



The 13<sup>th</sup> NISPAcee Annual Conference  
**Democratic Governance  
for the XXI Century:  
Challenges and Responses  
in CEE Countries**

*Moscow, Russia, May 19-21, 2005*

# **CONFERENCE PROGRAMME**

**Organized in cooperation with the main local organizer  
the School of Public Administration of the Moscow State University,  
and local coorganizer the Higher School of Economics, Moscow**

Conference venue:  
Hotel ALFA (Izmailovo Hotel Complex)  
Address: 105187, Moscow, Izmailovsky highway, 71

# Meeting Rooms

<b>Pre-conference meeting (on May 18, 2005 at 20.00 – 21.00):</b>	<b>Room</b>	<b>Location of the room</b>
Meeting of the NISPAcee Steering Committee and the conference programme coordinators	G	24 floor

<b>Conference meetings:</b>	<b>Room</b>	<b>Location of the room</b>
<b>REGISTRATION</b>		Conference Center
Opening Plenary Session	A, B, C, D	Conference Center
Closing Plenary Session	A	Conference Center
NISPAcee Business Meeting	A	Conference Center
<b>Panels and Forums</b>		
Forum of Heads of Schools of Public Administration	A	Conference Center
Panel on The Bologna Process in Public Administration Education: How to Meet the Challenge in CEE/CAC	B	Conference Center
Panel on Challenges in Caucasus and Central Asia Countries and the Role of NISPAcee	C	Conference Center
NISPAcee Youth Forum	D	Conference Center
<b>Working Sessions on the Main Conference Theme</b>	A	Conference Center
<b>Working Groups:</b>		
I. Working Group on Politico-Administrative Relations	B	Conference Center
II. Working Group on Public Sector Quality	C	Conference Center
III. Working Group on Strategic Leadership in Central Government	F	Conference Center
IV. Working Group on Democratic Governance of Multiethnic Communities	J	14th floor
V. Working Group on Public Sector Finance and Accounting	H	25th floor
VI. Working Group on e-Government	G	24th floor
VII. Working Group on Capacity Building of a Civil Servants' Training System according to EU Requirements	E	Conference Center
VIII. Working Group on Degree Programs of Public Administration / Public Policy Education in CEE Countries	D	Conference Center
IX. Working Group on Ethics in Governance	J	14th floor

# Conference Schedule

## Wednesday, May 18, 2005

### Pre-conference meetings:

- 14.00 – 19.00 NISPAcee Steering Committee meeting  
 20.00 – 21.00 Meeting of the NISPAcee Steering Committee members and the Conference Programme Coordinators  
 17.00 – 21.00 **Registration of participants**

## Thursday, May 19, 2005

- 07.30 – 09.00 Registration of participants  
 09.00 – 10.30 **Plenary Session**  
**Chair: László Vass, Corvinus University of Budapest, NISPAcee President**  
 Welcome of the conference participants by the NISPAcee President  
**Panel on Russian Public Administration**  
**Alexei Viktorovich Surin, Dean of the School of PA, Moscow State University, Welcome and introductory presentation**  
**Lev Ilyich Yakobson, Vice-Rector, Higher School of Economics, Moscow, Russia**  
**Jeffrey Straussman, Associate Dean, Maxwell School, Syracuse University, USA**  
**Presentation of the conference theme by the general rapporteur, Martin Potůček, Director, Center for Social and Economic Strategies, Charles University, Prague, Czech Republic**  
**Ceremony of the Alena Brunovská Award for Teaching Excellence in Public Administration**  
**Presentation of the Award by László Vass, NISPAcee President and Ľudmila Gajdošová, NISPAcee Executive Director to the recipient: György Jenei, Corvinus University of Budapest, Hungary**  
 “Approaches to public administration and public policy institutions in CEE”  
 10.30 – 11.00 Coffee break  
 11.00 – 12.30 **Working Session** on the main conference theme  
 Meetings of **Working Groups**  
 12.30 – 14.00 Lunch  
 14.00 **Departure to the Moscow State University** (Two stops: The Temple of Christ the Saviour; the major place in Moscow near the MSU; arrival at the MSU)  
 17.00 – 18.00 **Plenary Session at the Moscow State University**  
**Official opening of the Conference**

Welcome of the conference participants by the Russian representatives  
**Chair: László Vass, NISPAcee President**  
**Co-chair: Victor Antonovich Sadovnichii, Rector, Moscow State University, Russia**  
**Serguei Yevgenievich Naryshkin, Head of the Governamental Administration of the Russian Federation**  
**Serguei Ivanovic Kolesnikov, Deputy Chairman, Committee on Education and Science, State Parliament (Duma) of the Russian Federation**  
**Keynote presentation:**  
**Barbara Kudrycka, Rector, Bialystok School of Public Administration, Poland; Member of the European Parliament**

- 18.00 – 21.00 **Reception** at the MSU hosted by the School of PA of the MSU  
 21.00 Departure of buses for the Hotel ALFA

## Friday, May 20, 2005

- 9.00 – 10.30 **Working Session** on the main conference theme  
 Meetings of **Working Groups**  
 10.30 – 11.00 Coffee break  
 11.00 – 12.30 **Working Session** on the main conference theme  
 Meetings of **Working Groups**  
 12.30 – 14.00 Lunch  
 14.00 – 15.00 **Working Session** on the main conference theme  
 Meetings of **Working Groups**  
 15.00 – 15.30 Coffee break  
 15.30 – 17.00 **Panels and Forums**
  - Panel on The Bologna Process in Public Administration Education: How to Meet the Challenge in CEE/CAC
  - Panel on Challenges in Caucasus and Central Asia Countries and the Role of NISPAcee
  - Forum of Heads of Schools of Public Administration
  - NISPAcee Youth Forum
 17.30 – 19.00 **NISPAcee Business Meeting**  
*Opening*  
*Annual Report of activities*  
*Financial Report*  
*Future Plans*  
*Others*  
*Discussions*  
 Representatives of the NISPAcee Member Institutions are expected to partici-

	pate in the Business Meeting All other participants are warmly invited and welcome to join the meeting.	11.30 – 13.00	<b>Closing Plenary Session</b> <b>Chair: László Vass</b> , <i>Corvinus University of Budapest, NISPAcee President</i> Reports of the coordinators of the Working Session/Groups Report of the general rapporteur Martin Potůček, Director, Center for Social and Economic Strategies, Charles University, Prague, Czech Republic
19.30	<b>Reception</b> hosted by the Higher School of Economics, Moscow (Venue: Hotel ALFA)		Lunch
<b>Saturday, May 21, 2005</b>			
9.00 – 11.00	<b>Working Session</b> on the main conference theme Meetings of <b>Working Groups</b>	13.00	
11.00 – 11.30	Coffee break	14.30	<b>Visit to Kremlin</b> (for participants who ordered the sightseeing tour)

## Panels and Forums

### The Bologna Process in Public Administration Education: How to Meet the Challenge in CEE/CAC

**Moderator: György Jenei**, Corvinus University of Budapest, Hungary

**Speakers:**

**Theo Toonen**, University of Leiden, The Netherlands, Chair of EPAN

**Natalia Sergeevna Grigoryeva**, School of Public Administration, Moscow State University, Russia

**Tatiana Isachenko**, Moscow State Institute of International Relations, Russia

**Tatiana Chubarova**, Russian Academy of Sciences, Moscow, Russia

The Bologna Process, “presently the major process of higher education reform in Europe”, aims to create a European Higher Education Area by the year 2010 and to promote the European system of higher education world-wide by creating a two-cycle education, comparable degrees, a unitary credit system and quality assurance frameworks, etc. As it is heavily disruptive, as with all major reforms, the Bologna Process has met with mixed reactions in different countries and institutions. It has, however, also proven very popular and many non-member states have acceded to it, or are planning to do so.

