. Public administration has to evolve into new arrangements and techniques of public employment. The role of individualised employment policies has to be increased with the introduction of contracts and performance related pay.

While public administration in the NISPAcee region is affected by the same conditions and requirements there are no public administration reform cure-alls. History, culture and the direction and stage of development give public administration in different countries differing characteristics and priorities. There are apparent country differences in the region. Considering these differences five major groupings of countries can be identified in the region covered by NISPAcee. These are as follows:

1. **New EU member countries** whose basic challenge is the implementation of the administrative principles and quality standards of the European Administrative Space.
2. **Non EU member countries in Eastern Europe** that face the challenges of modernization that might lead to the development of market economies and political democracies existing in the member states of the European Union.
3. **Countries in the West Balkans** with the viable opportunity to become a member state of the European Union after a shorter or a longer time period, facing with similar problems today as the new EU member states encountered 15 years ago.
4. **Countries of Central Asia** where EU membership is not on the political agenda and a certain degree of political stability is present. Their basic challenge is to modernize public administration practices and education.
5. **Countries in the Caucasus** which exhibit the largest deficiencies in terms of political stability and therefore the pursuit to modernise public administration practices and education is modest at best.

An increasing diversity has emerged in the NISPAcee region in the progress of transition. Such diversity refers to the level and pace of transition. Partly this is related to the differences in starting conditions, political, economic levels of development among various countries and their readiness to overcome transition problems. It is also partly related to the changes in the eastern borderline of Europe. Other differences are related to the following factors:

- differences in the political systems which vary from functioning democracies through instable democracies to enlightened absolutism
- differences in the economic systems which vary from the highly liberal regulated market economies to centralised economies with a high degree of government involvement and control
- differences in the development of civil society
- differences in the aspirations and understanding of the national elites in the country regarding the type of political, economic system and civil society they wish to have
- differences in the relationship to the European Union; one group of countries has become member states of the European Union; the second group of countries has the chance for membership in the foreseeable future; a third group has the chance for associate membership and the perspective of the fourth group is a relationship based on an agreement
- differences in the relationship to the United States of America; one group of countries is an US ally in the economic, political and military spheres; a second group has the ambition to develop an alliance with the US; a third group has the ambition to keep its distance from the US.

NISPAcee has to be continuously aware of these diversities. The task is to strengthen co-operation between the scholars of the various countries, to create a common ground for co-operation and to provide a forum that might be interesting for and could serve the interest of academicians themselves engaged with problems of their own country and sub-regions. During recent years, NISPAcee has been quite successful in generating and initiating co-operation between scholars from different countries of the region with a wide range of activities from exchange of experiences to joint research projects. NISPAcee has had an extremely important, multilateral bridging role in

- bringing together scholars from various countries for conducting comparative analysis on regional issues and problems
- facilitating and organising the transfer of knowledge between US and West-European scholars and their East-European colleagues
- establishing contacts among East-European scholars and scholars from Central Europe, Central Asia, Caucasus and the Western Balkans.

### 3. NISPAcee Strengths and Weaknesses

For the current development of action plans and strategic innovations an evaluation of strengths and weaknesses has of strategic importance for NISPAcee. The list of basic strengths and weaknesses of the organization are as follows:

#### **Strengths** of strategic importance:

- The organisation is rich in human capital. This means that NISPAcee attracts prestigious institutes, universities and scholars from the region. Outstanding western scholars are also committed participants in NISPAcee projects, conferences and other activities.
- The NISPAcee network is itself a well-developed social capital. Activities of the Working Groups are based on the values of commitment and co-operation. Participants of the WGs are open to sharing their own experiences and are devoted to bringing about positive changes overall to the region. This is a fertile learning experience across various countries of the network.

- Openness and willingness to create an environment for the free transfer of knowledge between East-West and East-East. As NISPAcee has become more mature, it has moved away from the initial phase of simply exchanging experiences towards joint actions and projects, which might serve as a basis for sustainable professional relationships.
- Improvement of the quality of research and expanding the circle of scholars who are involved in research from various countries.
- Improved quality of regular and ad-hoc publications and translation programmes.
- The partnership with LGI, based on shared objectives, values and manifested in joint activities.
- Financial support of LGI. NISPAcee has proved that its activities are worth supporting because of their orientation and their high quality standards.
- Fruitful co-operation with EGPA with elements of “healthy and friendly” competition.
- Involvement in EAPAA activities that focuses especially on quality standards in educational programmes.
- Collaboration with NASPAA that provides exposure to a non-European approach to public administration and public policy.
- Fruitful co-operation with other networks and organisations which includes UNDESA, UNDP, WB, Council of Europe, IASIA etc.
- Successful completion of projects and activities supported by external donor organisations which gives high credibility to the organisation for building partnerships in new projects and activities.
- Well-organised Secretariat of NISPAcee with an efficient, effective and dedicated staff. The operation of the Secretariat is certainly among the most important key factors behind the successful delivery of NISPAcee activities.
- The good quality of the NISPAcee website which has become an internationally recognised and respected source of information on important academic events in the region.

**Weaknesses with strategic importance:**

- Difficulties to convert academic achievements effectively into the practice of administrative routine. This creates a limited impact of NISPAcee activities on the reform efforts and modernisation of public administration in the region.
- Insufficient involvement of practitioners in the work of the network
- Unstable quality standards of research conducted in the framework of NISPAcee projects. Small number of young professionals from several countries involved in the work of the network.
- Scarcity of scholars from Central Asia, Caucasus and the West Balkans as regular participants in the work of NISPAcee. Unsteady financial basis. NISPAcee relies heavily on LGI funding. Extra attempts should be taken to diversify financial means.