In the CEE/CAC region, the Bologna Process has presented particular difficulties by necessitating large-scale changes, directly after the formal transition, which began in 1989/91, was more or less at an end. The special challenge for Public Administration, which is not a classical undergraduate discipline in most countries and has a peculiar practical orientation, has also been added. Frequently, the Bologna Process has been implemented to serve specific national or institutional goals and all too often, its mission has not been properly understood. The same, however, is also true for many old member countries. Finally, the implementation of and transition to the new system, have proven to be particularly difficult.

Just prior to the 2005 follow-up Conference of the Bologna Process in Bergen, Norway, this high-level panel, comprising members of the old and new member states, will discuss the wider issues for CEE/CAC and reflect on the experiences in the older member states. This is a session that no-one involved in Public Administration education and its administration, including young scholars and students, can afford to miss.

### Challenges in Caucasus and Central Asian Countries and the Role of NISPAcee

**Moderator:**

**Sergei Puskharev**, Ural State University, Yekaterinburg, Russia, NISPAcee Steering Committee member

While NISPAcee has always recognised the importance of public administration and public policy reforms in all post-communist countries, its core activities were mostly undertaken in the countries of Central and Eastern Europe. Over the last decade, NISPAcee has contributed to the success of public administration reforms in this region. Currently, NISPAcee aims to strengthen its presence in other post-communist regions, namely Caucasus and Central Asia.

Panel moderator will present the findings of the NISPAcee Task Force, created to evaluate a more active role in public administration and public policy reforms, which NISPAcee can play in these regions. Heads of educational

institutions, faculty members, researchers, state officials and civil servants, representatives of donor organisations and the NGO community, together with other interested organisations/individuals, are welcome to participate in the discussion on the NISPAcee strategy and its activities in these regions.

**Tasks force members:**

**Mzia Mikeladze**, Urban Institute, Tblisi, Georgia

**Bolotbek Orokov**, Academy of Management, Bishkek, Kyrgyzstan

**Sergei Pushkarev**, Ural State University, Yekaterinburg, Russia

## **Forum of Heads of Schools and Institutes of Public Administration**

**Chair:**

**Alexei Viktorovich Surin**, Dean, School of Public Administration, Moscow State University, Moscow, Russia

**Speakers:**

**Robert Engibaryan**, Moscow State Institute of International Relations, Russia

**Habdelahat Latfullin**, State University of Management, Moscow, Russia

**Alexey Barabashev**, Higher School of Economics, Moscow, Russia

**Eugenius Chlivickas**, Training Center of the Ministry of Finance, President of Lithuanian Public Administration Training Association, Vilnius, Lithuania

**Keyong Dong**, Renmin University of China, Beijing, China

**John Ryder**, MSU visiting professor from SUNY, USA

**John Rohrbaugh**, MSU visiting professor from SUNY, USA

During the last decade of ongoing reforms in central and eastern European countries, together with the increasing requirements on the professionalisation of the civil service and the role of public administration, the schools and institutions within the NISPAcee network have been developed in terms of quality and quantity. Many of them have a very different history and differ in their approaches to complete their mission, but still they face similar and new opportunities for further improvement of their academic research and training programmes in order to meet the challenges of the contemporary era. This panel session aims to provide a forum for Heads of schools and institutes from the NISPAcee network to meet and discuss the challenges they face; how to cope with them and simultaneously establish more sustainable communication amongst them in the future. Therefore, all representatives of schools and institutes are welcome to participate in this panel and share their experiences with colleagues from other institutions and countries.

**Topics for discussion:**

- The various programmes for teaching and training experts in public administration, their significance and correlation (Bachelors', Masters', PH.D. and other doctoral programmes, programmes for training specialists);
- The various sources of financing the programmes (state and public financing, private business, private individuals, etc);
- Co-operation in the process of carrying out a state order and international programmes in the sphere of educating and training administrators and managers;
- The issues and problems of international public administration;
- The principles of the organization of the education process;
- Research in the sphere of administration and management (the proportion of fundamental and applied research projects/programmes);
- The peculiarities of education and training Master and doctoral degree students in administration and management;
- The issues and challenges in organizing career and training practices for students within the various education programmes.

## **NISPAcee Youth Forum**

**Chair:**

**Gayane Selimyan**, American University of Armenia, Yerevan, Armenia

**Speakers:**

**Martin Potůček**, Director, Center for Social and Economic Strategies, Charles University, Prague, Czech Republic

**Jeffrey D. Straussman**, Associate Dean and Chair Department of Public Administration, Maxwell School Syracuse University, USA

**Purpose:** The NISPAcee Youth Forum held its first meeting at the 12th NISPAcee Annual Conference in Vilnius, Lithuania. During the second meeting in Moscow, the network formed in Vilnius will be enriched by new members and will provide an ongoing platform for promotion and encouragement of the work carried out by young professionals in public administration and contribute to their career advancement.

**Programme:**

*Main topic: "How to advance your career in public administration".*

Issues to be discussed this year include: successful job hunting advice; opportunities for obtaining a PhD in Public Administration and the necessary requirements for being published in international journals.

## Working Sessions and Working Groups

### Working Session on the Main Conference Theme

**Coordinators:**

**Stanka Setnikar-Cankar**, University of Ljubljana, Slovenia

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**Allan Rosenbaum**, Florida International University, USA

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The latter part of the 20th Century was a time of extraordinary transitions within the countries of Central and Eastern Europe. Political, economic, and social systems all underwent great change. As a consequence of these changes, most of the Central and Eastern European countries witnessed the emergence of more democratic and responsive governance. In some cases, these changes occurred more slowly, in other cases more rapidly.

As recent events in several countries, and especially Ukraine, have suggested, these processes are still very much underway. That this should be so is not very surprising for at least two reasons. First, democratic governance, and especially the transition to democratic governance, is always a very fragile process – as events in some CEE countries and many other parts of the world have certainly made clear. Second, democratic governance is always a "work-in-progress". All countries, even the most democratic ones, must continue to strive to build and strengthen their institutional structures and, from time to time, even the most democratic of countries will regress in their commitment to democratic governance. The theme panels for this year's NISPAcee conference will examine these developments in the CEE countries. The first set of panels will look at democratic development in the region generally, and at certain significant, more specialized cases. Key elements in the process of democratic development – fighting corruption, strengthening sub national government and administrative reform – will be examined in three additional panels. Finally, the contribution of policy research and analysis and improved public sector training to democratic development in the CEE countries also will be examined in the final theme panel.