The New Strategic Plan is an answer to the challenges NISPAcee has encountered in the present stage of its development. It involves the continuation of the best NISPAcee traditions and a revision of NISPAcee’s mission, functions, objectives, and actions, with special focus on innovations which could serve as leverage to guide the organisation in the coming years.

## II. Mission Statement

The aim of the Statement is to adapt the former mission statement adopted in 2001 to the changing environment and requirements.

Based on the 2001 NISPAcee mission, which is of strategic importance, the current mission of NISPAcee is **to promote and strengthen the emergence of effective and democratic governance and the modernisation of public administration systems throughout the NISPAcee region.**

This mission means a commitment to capacity and institution building, giving special focus on more independent local capacities; full-range involvement of civil society in public policymaking from decision-making to service provision; accomplishment of the administrative principles of openness, transparency, reliability and predictability, accountability, efficiency and effectiveness; promotion and protection of democratic values, the rule of law, and respect for human rights.

The mission gives prominence to excellence in research and to the implementation of international standards in the achievement of research projects; to the promotion of theoretically sound, practice-oriented, trans-disciplinary Bologna conform MA/BA programmes and doctoral studies; to the fostering of adequate civil servants training programmes and systems to be in place .

## III. Strategic Goals

The strategic goals of NISPAcee are to:

- define itself as a network-oriented organisation towards the improvement of PA education and training standards in the region
- provide an orientation in multi- and trans-disciplinarity in curriculum development of PA programmes, paying special attention to the connection to, for example, sociology, developmental studies, etc.
- transform itself as a research organisation increasingly oriented towards public administration reforms, and problems of significant importance and high priority in the modernisation of public administrative systems
- measure up to international standards of research and to be competitive with Western Europe and the US
- strengthen the relationship between research, education and consultancy,
- strengthen the role of a bridge between academia and practice, inside the NISPAcee region amongst the five above listed regions, and between the NISPAcee region and the Euro-Atlantic world.

The bridging role requires a hierarchy of co-operation consisting of the following stages:

- Exchange of contacts and information through meetings, workshops and roundtables.
- Systematic exchange of knowledge and experience through dialogue, visits and exploration of scholarly co-operation.
- Joint actions through specific projects and activities.
- Mutual co-operation through coordinated activities and programmes based on agreed-upon strategies, developed according to the needs and interests of partners.

- Institutionalised partnerships – the highest level of co-operation where the relationships are on-going and continuous, developed for long-term co-operation. These are self-sustainable in terms of funding and organisation at both ends.

#### **IV. Major Functions**

The Strategic document 2001 developed five major functions for the accomplishment of NISPAcee's mission statement and its goals. These functions are still valid. They include:

1. *Networking*
2. *Facilitating training and education*
3. *Fostering research*
4. *Developing consultancy*
5. *Supporting advocacy*

##### **Networking**

NISPAcee serves as a well-functioning forum and a bridge for the exchange of ideas, skills, and relevant information. In doing so, it will act as an effective clearing house to assist, mediate and actively encourage member institutions in all activities conform to its mission.

The main aim of NISPAcee in the running of the networks is to:

- improve co-operation between various schools and institutes of public administration throughout the region, and between individual educators, students and practitioners in the field;
- disseminate and encourage the utilisation of knowledge and practices developed by its members through co-operative efforts;
- strengthen various partnership patterns to meet both supra-regional (international, East-West), regional and sub-regional challenges;
- help schools and institutes within individual countries at institution building, especially fostering the establishment of associations in the field at national level;
- be a bridge between academia and practice;
- be a bridge between Western, Central and Eastern European countries and to utilise its special capacity to link the Balkans, Caucasus and Central Asia regions;
- use appropriate networking techniques such as the website, data sets made available to member institutions, newsletters, conferences, and joint projects.

##### **Facilitating Training and Education**

NISPAcee serves as an institutional base, facilitating training and education in public policy and administration with the main objective of capacity building and development. In particular it will:

- strengthen individual schools and institutes of public administration education and training in Central and Eastern Europe through assistance adjusted to individual needs;
- develop textbooks and other teaching materials adjusted to the specific conditions of the region;
- make specific efforts to assist developing the new MA and Ph.D. programs;
- initiate quality assessment procedures (including accreditation) in the region and assist in their preparation and implementation at national level;



- stimulate the engagement of young professionals in training and education by special promotional programmes;
- facilitate teaching exchanges amongst member institutions.

### **Fostering Research**

NISPAcee supports the development of genuine research capacities in the region. This means to:

- help develop public administration theory, especially as it is able to respond to the region's transition towards fully democratic governance, the functioning of a market economy and preserving social cohesion;
- cultivate the skills of rigorous research methodology, including the validity and reliability of applied research;
- establish and maintain its own permanent or occasional research working groups, related to common research interests amongst academics and practitioners active in the field of public administration in the NISPAcee region and other countries to investigate specific subjects and problems of interest and importance to member institutions;
- encourage comparative studies;
- publish regularly high quality research papers in the NISPAcee publications, including the NISPAcee Journal.

### **Developing Consultancy**

NISPAcee has aimed to become a natural facilitator of the implementation of theory and methodology into the practice of public administration. It has begun to:

- facilitate the application of innovative ideas concerning administrative behaviour, specific technologies and regionally generated knowledge developed by member institutions in the regular operation of the civil service;
- disseminate information about “best practices” and also the most typical failures;
- elaborate the data base of regional experts in the various fields of expertise.

The implementation of this function must be continued.