#### Thursday, May 19, 2005

11.00 – 12.30 **Session 1: Future Directions in**

**Democratic Development in the CEE Countries**

**Vladimir Benaček**, CESES, Charles University, Prague, Czech Republic  
Paper: *Three dimensions of modern social governance: Markets, hierarchies and kinships*

**Marek Debicki**, Leon Kozminski Academy of Entrepreneurship & Management, Warsaw, Poland  
Paper: *Public service and the democratic deficit*

**Dmitry Moskvina**, Ural State University, Yekaterinburg, Russian Federation  
Paper: *Russia between transformation and transition: Evolution of the main democratic institutions*

**Carmine Scavo**, East Carolina University, Greenville, USA

Paper: *Understanding issues raised by NGOs for modern Russian public administration*

**Tetyana Malyarenko**, Donetsk State Academy of Management, Ukraine  
Paper: *Regional dynamics, inequality and public governance in Ukraine*

#### Friday, May 20, 2005

09.00 – 10.30 **Session 2: Fighting Corruption and Improving Audit Capacity in Support of Democratic Development in the CEE Countries**

**Karin Hilmer Pederson**, Aarhus University, Denmark  
Paper: *Corruption: Commonality, causes & consequences*

**Erik Moora**, Estonian Public Service Academy, Tallinn, Estonia  
Paper: *Building non-corrupt local governments*

**Stasys Puskorius**, Mykolo Romerio University, Vilnius, Lithuania  
Paper: *Identification of problems of performance audit for the implementation of principles of democracy*

**Jan Pavel**, University of Economics of Prague, Jindrichuv Hradec, Czech Republic  
Paper: *Efficiency of public tendering: Level of transparency versus private transaction costs*

**Ziga Andoljsek**, University of Ljubljana, Slovenia  
Paper: *Quantitative performance measurement of tax offices in Slovenia*

11.00 – 12.30

**Session 3: Decentralization, Local Governance and Democratic Development in the CEE countries**

**Agota Gierde Raisiene**, Mykolo Romerio University, Vilnius, Lithuania  
Paper: *Decision initiation and suggestion evaluation in Lithuanian municipalities*

**Miro Hacek, Irena Baclija**, University of Ljubljana, Slovenia  
Paper: *City quarter communities: A new quality in Slovenian local democracy*

**Marina Liborakina**, Institute for Urban Economics, Moscow, Russia  
Paper: *Citizens evaluate local governments performance: A case of Russia*

14.00 – 15.00

**Session 4: Administrative Reform and the Building of Democracy in**

**the CEE Countries**

**Svein Eriksen**, Statskonsult, Oslo, Norway

Paper: *Unfinished transition, public administration reform in Serbia 2001 – 2004*

**Mirjana Drakulic**, Belgrade University, Serbia & Montenegro

Paper: *E-democracy, e-voting and risks in Serbia*

**Agota Giedre Raisiene**, Mykolo Romerio University, Vilnius, Lithuania  
Paper: *Decision initiation and suggestion evaluation in Lithuanian Municipalities*

**Saturday, May 21, 2005**

09.00 – 11.00

**Session 5: Training and Policy Analysis as Strategies for Democratic Development in the CEE Countries**

**Raymond Rosenfeld**, Eastern Michigan University, Ypsilanti, USA  
Paper: *Performance management in Latvia: The culture of analysis*

**Mattias Burell**, University of Uppsala, Sweden

Paper: *Elite training in transition – A comparison on Chinese party schools and Russian academies of public administration*

**Raymond Struyk**, Urban Institute, Washington, USA, **Alexander Puzanov**, Institute for Urban Economics, Moscow, Russia

Paper: *Policy development skills training course for local policy makers in transition economies: Implementation lessons*  
Conclusions

## Working Groups

### I. Working Group on Politico-Administrative Relations

**WG Programme Coordinators:**

**Bernadette Connaughton**, University of Limerick, Ireland  
E-mail: Bernadette.Connaughton@ul.ie

**Georg Sootla**, Tallinn University of Educational Sciences, Estonia  
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**B. Guy Peters**, University of Pittsburgh, USA  
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**NISPAcee Project Manager:** Viera Wallnerova, E-mail: wallnerova@nispa.sk

At this conference our working group will meet 6th time. Alongside with further elaboration of our previous topics – roles of politicians and civil servants and policy networks – two supplementary aspects of our general topic will be presented. This first focuses on changing roles of politicians and civil servants in the policy process after accession of new member states. The second considers politico-administrative interface on the course of administrative reforms.

## Thursday, May 19, 2005

- 11.00 – 12.30 **Introduction: Expectations and perspectives of the workshops:**  
**Guy B. Peters**  
**Session 1: Civil service vs. politicians: roles and values (Chairman: Guy B. Peters)**  
**Guy B. Peters**, University of Pittsburgh, USA  
Paper: *Administrative traditions*  
**Miro Hacek**, University of Ljubljana, Slovenia  
Paper: *Commitment of Slovenian civil servants and politicians to democratic values and norms*  
**Alexandru-Leonard Ionita**, National Institute of Administration, Bucharest, Romania  
Paper: *Changing values – the case of the civil servant in Romania*  
An analysis of the impact EU integration has on Romanian public administration  
**Bernadette Connaughton**, University of Limerick, Ireland  
Paper: *Political and managerial accountability – addressing the gap in the Irish system*

## Friday, May 20, 2005

- 09.00 – 10.30 **Session 2: Politico administrative developments in CEE countries in the course of Europeanization (Chairman T. Verheijen)**  
**Jochen Franzke**, University of Potsdam, Germany  
Paper: *Problems of politico-administrative relations in Estonia, Poland and Slovakia under the impact of Europeanisation: A double comparison of the agricultural and telecom sector*  
**Donald Fuller**, Anglo-American College, Prague, Czech Republic  
Paper: *Vertical and horizontal strains on Administrative and policy vectors in structures affecting and affected by supranational impacts: The case of the EU, its members and the World Trade Organization.*  
**Erik Sootla**, Tallinn University of Educational Sciences, Estonia  
Paper: *The role of government support structures in EU policy-making at national level: the case of Estonia and Czech Republic*  
**Tony Verheijen**, The World Bank, Washington, DC, USA, **Aleksandra Rabrenovic**, Belgrade University, Serbia & Montenegro  
Paper: *Politicians and top civil servants in former Yugoslav states, back to discarded traditions?*  
**Margareta Jefimova**, Tallinn University

of Economical Sciences, Estonia  
Paper: *Relation patterns in network-like structures of labour market policy in Estonia*

- 11.00 – 12.30 **Session 3: Politico-administrative configurations in the course of administrative reforms (Chair G. Sootla)**  
**Ole Norgaard, Signe Skovbakke Winding**, Aarhus University, Denmark  
Paper: *The impact of administrative traditions on public administration reform: The Baltic case countries*  
**Markku Temmes**, University of Helsinki, Finland  
Paper: *Division of work in administrative reform policies: Decentralization or centralization*  
**Georg Sootla**, Tallinn University of Economical Sciences, Estonia  
Paper: *Political and administrative coordination of administrative reforms*  
**Ludmila Voltchkova**, St. Petersburg State University, Russia  
Paper: *The development of contemporary society and the reformation of public administration system*  
14.00 – 15.00 **Session 4: Politico-administrative relations and development of executive leadership (Chair B. Connaughton)**  
**Christophe Pelgrims**, Catholic University of Leuven, Belgium  
Paper: *Personal advisors of ministers: More than personal loyal agents?*  
**Tatiana Majcherkiewicz**, Mining and Metallurgy University, Krakow, Poland  
Paper: *Nomenclature vs. civil service. Defining politico-administrative relations under Miller's government*  
**Natalia Kolisnichenko**, Odessa Regional Institute of PA, NAPA, Ukraine;  
**Allan Rosenbaum**, Florida International University, USA  
Paper: *Mayoral leadership and politico-administrative relationships (comparison of two Ukrainian and US cities)*

## Saturday, May 21, 2005

- 09.00 – 11.00 **Session 5: Summary, findings and further recommendations to authors of papers:**  
Civil service vs. politicians: Roles and values (**Tony Verheijen**)  
Politico administrative developments in the course of Europeanization (**Guy B. Peters**)  
Politico-administrative configurations in the course of administrative reforms (**Georg Sootla**)  
Politico-administrative relations and executive leadership (**Bernadette Connaughton**)



## II. Working Group on Public Sector Quality

### WG Programme Coordinators:

**Katarína Staroňová**, Open Society Foundation, Bratislava, Slovakia,

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**William Dunn**, Graduate School of Public and International Affairs, University of Pittsburgh, USA and Graduate Center for Public Policy and Management, Skopje, Republic of Macedonia

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**Sergei Pushkarev**, Ural State University, Yekaterinburg, Russia

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### Theme 2005: “Quality of Implementation”

Implementation is a necessary phase following policy decision in the policy cycle, which includes at minimum the phases of agenda setting, policy formulation, policy adoption, policy implementation, and policy evaluation and adaptation. When implementation fails, policy-making loses its purpose, mission, credibility and effectiveness. Evidence on the practice of policy making shows that the stage of implementation is extremely weak in Central and East European countries. Papers to be presented represent a variety of approaches towards implementation, ranging from experience acquired from single case studies to comparative, policy-relevant empirical research. Among the issues raised by these approaches are the following: How can we best assess and measure implementation processes? What are the best ways to address questions surrounding the quality of policy implementation? Is a “good governance” perspective relevant to issues of policy implementation in CEE and the NIS? What are the conditions that facilitate and retard implementation, factors that may help or hinder the implementation of effective policies at the national, regional or local level? To what extent do different policy ethics and policy-making roles, including elected officials as well as civil servants, influence the quality of implementation? Papers in this working group address these questions and more: What existing models of implementation are most useful in understanding concrete processes? What methods and techniques are available for monitoring the process and outcomes of implementation? Are there viable systems of indicators that are or could be useful in monitoring and evaluating implementation? Can we develop an inventory and assessment of some of the most important methods and models for monitoring and evaluating implementation?

### Thursday, May 19, 2005

11.00 – 12.30 **Introduction by Katarina Staronova, Bill Dunn and Sergei Pushkarev**  
**Session 1: Implementation in CEE Countries**

**Michiel de Vries**, University of Nijmegen, The Netherlands, **Iwona**

**Sobis**, University of Skovde, Sweden  
Paper: *Western advice in CEE countries: The Swedish experts' view*

**Kristina Tonnisson**, University of Tartu, Estonia  
Paper: *Why CEE countries, NPM principles and bad policy implementation are fatal friends? The case of Estonian local governments*

**Milena Karadjova**, New Bulgarian University, Sofia, Bulgaria  
Paper: *Implementation of EU legislation of public procurement in Bulgaria – Legal and administrative approach*  
Discussant: Juraj Nemec, Slovakia  
Facilitator: Bill Dunn

### Friday, May 20, 2005

09.00 – 10.30 **Session 2: Quality of Preparation for Implementation**

**Zsombor Kovacsy**, Ministry of Justice, Budapest, Hungary

Paper: *Assessing the occurrence and quality of information on impact. Assessments attached in the explanatory memoranda of the draft legislation – Hungary*

**Magdalena Shaldeva**, DFID PAR Project, Skopje, Macedonia  
Paper: *The effects of policy impact assessment in the decision making process in the government of the Republic of Macedonia*

**Aare Kasemets**, University of Tartu, Estonia  
Paper: *The use of impact analysis methods in the draft legislation: A comparative study*

Discussant: Kristiina Tonnisson, Estonia  
Facilitator: Katarina Staronova

11.00 – 12.30 **Session 3: Big Governmental Programs and Implementation**

**Evgeny Kochurov**, St. Petersburg State University, Russia  
Paper: *Implementation of the Governmental Policies in the Public Sector:*

*Quantitative Assessment on the Basis of the Frontier Models*

**Juraj Nemec**, University of Matej Bel, Banska Bystrica, Slovakia

Paper: *Reforms of health care delivery in Slovakia and their impact on performance of hospitals: Quality of services and quality of financial management*

**Veiko Lember**, University of Tartu, Estonia

Paper: *Implementing contracting out of public services: Lessons from Estonia*

**Tereza Khachatryan**, National Institute of Health, Yerevan, Armenia

Paper: *Big governmental programs and implementation*

Discussant: Aare Kasemets, Estonia

Facilitator: Sergei Pushkarev

14.00 – 15.00 **Session 4: Quality and Evaluation of Public Programs**

**Markéta Šumpíkova, Jan Pavel**,

University of Economics of Prague, Jindřichův Hradec, Czech Republic

Paper: *The effectiveness of public expenditure evaluation: Case study of the Czech environmental protection*

**Silvana Braculla**, Urban Research Institute, Tirana, Albania

Paper: *Performance management helping local governments improve services: Albania case*

Discussant:

Robert Szczepankowski, Poland

Facilitator: Sergei Pushkarev

**Saturday, May 21, 2005**

09.00 – 11.00

**Session 5: Improving Implementation at the Local Level**

**Ioana Muresan**, Babes-Bolyai University, Cluj Napoca, Romania

Paper: *Involving volunteers to increase the quality of the services provided to the local community*

**Volodymyr Salamatov**, National Academy of Public Administration, Office of the President of Ukraine

Paper: *Evaluation of municipal policy implementation based on study of municipal management perception in Ukraine, Russia and USA cities*

**Sergei Pushkarev**, Ural State University, Yekaterinburg, Russian Federation, **Bolotbek Orokov**, Academy of Management under the President of Kyrgyzstan, Bishkek, Kyrgyzstan,

**Dan Durning**, University of Georgia, Athens, USA,

Paper: *Employee training and development in Kyrgyzstan: Leninskoe village government*

**Robert Szczepankowski**, Bialystok School of Public Administration, Poland

Paper: *Public policy activity in Polish public administration – general overview*

Discussant: Veiko Lember, Estonia

Facilitator: Katarina Staronova

Conclusions

### III. Working Group on Strategic Leadership in Central Government

#### WG Programme Coordinators:

**Martin Brusis**, Center for Applied Policy Research, University of Munich, Germany

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**Radoslaw Zubek**, London School of Economics and Political Science, UK

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*NISPAcee Project Manager*: Michal Luciak E-mail: Luciak@nisp.sk

All governments face inherent problems in demonstrating capacity for strategic leadership. These problems derive from constituency interests, party politics and decision making rules that encourage ministers and their staff to pursue narrow departmental interests at the expense of the strategic interests of the cabinet. The centrifugal effects of such opportunity structures can be addressed by institutions at the center of government. Based upon country case studies, the Working Group discusses how these institutions provide incentives affecting the strategic management of legislation, finances, information and organization.

**Thursday, May 19, 2005**

11.00 – 12.30 **Session 1: Legislation**

**Martin Brusis**, Center for Applied Policy Research, University of Munich, Germany

**Radoslaw Zubek**, London School of

Economics and Political Science, United Kingdom

Framework paper: *Strategic Management of Legislation*

**Andreas Bagenholm**, Goteborg University, Sweden

Paper: *Explaining Governmental Efficiency. The Preparation and Passing of EU-Related Legislation in Lithuania and Romania*

**Antoaneta Dimitrova**, Leiden University, Netherlands

Paper: *Following the best? Can CEE countries use the Danish model of EU legislation preparation?*

#### Friday, May 20, 2005

09.00 – 10.30

#### Session 2: Policy Sectors

**Pat Gray**, London Metropolitan University, United Kingdom

**Brian Tutt**, London Metropolitan University, United Kingdom

Paper: *Does 'agencification' enhance strategic control? Russian agencies and the pursuit of 'vertical' power*

**Marta Nachtmannova**, CESES, Charles University Prague, Czech Republic

Paper: *Sustainable development strategy of the Czech republic: Third attempt. Is it sustainable?*