### **Supporting Advocacy**

NISPAcee has aimed to use its non-profit, neutral status and reputation to advocate the need for raising the quality of public administration in the region. It has made an effort to:

- strengthen working contacts with supranational governance bodies, especially the European Union, the Council of Europe, the United Nations and the Organisation for Economic Co-operation and Development;
- facilitate links with national governments of the NISPAcee region, especially through the dissemination of NISPAcee products and by promoting public relations activities;
- help organise standing discussions for dealing with the ongoing public administration reforms of top executives, scholars and teachers at regional, sub-regional, national and local level;
- develop its own Public Relations function to strengthen international, as well as national, awareness and recognition of NISPAcee within political and administrative circles.

The implementation of this function also must be continued.

With regard to these main functions, special importance should be given to the following tasks in the foreseeable future:

- Improvement of the existing training and educational programmes and the development of new programmes are most important areas for NISPAcee and should be the primary focus of its activities. This will always remain within the core of NISPAcee activities.
- Developing and strengthening of research sub-networks on current issues of concern amongst member institutions for sharing their accumulated diverse experiences and developing joint activities; the improvement of the quality of research programmes become more and more important as time goes by and the diversity in the region covered by NISPAcee increases.
- Though consultancy and advocacy were somewhat peripheral functions for NISPAcee in the past, it has become reasonable to place stronger emphasis on them due to the growing maturity of the organisation and the new, changed realities in Eastern and Central Europe and the Former Soviet Union.

Whilst thinking about the best ways to implement the functions listed above, it is necessary to analyse the major challenges created by the increasingly diversified and somewhat controversial environment in which NISPAcee exists are.

## **V. Strategic Plan for the Achievement of the Strategic Goals**

The fulfilment of NISPAcee's mission requires maintaining those traditional activities that proved to be of great need, as expressed by member institutions, and obtain useful results for them on the one hand and on the other hand, NISPAcee must be flexible enough, be able to react to the changing environment, face the challenges described previously and enlarge the scope of its actions and activities.

### **1. Continuation of traditional activities**

The traditional activities as listed in the 2001 Strategy document included:

- Annual Conferences
- Workshops and training programmes
- Publications
- Research
- Exchange programmes and development of PA programmes
- Information services and public relations
- High level meetings
- Awards

The traditional activities must be continued. Among them, the first seven activities are especially of substantial importance. They are as follows:

#### **Annual Conferences**

NISPAcee will continue to organise annual conferences for its members.

*NISPAcee's Annual Conferences* should be a forum to encourage the exchange of information on developments in the theory and practice of public administration; to discuss the obstacles left by the old system and new constraints, and to facilitate the application of

innovative ideas, methods and techniques in public administration based on serious research in the region. The conferences are addressed to experts, scholars, and practitioners who work in the fields of public administration in the NISPAcee region to develop a new approach to the public administration with flexible organisational models and a new public management culture.

Involvement of more practitioners in the Annual Conferences is crucial. The Annual Conferences should be organised each year, incorporating new formats for professional interaction designed for specialists of a narrowly defined field on interests for more in-depth analysis, discussions and actions having more practical outcomes.

More actively address young professionals, offering attractive opportunities to them in the various projects; launching separate sessions or seminars for Ph.D. students and young scholars in NISPAcee Annual Conference programmes; organising special events for young practitioners.

Quality in teaching and training should be in the center of all the conference activities, but special attention will be given to the accreditation of programmes, including international accreditation and related activities.

Special attention will be given to the conference activities which would address the needs of different sub regions of the NISPAcee region mainly the Western Balkan, Caucasus and Central Asia.

***NISPAcee Annual Business Meetings and General Assembly*** are held as part of the Annual Conference. These supplies the occasion for educational administrators to get together with researchers and presenters.

***Working Groups and other Specialised Meetings*** are organised during the Annual Conferences in order to provide unique opportunities for partners of different projects, working groups and sponsors to meet, discuss joint projects and further activities, or establish new projects and co-operation.

### **Workshops and Training Programmes**

The workshops and training programmes develop both the personnel of member institutions as well as public servants from the region. These programmes will provide an excellent opportunity for the transfer of knowledge and experience from the NMS to other NISPAcee sub regions, while organizing these events in countries outside the EU and utilizing resource persons from the EU countries.

***NISPAcee's Summer School*** sessions directly promote the main NISPAcee objectives by supporting the development of teaching methods and skills; public management and policy subjects; curriculum development; evaluation of instruction and research; and teaching materials' development. Summer Schools are addressed to teachers, lecturers, trainers, academics and researchers from NISPAcee Member Institutions. NISPAcee has already implemented ten successful summer workshops, and will continue with this activity.

***NISPAcee's workshops***, in addition to the Summer School, are devoted to academics as well as practitioners, in the public service. These workshops focus on issues dealing with public administration in transition.

***Training programmes*** train participants selected from member institutions in the development of their special skills e.g. development of consultancy/advisory skills for their

governments and are also focused on training civil servants in the NISPAcee region. Programmes could be developed, based on the needs of different regions within the network. The core function of these activities is to develop institutional capacities of colleges and Universities and to improve the civil service professional capacities in the region.

### **Publications**

NISPAcee publications enable the exchange of information among member and non-member institutions from CEE countries, and also provide relevant information for western experts who wish to learn about public administration in transition countries.

It means the development of study materials and textbooks for public administration studies written by experts from CEE, which will reflect the specific features of countries in transition. It is important, because a lot of the study materials used are original western books or their translations, with no regard to whether the information they cover applies to the situation in CEE countries.