**Maria Boneva**, Sofia University, Bulgaria

Paper: *Factors for strategic management in Bulgaria 2001 – 2005*

11.00 – 12.30

#### Session 3: Centers of Government

**Michal Ben-Gera**, SIGMA/OECD, Paris, France: Co-ordination at the Centre of Government: the Functions and Organisation of the Government Office

**Istvan Stumpf**, Századvég Political School, Budapest, Hungary, former Head of the Prime Minister's Office

Paper: *Managing executive decision-making from the Prime Minister's office: Hungarian experiences*

14.00 – 15.00

#### Session 4: Civil Service and Administration

**Natalia Kolisnichenko**, Odessa

Regional Institute of Public Administration, National Academy of Public Administration, Ukraine; **Polya Katsamunska**, University of National and

World Economy, Sofia, Bulgaria

Paper: *Reforming public administration in Ukraine and Bulgaria: Comparing strategy formulation and implementation*

**Jane Järvalt**, Supreme Court of Estonia; **Mariann Veisson**, Tallinn Pedagogical University / State Chancellery of the Republic of Estonia

Paper: *Developing public sector leaders: An analysis of the competency framework for the Estonian senior civil service*

**Gyorgy Hajnal**, Hungarian Institute of Public Administration, Budapest, Hungary

Paper: *The Role of decision structures in public administration performance: an organizational Level Perspective*

#### Saturday, May 21, 2005

09.00 – 11.00

#### Session 5: Governance

**János Hoós**, Corvinus University of Budapest, Hungary

Paper: *Political rationality and economic rationality and the Hungarian public decision-making system. Economic efficiency versus democracy in Hungary*

**Martin Nekola**, CESES, Charles University, Prague, Czech Republic

Paper: *Political participation and governance effectiveness*

**Oleh Protsyk**, European Centre for Minority Issues, Flensburg, Germany

Paper: *Cabinet decision-making in the Western CIS countries*

Conclusions and Follow-Up

## IV. Working Group on Democratic Governance of Multi-ethnic Communities

### WG Programme Coordinators:

**Michael Brintnall**, American Political Science Association, Washington, USA

E-mail: [Brintnall@apsanet.org](mailto:Brintnall@apsanet.org)

**Jana Krimpe**, Tallinn University of Educational Sciences, Estonia

E-mail: [jana.krimpe@lepe.ee](mailto:jana.krimpe@lepe.ee)

*NISPAcee Project Manager*: Viera Wallnerova, E-mail: [wallnerova@nispa.sk](mailto:wallnerova@nispa.sk)

Theme 2005: **"Delivering Public Services in Multi-Ethnic Settings"**

The Working Group (WG) on Governing Multiethnic Communities is a forum for research and policy discussions about promoting inclusive policies responsive to the needs of ethnically diverse communities, and about the design,

implementation, and administration of public services that help to advance the status of minority communities and promote the well-being of the majority and minority groups together, and about effective education and training for public officials to respond to multi-ethnic communities.

#### **Thursday, May 19, 2005**

##### **11.00 – 12.30 Session 1: Themes of Identity and Engagement Facing Multi-Ethnic Communities and Public Service**

**Ekaterina Marinova**, CARE Bulgarian Foundation, Sofia, Bulgaria

Paper: *Establishment of lobby groups on civil participation and social policy issues in four multi-ethnic communities of Bulgarians, Bulgarian Turks and Roma in Southern Bulgaria*

**Gayane Selimyan**, American University of Armenia, Yerevan, Armenia

Paper: *Changing identities: Armenian case study*

**Agnes Horvath**, Eszterhazy Karoly College, Eger, Hungary

Paper: *Gypsy women in public life*

#### **Friday, May 20, 2005**

##### **11.00 – 12.30 Session 2: Engagement and Representation as a Tool for Meeting Needs of Multiethnic Communities**

**Rustem Ablyatifov**, State Committee of Ukraine for Nationalities and Migration, Kyiv, Ukraine

Paper: *Analysis of the Ukrainian governmental programme for involving of the Crimean Tatar youth to public service*

**Ekaterina Marinova**, CARE Bulgarian

Foundation, Sofia, Bulgaria

Paper: *Ombudsman wave in Bulgaria: from an EU accession requirements to a local reality*

**Michael Brintnall**, APSA, Washington, USA

Paper: *Preparing the public service for working in multiethnic democracies: Practices of schools of public administration in Central and Eastern Europe*

##### **14.00 – 15.00 Session 3: National Strategies for Meeting Needs of Multiethnic Communities**

**Maksim Golovko**, Tallinn University of Economical Sciences, Estonia

Paper: *Russian parties and electoral behavior cultural-historical background and prejudice as determinants of electoral behavior of Russian-speaking voters*

**Raivo Vetik**, Tallinn University of Educational Sciences, Estonia

Paper: *National integration policies in the context of the EU membership: the case of Estonia*

**Jana Krimpe**, Tallinn University of Educational Sciences, Estonia

Workshop Conclusions and Future of the Working Group

## **V. Working Group on Public Sector Finance and Accounting**

### **WG Programme Coordinator:**

**Zeljko Sevic**, University of Greenwich, United Kingdom, E-mail: Z.Sevic@gre.ac.uk

**NISPAcee Project Manager:** Elena Žáková, E-mail: zakova@nispa.sk

The Working Group focuses this year on the budgetary processes and practices in transitional countries of Central and Eastern Europe and Former USSR republics. The contributors in their paper will analyse the current and emerging practices in the budgetary processes and to what extent different players define the outcomes of the budgeting process. The attention will not only be paid to the political economy aspects of budgeting in the public sector, but also to the accounting and financial management implications of different models and options accepted in a respective country. The authors have choice to look at central or sub-national government level exclusively, or to develop a paper which looks at the budgetary practices from a more comparative perspective (drawing parallels between national/central government practices and practices accepted at sub-national, primarily local level).

#### **Thursday, May 19, 2005**

##### **11.00 – 12.30 Session 1:**

**Zeljko Sevic**, University of Greenwich, United Kingdom

Paper: *Budgeting process in CEECs: An Introductory paper*

**David Amborski**, Ryerson Polytechnic Institute, Toronto, Canada

Paper: *Linking priority setting, implementation, and accountability in local government budgeting*

**Phillip Bryson**, Brigham Young University, Provo, USA

Paper: *Local budgeting in the Czech and Slovak Republics*

**Krisztina Tóth**, University of Fribourg, Switzerland

Paper: *The impact of legislature and citizens on the budgeting process in Switzerland: Lessons for Central and Eastern Europe*

## Friday, May 20, 2005

09.00 – 10.30 **Session 2:**

**Rexhep Prekopuca**, Graduate Centre for Public Policy and Management of Pittsburgh University in Macedonia, Skopje, Republic of Macedonia  
Paper: *Parliament and the budget process: Macedonia case*

**Svetlana Alexandrova**, New Bulgarian University, Sofia, Bulgaria

Paper: *Strengthening public finance accountability and transparency in Bulgaria*

**Aleksander Aristovnik**, University of Ljubljana, Slovenia

Paper: *Public sector stability and balance of payments crises in selected transition economies*

11.00 – 12.30 **Session 3:**

**Stanislav Klazar**, University of Economics of Prague, Czech Republic  
Paper: *Public budgeting in the Czech Republic*

**Kenneth Kriz**, University of Tartu, Estonia / United States

Paper: *Budgetary accountability in Estonia*

14.00 – 15.00

**David Tumanyan**, Communities Finance Officers Association, Yerevan, Armenia

Paper: *Local government budgeting in Armenia*

## Session 4:

**Vitalina Zaychykova and Ivan Khomra**, Ministry of Finance of Ukraine, Kyiv, Ukraine

Paper: *Comparative analysis of local self-government finance in Ukraine and European countries*