#### ***NISPAcee's publication programme should include:***

- publication of proceedings of NISPAcee events such as conferences, summer schools, workshops etc.,
- development of textbooks,
- publishing of research reports in book format,
- quarterly-published informative *Newsletter*,
- publishing of a learned journal of public administration in CEE countries twice a year,
- other publications, e.g. monographs and books according to the needs, possibilities and ideas of the member institutions,
- translation of relevant literature into CEE national languages,
- Providing access to information on outstanding research results and BA/MA programmes for NISPAcee members.

### **Research**

During the transition period, public administration reforms, public policy decisions etc. could benefit a great deal from comparative research which would provide analyses of contemporary problems and possible solutions, models and methods of public administration systems and public policy making with assessments of empirical evidence from regional experience. Also, the quality of higher education strongly depends on the quality of research carried out by academicians. This is why NISPAcee initiates research projects with a comparative focus. Research teams are composed of researchers from several CEE countries, mainly from NISPAcee member institutions.

***NISPAcee research working groups*** are being established on topics which reflect the needs in the area of education and training in public administration, public administration reforms, innovations in public management, etc. Working groups could be proposed by NISPAcee members and approved by the Steering Committee. There have already been more than ten working research groups established within NISPAcee.

***Applied Policy Research*** project, a joint NISPAcee/NASPAA project, was the next important step in fostering research in the region and simultaneously in strengthening public policymaking. The project aimed to build mechanisms for partnerships between government

and NISPAcee members within a respective country. The primary activity of this project was designed to allow NISPAcee schools to work in co-equal partnerships with government officials in the country of the NISPAcee institution on important public policy problems, jointly defined by the host country government officials and the relevant NISPAcee institution.

Similar or other research projects will be developed according to members' proposals and available resources. They will provide incentives to NISPAcee members in order to increase the quality and visibility of their research and educational activities in their own countries.

### **Development of Public Administration Programmes**

These core NISPAcee activities are implemented through projects providing mobility opportunities between the member institutions.

The activities include:

- Exchange programmes of scholars, professors and students from the NISPAcee region which are designed to contribute to the participating individuals' development, development of their institute, or a partner's institute, development of teaching or training curricula, or teaching and training materials.
- Joint research projects leading to the publishing of teaching and training materials
- Technical assistance projects which would help institutions in increased quality of programmes.

*Special attention should be given to the development of Joint PA Programmes:*

NISPAcee members could consider opportunities for development of joint PA programmes, which would serve not only students from the countries offering the programme, but for the young generation of students from all NISPAcee countries looking for high quality international programmes that include courses on Central and Eastern European experience.

### **Information Services and Public Relations**

The fundamental NISPAcee functions are closely related with NISPAcee's information services. Therefore, NISPAcee should serve as a clearinghouse of information, which provides a forum for the exchange of ideas, skills, and all relevant information. Development of the organisation's Public Relations will strengthen international and national awareness and recognition of NISPAcee within political and administrative circles.

***NISPAcee should continue and further develop the following information and public relation activities:***

- publishing and distribution of the Newsletter,
- continuously updating and improving its website,
- maintaining a data base of member institutions,
- distribution of available teaching, training, and research materials and relevant announcements and circulars,
- maintaining a data base of regional experts,
- advanced Internet communication means (e.g. discussion groups)
- catalogue of NISPAcee publications,
- preparing and disseminating comprehensive brochure about the organisation,

- being present in other fora which would foster international, as well as national, awareness and recognition of NISPAcee (conferences and other meetings, media, catalogues and journals of other professional organisations etc.),
- co-operating closely with national networks of public administration established in some of the CEE countries and will foster the establishment of such networks in other countries,
- continuing to or establish working relations with other professional institutions, networks and associations operating in the CEE region such as EIPA, EPAN, EAPAA, IIAS, IASIA, EGPA, etc. in order to co-ordinate possible joint activities, to avoid the overlapping of activities, to advocate the interests of members, and to provide members with relevant information about the activities of these organisations,
- strengthening working contacts with supranational governance bodies, especially the European Union, Council of Europe, the United Nations and the Organisation for Economic Co-operation and Development in order to attract the attention of these organisations to the role and potential of NISPAcee in public policy and public administration issues dealing with the CEE region.

### **High Level Meetings**

*NISPAcee high level meetings* endeavour to strengthen civil service responsibilities by establishing a forum for senior civil servants and officers responsible for civil service to meet with representatives of educational and training institutions and to exchange their views. This provides a platform for discussion and co-operation to be operational between educational institutions, civil servants and politicians.

NISPAcee intends to continue in organising such meetings, seminars or workshops that would provide a platform for governments, civil servants and educational and training institutions to meet and establish closure co-operation and co-ordination of programmes.

## **VI. Suggested Innovations for the Future**

The new challenges of the organisation and its members require identifying new activities either in substance or in their ways or in both and the continuation of those ones that proved to be successful in the past.

NISPAcee is going to launch new innovative activities and projects to implement its goals. The innovations discussed below also aim to help the organization in its effort to become financially stable with reaching out to a more diverse group of donor organizations.

### **VI.1. Strategic Partnerships and Joint Actions**

#### **1.1. Potential joint actions with LGI**

LGI has been and is the main supporter of research projects, publications, and administrative activities of NISPAcee. LGI has managed a great number of research projects and capacity building initiatives through its national networks and regional partners.