**Bekim Imeri**, Graduate Centre for Public Policy and Management of Pittsburgh University in Macedonia, Skopje, Republic of Macedonia

Paper: *Legislative activism in municipal budgeting – The case of Macedonia*

**Ildar Zulkarnay**, Socio-Economic Research Institute, Ufa, Russian Federation, **Natalia Valeeva**, Bashkir State Pedagogical University, Ufa, Russian Federation

Paper: *Fiscal and administrative reforms 2000 – 2009 in Russia: How they address budget accountability issues*

## Saturday, May 21, 2005

09.00 – 11.00

## Session 5:

**Conclusions**; Developing a research proposal for the next conference.

## VI. Working Group on E-Government

### WG Programme Coordinators:

Mirko Vintar, University of Ljubljana, Slovenia, E-mail: mirko.vintar@fu.uni-lj.si

**John Taylor**, Glasgow Caledonian University, United Kingdom, E-mail: J.Taylor@gcal.ac.uk

**NISPAcee Project Manager**: Juraj Sklenar, E-mail: sklenar@nispas.sk

The WG will try to continue and upgrade the work and research which has been done over the last three years, however the aims and objectives of further research will be pointedly focused on the specific problems and conditions of e-government development in CEE countries. We will be aiming in directing research in as much as possible concrete framework of the region, hence trying to produce results important not only for academic discussion but also useful as a reference point by the key decision makers in the respected countries.

The intention is for the research to involve both academics and experts from Central European public administrations themselves. Next year the working group will try to focus in particular (but not exclusively) on the following issues:

- in-depth analysis of e-government development in individual countries:
  - country by country: at the state level (central administration) and local administration
  - by sub-sector; ministries, healthcare, the judiciary, etc.
  - by specific technological, regulatory and organisational aspects.
- overview and comparison of national strategies and action plans and efficiency and effectiveness analysis;
- good practice case studies, presenting provision of e-services in different fields of public sector;
- case studies presenting successful reengineering of administrative processes and e-services implementation, as well as unsuccessful projects and the reasons for failure;
- the effect of introducing e-government and e-services on administration quality and user satisfaction;

- comparison of approaches to different sub-sectors in Eastern and Western Europe;
- approaches to overcoming the digital divide;
- education and training on e-government;
- the effect of e-government on improving public governance and management policy (public policy, management and governance);
- development of e-democracy;
- user satisfaction and expectations.

#### Thursday, May 19, 2005

11.00 – 12.30 **Jerzy Szeremeta**, UNDESA, New York, USA  
Global e-government readiness survey  
**Session 1: Country reports**  
**Mitja Decman**, University of Ljubljana, Slovenia  
Paper: Some perspectives of e-government development in Slovenia  
**Vitaliy Baev**, National Academy of Public Administration, Kyiv, Ukraine  
Paper: E-dialogue in Ukraine: Capacity, current restrictions and developments  
**Vyachaslau Pazdnyak**, Project Wider Europe, Minsk, Belarus  
Paper: E-government in Belarus: Which political matrix is being downloaded?

#### Friday, May 20, 2005

09.00 – 10.30 **Country reports – continuation**  
**Sorin Dan Sandor**, Babes-Bolyai University, Cluj-Napoca, Romania  
Paper: *Digital divide and e-government in Romania*  
**Agnieszka Demczuk**, Maria Curie-Skłodowska University, Lublin, Poland  
Paper: *E-public services in Poland – The State of the art*  
**Salih Murzaev**, Academy of Management, Bishkek, Kyrgyzstan  
Paper: *e-Government as the tool of information openness of state and municipal bodies: Experience of Kyrgyzstan*  
11.00 – 12.30 **Session 2: Policy oriented reports**  
**Anu Toots**, Tallinn University of Educational Sciences, Tallinn, Estonia  
Paper: *Digital divide in social security: Do institutions matter?*

**Kris Snijkers**, Catholic University of Leuven, Belgium

Paper: *E-government: ICT from a public management perspective*

**Thomas Prorok**, KDZ Center for Public Administration Research, Vienna, Austria

Paper: *The future of e-government: From e-administration to e-democracy*

**Ovidiu Stoica, Gheorghe Filip**, University "A.I.Cuza" Iasi, Romania

Paper: *Prerequisites for the development of the e-government in Romania*

14.00 – 15.00 **Session 3: Field specific reports and local government**

**Aleksandar Ugrinoski**, Agency for Civil Servants of the Republic of Macedonia, Skopje, Macedonia

Paper: *Human recourses in state administration in the Republic of Macedonia as a factor for implementation of the e-government*

**Alexander Settles**, University of Delaware, Newark, USA

Paper: *Improving the policy making process with information and communications technologies: The use of geographic information systems in urban and regional planning*

**Anastasia Golubeva**, St. Petersburg State University, Russian Federation  
Paper: *Evaluation of demand for e-government: The case of St. Petersburg*

#### Saturday, May 21, 2005

09.00 – 11.00 **Session 4: Discussion and Conclusions**

## VII. Working Group on Capacity Building of a Civil Servants' Training System According to EU Requirements

### WG Programme Coordinators:

**Eugenijus Chlivickas**, Training Center of the Ministry of Finance, President of Lithuanian Public Administration Training Association, Vilnius, Lithuania

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**Borisas Melnikas**, Vilnius Gediminas Technical University, Lithuania

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*NISPAcee Project Manager: Viera Wallnerova*, E-mail: wallnerova@nispa.sk

The priorities in the “Working Group on Capacity Building of a Civil Servants’ training System according to EU requirements” in the 13th NISPAcee Annual Conference in Moscow could be the following:

- new silhouetted problems in Capacity Building of a Civil Servants’ Training System after EU Enlargement;
- the adaptation of Capacity Building of a Civil Servants’ Training Systems in the CEE countries in EU area, problems of adaptation and resolutions;
- the internationalization of the National Capacity Building of a Civil Servants’ systems and the integration of them to a united EU Capacity Building of a Civil Servants’ Training System;
- new technologies in studying, learning and training also the using of them, developing national and united EU Capacity Building of a Civil Servants’ Training system (the priority should be taken to: various sustained, distance learning technologies, co-operation between specialized training centres and universities, realization of international programmes, the quality of learning, certificating, etc.).

The spreading of the experience of EU in “Capacity Building of a Civil Servants’ Training System” sphere in CIS countries (Russia, Ukraine, Moldova, Caucasus and Middle Asia countries.)

#### Thursday, May 19, 2005

11.00 – 12.30 **Session 1: Introduction by Eugenijus Chlivickas and Borisas Melnikas**  
**Borisas Melnikas**, Vilnius Gediminas Technical University, Lithuania  
Paper: *Enhancement of systems of the development of public administration specialists: European dimension, internationalization and academic life as priority.*  
**Irina Novikova**, Minsk, Belarus  
Paper: *The attributes of the new paradigm of the state management*  
**Birute Cesnuleviciene**, Ministry of Interior of Lithuania, Vilnius, Lithuania  
Paper: *Training of civil servants in Lithuania*

#### Friday, May 20, 2005

09.00 – 10.30 **Session 2: Special Joint Panel with Scholars of the Management Education and Development Division, Academy of Management, USA**  
**Carolyn Wiley**, Chair, Management Education and Development (MED) Division, Academy of Management, USA; Vice President, Mercer Human Resource Consulting, Ireland  
Keynote Address: *“Trends and Innovations in Management Education and Development: Implications for CEE Transformation”*  
Speakers:  
**Joseph E. Champoux**, The Anderson Schools of Management, University of New Mexico, USA.  
*“Innovative Approaches to Management Teaching and Learning: Using Cinema to Teach Management and Leadership”*  
**Raymond Saner**, Institute of Business Economics and Management, Basle University, Switzerland  
*“Innovative Approaches to Management Teaching and Learning: Action Learning as*

*a Vehicle for Management Development and Organisational Learning in the Public Sector”*

**Lichia Yiu**, Centre for Socio-economic Development, Geneva, Switzerland  
*“Innovative Approaches to Management Teaching and Learning: Training Strategy and Learning System Design”*  
Discussant

**Eugenijus Chlivickas**, Training Center of the Ministry of Finance, Lithuania; Lithuanian Public Administration Training Association

11.00 – 12.30

**Session 3**  
**Eugenijus Chlivickas**, Training Center of the Ministry of Finance, Lithuania; Lithuanian Public Administration Training Association  
Paper: *Public servant training systems in Central and Eastern Europe: Problems and priorities*

**Raymon Bruce**, University of Texas, Arlington, USA  
Paper: *Developing “New Comparative Economics” as a tool for joint public and private sector research and training for Eastern, Central European and CIS countries and China to use to build more robust economies*

**Mik Strmecki**, Faculty of Administration, University of Ljubljana, Slovenia  
Paper: *Capacity building of a civil servants training system according to EU requirements with a special emphasis on training designed for utilizing structural & cohesion funds in the case of Slovenia*  
**Boguslawa Urbaniak, Stanislaw Borkowska**, University of Lodz, Poland

Paper: *Continuing vocational training of civil servants in Poland*

**Fotini Komseli**, National Centre of

Public Administration & Local Government, Athens, Greece

Paper: *Civil servants' educational and training system in Greece. Actuality and perspectives*

14.00 – 15.00

#### **Session 4**

**Laima Tuleikiene**, Ministry of Interior, Vilnius, Lithuania

Paper: *Public service management system in Lithuania*

**Irina Zamurnikova**, Dnipropetrovsk Regional Academy of Public Administration, UAPA, Ukraine

Paper: *Civil servants' training system according to European Union requirements*

**Narimantas Paliulis**, Vilnius Gediminas Technical University, Lithuania

Paper: *Continuous education – road to the success of e-authorities*

**Mikhail Ilyin**, Academy of Public Administration, Minsk, Belarus

Paper: *Public servants training in the Republic of Belarus: Reality and challenges*

Paper: *Challenges to creating national training strategy for local self-government in Georgia*

**Aleksandras Minkevicius**, Lithuanian Institute of Public Administration, Vilnius, Lithuania

Paper: *Transformation of the civil servant training and qualification upgrade system in Lithuania*

**Pavel Pavlov**, Varna Free University, Bulgaria, **Polya Katsamunska**, University of National and World Economy, Sofia, Bulgaria

Paper: *The strategic role of public servants' training for reforming public administration in Bulgaria*

**Irena Alperyte**, Vilnius Gediminas Technical University, Lithuania

Paper: *Cultural policy trends and their impact on public servant training in Lithuania and Portugal (comparison)*

**Sandra Seketin-Lestan**, Ministry of Interior of Slovenia, Ljubljana, Slovenia

Paper: *How to best prepare to European Union recruitment competitions – the Fast Stream Programme*

Conclusions

**Saturday, May 21, 2005**

09.00 – 11.00

#### **Session 5**

**John Kvinikadze**, Center for Training and Consultancy, Tbilisi, Georgia

## **VIII. Working Group on Degree Programmes of Public Administration / Public Policy Education in CEE Countries**

### **WG Program Coordinators:**

**Frits Van Den Berg**, Consultant, The Netherlands

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**György Jenei**, Corvinus University of Budapest, Hungary

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**László Váradi**, Corvinus University of Budapest, Hungary

E-mail: laszlo.varadi@bkae.hu

*NISPAcee Project Manager:* Viera Wallnerova, E-mail: wallnerova@nispa.sk

Theme 2005: **“Looking back and looking ahead: priorities in the past and present for developing quality programmes within CEE institutes of higher education”**

The Working Group is a practical step to implement one of NISPAcee's missions: improving educational programs by assisting human capacity building and institutional development *through learning from each other*.

The meetings and the multiparty work shall provide forum for discussion, platform for initiatives, and vehicle for cooperation.

As a more tangible objective the WG on Degree Programs is to publish the results of the joint efforts in a volume of quality papers dealing with lessons from the past to the future development of PA / PP university programs.

**Thursday, May 19, 2005**

11.00 – 12.30

#### **Session I: Preliminary remarks**

##### **Introduction**

**Nicolae Tiberiu Aronescu**, Bacau, Romania

Paper: *Public administration education in Romania*

**Tereza Khachatryan**, National Institute of Health, Yerevan, Armenia

Paper: *Health care managers' education and training problems in the Republic of Armenia*



**Ivan Maly**, Masaryk University, Brno, Czech Republic  
Paper: *Franco-Czech Master Degree in Public Administration*

### Friday, May 20, 2005

#### 09.00 – 10.30 **Session 2: Presentations**

**Gayane Selimyan**, American University of Armenia, Yerevan, Armenia  
Paper: *Development of Public Administration Education in the Republic of Armenia*

**Volodymyr Klyuyev, Stanislav Glazunov**, Dnipropetrovsk State University, Ukraine

Paper: *Master's Course of public administration: peculiarities and perspectives*

**Ihar Hancharonak**, Academy of Public Administration, Minsk, Belarus  
Paper: *Quality Assurance System of PH.D. Program in Public Administration: Building of a New Model*

**Herrington Bryce**, College of William and Mary, Williamsburg, USA  
Paper: *How does the nonprofit serve as an agent of public policy?*

#### 11.00 – 12.30 **Session 3:**

**Veronica Junjan, Sorin Dan Sandor**, Babes-Bolyai University, Cluj-Napoca, Romania

Paper: *Consequences of the Bologna process on Romanian Public Administration Schools*

**Anna Laido**, Estonian Business School, Tallinn, Estonia

Paper: *Teaching public administration in the Business University: The case of Estonian Business School*

**Witold Mikulowski**, Leon Kozminski Academy of Entrepreneurship & Management, Warsaw, Poland

Paper: *Between Tradition and Modernity (Short story of public administration degree programmes in Leon Kozminski Academy of Entrepreneurship and Management in Warsaw)*

#### 14.00 – 15.00 **Session 4: Key issues of the past and future developments of the degree programs; obstacles and advantages of knowledge transfer**

### Saturday, May 21, 2005

#### 09.00 – 11.00 **Session 5:**

Lessons from the Bologna process for involved and not-involved participants  
Plans for the next year work and meeting at the Annual Conference

Conclusions: Completing of the WG report for the closing plenary session

## IX. Working Group on Ethics in Governance

### Program Coordinators:

**Patrycja Suwaj**, Bialystok School of Public Administration, Poland

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**Howard Whitton**, SIGMA/OECD, Paris, France

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*NISPAcee Project Manager:* Viera Wallnerova, E-mail: [wallnerova@nispa.sk](mailto:wallnerova@nispa.sk)

Ethics in governance is a pervasive concern in many countries across the globe. Many governments have instituted ethics education and training programs, many public agencies have installed ethics officers or ethics advisors, and many have created codes of ethics as well. Calls for ethical leadership can be heard on every continent, along with demands for increased transparency and trust, active citizenship, and a stable civil society. Accountability, responsibility, and legitimacy – ethical public administration – are on the agenda everywhere, including Central and Eastern Europe.