Both LGI and NISPAcee focus their activities on the transition countries of Eastern Europe and the former Soviet Union. The joint activities of LGI and NISPAcee can bring about a

synergy effect for the benefit of the entire region. Joint activities can take various forms, such as setting up special fellowship programmes for young faculty, for advanced training and exchange, curriculum development workshops, development of new textbooks for CIS country institutions in Russian or local language through East-East cooperation: may include genuine textbook development and translation of NISPAcee developed textbooks etc. They are designed primarily for capacity building for regions where institutions are fragile, in particular Central Asia.

In pursuing these line of activities NISPAcee will explore the needs of its institutional members, especially of its young faculties for special fellowship programmes, for advanced training and exchange, curriculum development workshops and publications. NISPAcee has begun assessing the network wide needs and an iterative consultation and cooperation with LGI. The results of needs assessment and consultation will be incorporated into a more specific proposal in the near future. The needs assessment is directed by the Steering Committee of NISPAcee.

## **1.2. Building further partnerships with other international and donor organisations operating in the NISPAcee region**

NISPAcee will build further partnerships with such organizations as UNDESA, UNDP, OECD, WB, EC, EBRD, USAID, RESPA, Eurasia Foundation, Slovak Aid, Hans Seidel Stiftung, etc.

### **Examples:**

NISPAcee is a partner of UNDESA in UNPAN project (United Nations Public Administration Network) and LEAP (Leadership, Ethics and Accountability Programme) for several years. NISPAcee negotiates with UNDESA special activities – trainings/workshops to be organized jointly in Caucasus and Central Asia countries with a special focus on high level governmental representatives. UN will support these activities and also local resources are under investigation. (e.g. national governments)

UNDP Bratislava Regional Center has launched five years project – The Regional Center for Public Administration Reform primary financed by Hellenic government. The project aims at facilitating professional networking and cooperation among the countries in CEE region and CIS. NISPAcee based on the former successful cooperation with UNDP is expected to be a partner in implementation of some project activities. Negotiations will take place at the beginning of 2009.

ReSPA (Regional School of Public Administration for Western Balkan) was an initiative of the European Commission started in 2004. NISPAcee has cooperated within this project which is going to be finalized by an establishment of the School in Montenegro. The School will start its operation from January 1, 2009. The school will provide training and other educational, information and experience sharing activities for western Balkan countries. NISPAcee plans to support ReSPA with special training programmes and other networking activities which should be supported by the European Commission and also national governments of the western Balkan countries.

Eurasia Foundation has invited NISPAcee to submit a project proposal for Capacity Building of the Georgian Civic Organizations in development of civic monitoring activities in two regions of Georgia. NISPAcee has just submitted the proposal.

NISPAcee is also building on the former successful performance in projects supported by Slovak Aid, the Slovak government fund for foreign aid. NISPAcee has just got funding of the project “Sustainability and Effectiveness of Civil Society Organizations in Kyrgyzstan” to be implemented in 11/2008 – 10/2009.

Hans Seidler Stiftung which is focused on development of the civil service capacities in Kyrgyzstana and Tajikistan has expressed an interest for cooperation with NISPAcee on activities in these countries.

## **1.3. New Funded Projects with Partner Institutions in the NISPAcee Region**

These projects will contribute to the modernisation of national administrative systems by

joint activities between NISPAcee and universities in the region, financed by bilateral donors, providing assistance in various sub regions.

Systemic search for co-operative opportunities – together with prestigious Universities from the respective countries - with various national governments is a crucial task for the future in addition to the financial support of LGI as a main supporter. In the first place it means to identify opportunities for joint projects with Finnish, Swiss, Romanian and Russian partners.

**Examples:**

- Anneli Temmes, the Director of Finnagora (residential place in Budapest) – backed by the Finnish government and various Finnish Universities like the University of Helsinki, University of Vaasa -, has already expressed an interest in co-operating with NISPAcee. The geographical focus will be the countries of the West Balkans, the topics and the financial resources will be identified and explored in the course of December 2008.

- Professor Kuno Schedler from the University of St. Gallen also expressed an interest. We are in a preliminary phase of the discussions.

-initial steps were already made for establishing contacts with Professor Alexey Barabashev from the High School of Economics, Moscow. He already expressed interest for co-operation in the name of his institution, mentioning the involvement of Lomonosov University as well

- initial steps were already made for such type of co-operation with Professor Calin Hintea from the Babes-Bolyai University, Cluj, Romania. The first draft of the proposal for co-operation will be prepared by the end of 2008. When accepted, the project will be financed by EU Structural Funds for Romania.

#### **1.4. Twinning Program (A joint NASPAA – NISPAcee project)**

An initiative is being considered with projects involving partnership of three universities: one from the NISPAcee region, (from a new EU member country), another from Central Asia, Caucasus or the West Balkans region and a the third partner university would be a US one. Projects could embrace curriculum development, joint research aiming towards the publication of textbooks or other teaching materials. Special attention will be given to countries that have an open relationship to the US such as Georgia and Macedonia.

This project will also help in maintenance of the further development of partnership with US institutions such as NASPAA and ASPA.

Background information: Eugenia Toma from NASPAA has expressed an interest on behalf of NASPAA in co-operation at the 2008 NISPAcee conference in Bratislava. NISPAcee is in the process in conducting communications with NASPAA for developing this initiative, submission for funding can be expected in the new presidential period..

Jeffrey Straussman (State University of New York, Albany and Lance T. Leloup (Washington State University, Pullman) already expressed their interest in a possible co-operation. Both scholars have working experiences in NISPAcee region.

**1.5. Strengthening working relationships with academicians and professionals of Central Asia, Caucasus and the Balkans** by looking for stable institutions for developing individual contacts through offering special assignments to individuals from Central Asia, Caucasus and West Balkans for co-operation . NISPAcee has been successful in managing this kind of East-East learning previously in public administration and public policy making in the Central and Eastern European region. Donors can be involved such as Asia Development Bank and Eurasia Foundation.

**Examples:**

Partnership for the development and delivery of public administration programmes for senior civil servants in Central Asia  
The partners are as follows: University of Central Asia and NISPAcee and the American University, Washington D.C.  
Bohdan Krawchenko, the Director of UCA, is interested in collaborating with NISPAcee in Central Asia. Bob Cramer (American University, Washington D.C.) – who has also working experiences in NISPAcee region - will be contacted .

Caucasus School of Governance, Georgia, namely the Dean of the School Mzia Mikeladze has confirmed the interest in cooperation on the curricula development for educational and training programmes for Georgian civil servants.



NISPAcee has been approached by the Academy of Management under the President of Kyrgyz Republic with proposals for joint activities, such as Summer School 2009 and organization of NISPAcee conference in Bishkek in 2011.

## **1.6. Developing partnership with EGPA**

In February 2008 the leadership of EGPA and NISPAcee signed the Tallinn Declaration, with which they formulated an agreement for general co-operation between the two organisations. The agreement seeks to follow the 'spirit' of both organisations. EGPA's main goals include the development of public administration, contingent on the European environment, fostering comparative studies and the development of administrative theory within a European perspective, and creating networks related to common research interests amongst European professionals. In short, EGPA stands for a distinctly *European* perspective. NISPAcee activities for the most part follow the principles of the European Administrative Space, and it is interested in close co-operation and project-oriented collaboration with other European PA organisations and institutes such as EIPA, EGPA, EPAN, EAPAA, SIGMA, etc. Based on its accumulated experiences and prestige, NISPAcee is a bridge between Western, Central and Eastern countries in Europe. In a „wider Europe”, NISPAcee has built its special capacity serving as a link to the Balkan, East, Caucasus and Central Asia. It serves as a bridge, not only for transferring information and knowledge, but also for joint activities.

### **Examples:**

#### ***Trans-European Dialogue (TED)***

The first joint action of EGPA-NISPAcee cooperation was a conference, held in Tallinn, Estonia from January 31 to February 1, 2008. It was the first jointly organised Trans-European Dialogue on the concept of the Neo-Weberian state.

The Trans-European Dialogue (TED) is going to be an annual scholarly conference organised jointly by the two major professional associations of Public Administration in Europe – EGPA and NISPAcee. The TED is going to be a series of conferences focused on one timely topic in Public Administration (PA) that will profit from bringing together senior experts from various regions, thereby facilitating interchange and discussion across Europe and even including Central Asia and the Caucasus, since that region is also covered by NISPAcee. It is a self-financed event, the costs are covered by the host institution and the host country government and the participants themselves.

Background information: the first TED was organised in February 2008 in Tallinn. A special edition of the Journal, based on the conference papers, is currently under preparation editing by Christopher Pollitt, Geert Bouckaert, Tiina Randmaa- Liiv and Wolfgang Drechsler.

The preparation of the second TED has already begun. It will be organised in July 2009 in Helsinki NISPAcee contact persons are Professor Laszlo Vass and Katarina Staronova. The host will be the Finnish government. The Finnish contact persons are Katju Holkeri, for the Ministry of Finance and Prof. Markku Temmes, University of Helsinki. The third TED is going to be organised in 2010 in Ljubljana. NISPAcee contact persons are Stanka Setnikar-Cankar and Mirko Vintar. The fourth TED is scheduled for 2011 in Vienna with the already expressed support of the Austrian government.

#### ***The first joint EGPA-NISPAcee publication entitled: Public Administration and Public Policy Degree Programmes in Europe: The Road from Bologna.***

The project was initiated and financed by LGI and it has become a further step in this co-operation. The book was published in 2008 October. The objective of this book is to analyse and evaluate recent reforms of public policy and management programs in different parts of Europe, with special emphasis on the difficulties faced by countries in Eastern and Central Europe. It is thus based on the conviction that European countries face some common challenges and can learn from one another. At the same time, it seeks to highlight differences both between and within different regions on the Continent. The volume also follows the tradition of openness to the global academic and professional community that has been characteristic to both organisations from Ireland to Italy, from Spain to Armenia. American scholars have made valuable contributions to the book. Moreover, a chapter looks beyond Europe and discusses the experience of non-European countries around the Mediterranean.

The chapters of the book contain different approaches to the evaluation of past efforts, the overview of the current situation, and the analysis of the avenues of future developments. With this diversity, the book itself represents a European value. Only this diversity can provide opportunities for an efficient and effective co-operation.

## **1.7. Research Projects with Distinguished International Partners**

These projects aim on further promotion and fostering of research activities while increasing the quality of research in the area of PA and PP in the NISPAcee region, mainly strengthening the CIS dimension. They will enlarge the NISPAcee partnership with new organizations, establish new research networks, bring new topics and new opportunities for funding.

### **Example:**

#### ***Joint NISPAcee-IRSPM-EGPA project on the Third Sector in the NISPAcee region.***

The International Research Society on Public Management has brought together an increasingly influential and international community around the issues of public management and public policy implementation. IRSPM is the one truly international and interdisciplinary society devoted to the study of public management. It is well positioned and committed to fostering collaboration with other leading bodies in the field in order to drive forward “state of art” research and theory about public management. The Society is ready to promote collaborative research and dissemination activities with such bodies as EGPA, NISPAcee and American-based Public Management Research Association.