As every country aims at ensuring adequate levels of development and well being of its people, it is recognized that a transparent, accountable, professional, and highly ethical Public service is critical, especially in supporting effective, equitable, accessible and fair delivery of essential public services as well as in the utilization of scarce resources for the benefit of the people. Many countries have been for long engaged in searching for effective ways of ensuring this kind of Public service but with mixed success. With the current trends of globalization and regionalization, national efforts are increasingly becoming insufficient for ensuring harmony in behaviour and out look of Public servants that belong to one regional grouping. There have been consequently efforts to evolve measures that can provide impetus for countries belonging to a region to share public service behaviours and standards that are not only similar but also predictable across borders.

The group's mission is to establish a long-term network aimed at stimulating research on public service charters in CEE countries and Balkans, including questions concerning principles and standards of discretionary power, neutra-

lity and legality, transparency and administrative responsiveness to the regime in office. Also the main goal of the papers in this session is to contribute to the building of ethical standards of administrative decision making. The Working Group on Ethics in Governance has an important opportunity to take advantage of the momentum and fluidity in the transition countries, and perhaps even to exercise some leadership in the development and implementation of new directions in administrative ethics.

The aim of the sessions is to present an overview of CEE experience on ethics in governance with relevance for the practice of CEE governance and government.

Particularly papers on the following four topics were invited:

1. National decision-making systems: what helps nations to improve their ethical decision-making process and to curb corruption?
2. What are rules to exercise the discretion powers?
3. What are national and organizational rules to prevent malpractices?
4. The role of NGO's, media and civil society in preventing and detecting wrongdoing.

### Friday, May 20, 2005

#### 09.00 – 10.30 **Session 1: General problems**

Paper: **Darya Gritsenko**, St. Petersburg State University, Russia

*Paper: Ethics of public administration and corruption: The correlation of notions administration*

**Howard Whitton**, SIGMA/OECD, Paris, France

*Paper: Ethics for public officials: A role-based 'professional development' approach*

### Saturday, May 21, 2005

#### 09.00 – 10.00 **Session 2: National decision-making systems**

**Tatiana Majcherkiewicz**, Mining and Metallurgy University, Krakow, Poland

*Paper: Political and economic clientelism and cronyism in Polish public administration*

Political clientelism and cronyism in Polish public

**Howard Whitton**, SIGMA/OECD, Paris, France

*Paper: Public sector ethics: Does it help with the fight against corruption? - The example of Bulgaria*

#### 10.00 – 11.00 **Session 3: National and organizational rules to prevent malpractices**

**Hans-Joachim Rieger**, DBB Academy, Bonn, Germany

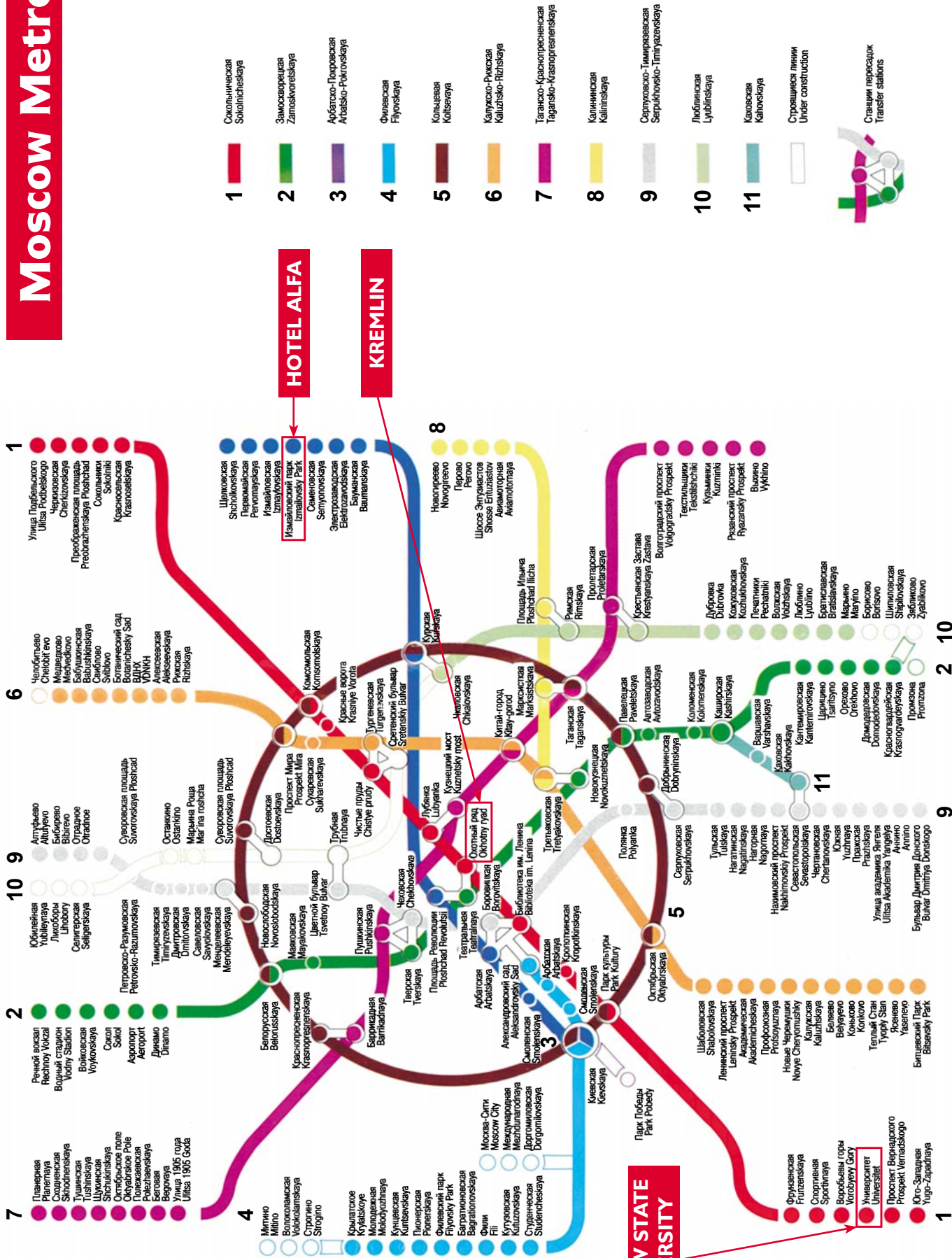
*Paper: Prevention – a key factor in fighting corruption – The role of a new training concept*

**Veli Kreci**, Graduate Centre for Public Policy and Management of Pittsburgh University in Macedonia, Skopje, Republic of Macedonia

*Paper: Public administration reforms: Ethics in public sector in the Balkans*  
Conclusions



# Moscow Metro



- 1** Сокольническая Sokolnicheskaya
- 2** Замоскворецкая Zamoskvoretskaya
- 3** Арбатско-Покровская Arbatko-Pokrovskaya
- 4** Финляндская Filyovskaya
- 5** Кольцевая Koltsevaya
- 6** Капучино-Рижская Kaluzhsko-Rizhskaya
- 7** Таганско-Краснопресненская Tagansko-Krasnopresnenskaya
- 8** Калининская Kalininskaya
- 9** Серпуховско-Тимирязевская Serpukhovsko-Timiryazevskaya
- 10** Люблинская Lyublinskaya
- 11** Каховская Kakhovskaya
- Стройимая линия Under construction



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