An application in cooperation with Stephen Osborne (IRSPM President), and Taco Brandsen, (Head of EGPA Permanent Study Group in this topic) had been prepared and has already been submitted to ESF Foundation.

The essence of this project is as follows: the growth of the third sector has been seen as one of the key elements in the transition processes of the countries in the NISPAcee region since the fall of communism. Alongside the rise of the market, it is regarded as one of the major changes that have profoundly transformed these societies. Yet there remains much conceptual confusion over the nature of the third sector and the available research data are disparate and scattered. The proposed Research Network will bring together existing research, to further an understanding of the third sector that is less ideological and more evidence-based. By the development of shared concepts, approaches and indicators, it will establish the basis for shared future projects. It also brings together a unique set of experts on the topic, representing various disciplines and nearly all countries within the region.

There are 30 collaborators from various countries such as Kazakhstan, Kyrgyzstan, Tajikistan, Georgia, Armenia, Ukraine, Russia, Serbia, Croatia, and from various new EU member countries.

## **VI. 2. Improvement of Teaching and Research**

### **2.1. NISPAcee Journal**

Objectives served by publishing a scholarly periodical:

- promoting excellence in research on topics relevant to the regional issues of public administration and public policy,
- introducing the research achievements of the NISPACEE scholars to the international professional and academic communities,
- providing a vehicle for sharing innovative solutions of the public agencies and of the administrative / public policy practice from the region,
- offering a scholarly forum for outstanding young professionals and academics.

Background information: the first volume of the Journal has been published and the second and third volumes are under preparation. One of them contains the essence of the first TED conference.

The translation of the NISPA journal or other NISPA publications into Russian, the regional language widely used by academic settings in former SU countries would be welcomed by NISPAcee, but so far no financial sourcing has been found.

### **2.2 Quality assessment of PA programmes**

UN, IASIA, EAPAA and NASPAA have started recently communication about an opportunity to establish an international quality evaluation of PA programmes and also possibilities of launching international accreditation of programmes. NISPAcee works closely with them. UNDESA and IASIA have developed “The Standards for Excellence in Teaching

Public Administration”. NISPAcee has expressed its interest in working with them in order to utilize the standards for the improvement of the quality in the NISPAcee region.

NISPAcee will also develop a new form of institutionalized partnership with EAPAA for further improvement of European Accreditation of PA programmes which will be accessible for NISPAcee members. This partnership will also enable NISPAcee to participate also in discussions and decisions concerning the development of international accreditation of PA programmes.

### **2.3. Developing and publishing of “Selection of Country Papers”**

Many papers had been presented in different sessions of NISPAcee conferences from a single country dealing with issues characteristic to that respective country. The idea of this initiative is to put together a Selection of Country Papers and publish them in an individual volume. A select of these papers will give a thick description of the state of the art of reform and development in public administration in the respective country. This knowledge, generated primarily by domestic scholars and professionals, would cater to policy reform, institutional development, and technical assistance endeavours in the country in addition to serving as teaching materials.

Selection is going to be carried out by one institute/university about its own country. The Selection will contain conference papers on the PA/PP practice of the respective country that either had been presented or have been accepted for presentation on an Annual NISPAcee Conference. The preparation and publication of the Selection will be financed by national resources and will be published with the NISPAcee logo aiming to enhance the professional academic space and to give more visibility for NISPAcee within the respective country.

Background information: The first Selection is already under preparation by the Babes – Bolyai University, Cluj – Napoca , Romania and it will be finalised in the near future.

## **VI.3. New Forms of Networking**

### **3.1. Promoting networks in sub-regions**

NISPAcee has been in close cooperation with ReSPA (Regional School of PA established by the EC in the Western Balkans). NISPAcee is going to put special efforts to identify the possibilities for its involvement for cooperation with schools that train and/or educate international student body in the Caucasus and for countries in Central Asia. NISPAcee will search for possible funding of such endeavour among the donor organizations focused on these regions such as ADB, Eurasia Foundation, UN etc.

A key precondition for the success is to provide more opportunities for individual or group initiatives and creating permanent study groups which can act on their own (developing their own websites, establishing contacts in their field of studies, calling for papers, organizing regional workshops, training programmes, conferences etc.)

### **3.2. Bologna Forum**

NISPAcee is exploring opportunities to set up a listserv linked to the NISPAcee website, providing a forum for institutions and academicians in the region in supporting the development of the Bologna conform BA / MA and PhD programs. It will provide an

opportunity for the exchange of experiences, looking for partners and for providing important information on Bologna documents and events.

### **3.3. Establishment of EAPAA Forum**

EAPAA invited EGPA and NISPAcee to become institutionalised members of the association. This arrangement would allow EGPA and NISPAcee members to have direct access to all basic documents required for EAPAA accreditation and would authorise members to apply for accreditation.

NISPAcee will launch a Forum serving universities with EAPAA accredited educational programmes and for universities interested in EAPAA accreditation.

### **3.4. Strengthening the involvement of young professionals**

In order to strengthen the involvement of new generation in NISPAcee activities, NISPAcee will foster:

- the development of a sub-network of PhD students from the NISPAcee region whose research is addressed to PA/PP topics. The aims are to improve the academic quality of the Ph.D. theses of individual scholars to invite a new generation of academicians to future NISPAcee activities. This would represent a pool for the selection and development of future active members whose first-hand experience in issues specific to research in the region would be extremely useful;
- the development of a sub-network of master graduates currently working in public administration institutions in NISPAcee countries (e.g. young practitioners could exchange their specific experiences on promoting change in the institutions where they work etc.).

## **VI.4. Supporting Management**

NISPAcee intends to maintain the strong role of its Secretariat – a key component of the organization's success in managing the implementation of the mission, the main goals and objectives of the network and also in initiating and managing organizational responses to the challenges of the external and internal, organizational and financial environment.

### **4.1. Development of a marketing strategy**

NISPAcee will launch new marketing activities next year that could make the organization more visible and attractive. The Steering Committee in its 2008 December meeting discussed the options of developing a marketing strategy. Its objectives are the following:

- More extensive and aggressive promotion of the organisation
- Recruiting new institutional and individual members working at public agencies in the countries of West Balkan, East Europe, Caucasus, and Central Asia
- Promoting the organization among governmental institutions
- Attract more practitioners
- Attraction of young professionals
- Raising interest for promoting NISPAcee by donor agencies.

Laszlo Vass the former President of NISPAcee and his Budapest School of Communication and Business were assigned to develop the strategy. They voluntarily accepted this assignment free of charge. The first draft will be ready by the end of February 2009 and the final Strategy will be presented to the NISPAcee General Assembly on May 15, 2009 in Budva, Montenegro.

#### **4.2. Setting up a Consultative Board to the Steering Committee consisting of practitioners**

NISPAcee will explore the possibility for creating a Consultative Board that could incorporate practitioners' voices in order to enhance NISPAcee's capabilities towards governmental and non-governmental institutions operating primarily but not exclusive on the local level.

The role of the Consultative Board will include:

- advising on promotion of NISPAcee and its special activities among governmental and non-governmental institutions within the NISPAcee region
- needs assessment analyses
- training needs analyses
- evaluating customised training programmes
- advising on-line
- extension of the NISPAcee database to governmental agencies and practitioners
- special workshops, panels and meetings organised in connection with the Annual Conferences. These events will have a special focus on PA reforms, civil service development and training. Special values of these events is providing opportunities for comparing practitioners' experiences and learning.

#### **4.3. NISPAcee Fair of new project proposals**

The Fair will be organized during the NISPAcee Annual Conference. It will strengthen the stream of bottom-up innovative contributions. The purpose of the Fair is to encourage members and other interested individuals and institutions to engage themselves in creative thinking and identifying possible new projects, activities, partners, donors etc., to come up with ideas for discussion during the Fair and to reach decisions by the participants on the proposals that could be further developed and coordinated by NISPAcee. Identification of relevant donor organisations will be required.

Possible donor organisations will be invited to the Fair in order to give them a chance to look at proposed projects and select those that best correspond to their interests.

The Fair would provide opportunities for networking, development of partnerships, identifying demand-driven project development and strengthening of the umbrella and coordination role of NISPAcee on the joint activities of members.

#### **4.4 Fundraising strategy**

Securing the financial resources and fundraising for operation and planned activities are a challenge of strategic importance for the future of the network. At present membership fees represent only about 5 % of the organization's total budget and it is obvious, that in the NISPAcee region an increase of the membership fees would lead rather to not payment of fees than an increase of the NISPAcee income. The remaining amount is financed by outside

sources through projects run by NISPAcee; therefore the support of external donor organizations has crucial importance. The organization devotes great energy into developing and managing projects and participation in competitions that requires considerable administrative capacity meanwhile the results are quite uncertain. LGI has been the long-standing donor for NISPAcee, therefore the most important one. It has lead to a disproportional reliance of NISPAcee to LGI for core funding. Therefore financial sustainability of the organization is the crucial strategic challenge.

The above listed innovations therefore aim also on an enlargement of the diversity of the NISPAcee resources. The possible donors and partners are listed under each innovation. The crucial issue is the core institutional funding provided by LGI within the Core Grant supporting the core NISPAcee activities for a year. At this time no donor other then OSI is seen to be willing to provide core institutional funding, but the search will continue. NISPAcee still see opportunities within the EC instruments and trust funds of national governments of the EU. The new NISPAcee Marketing Strategy will help in these regards. NISPAcee utilize all possible means for promotion of its capacities among relevant national, international and supranational bodies.

## **ANNEX I.**

### **List of Abbreviations**

ADB – Asia Development Bank  
ASPA – American Society of Public Administration  
BA – Bachelor  
CEE – Central and Eastern Europe  
CIS – Commonwealth of Independent States  
EAPAA – European Association of Public Administration Accreditation  
EBRD – European Bank for Reconstruction and Development  
EC – European Commission  
EGPA – European Group of Public Administration  
EIPA – European Institute of Public Administration  
EPAN – European Public Administration Network  
ESF – European Science Foundation  
EU – European Union  
IASIA – International Association of Schools and Institutes of Administration  
IIAS – International Institute of Administrative Sciences  
IPMN – International Public Management Network  
IRSPM - The International Research Society on Public Management  
LGI - Local Government and Public Service Reform Initiative  
MA - Master  
NASPAA – National Association of Schools of Public Affairs and Administration  
NISPAcee – The Network of Institutes and Schools of Public Administration  
NMS – New Member States of the European Union  
OECD – Organization for Economic Cooperation and Development  
PA – Public Administration  
PP – Public Policy  
ReSPA – Regional School of Public Administration

SIGMA – Support for Improvement in Governance and Management in Central and Eastern Europe  
SC – Steering Committee  
SU – Soviet Union  
TED – Trans European Dialog  
UCA – University of Central Asia  
UN – United Nations  
UNDESA – United Nations Department for Economic and Social Affairs  
UNDP – United Nations Development Programme  
UNPAN – United Nations Public Administration Network  
US – United States of America  
WB – World Bank  
WG – Working Group