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Empowering Citizen for Decision-making within Fiscal Decentralized System

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Romania is still in a transition period with many changes occurring in the process of building a new democratic society where citizens play an important role in the decision making. The changes imply an increased openness of the local governments towards the citizens. This is achieved by changing both the laws and the attitude of civil servants toward serving the citizens.

It is important to create an appropriate legislative framework and to assure the implementation of the provisions of the newly adopted laws. A good law should generate good results.

Examples of this are the Local Taxes and Fees Law (No. 27/1994) and the Local Public Finance Law (No. 189/1998) that assured increased local financial autonomy to the local government units. Fiscal decentralization in particular is the main issue of many projects carried out in Romania.

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According to the two laws identified above, the local authorities¹ were given the responsibilities to collect their own taxes and fees and administer their own revenues. This means that they can and should be able to manage the public money more effectively and more efficiently. This also means that they should become more accountable for the way the public money is spent.

The most reliable and important revenue of the local council budget is the property tax (30-40 %). Within the Local Government Assistance Program carried out by the Research Triangle Institute (RTI) financed by the United States Agency for International Development (USAID) there were organized workshops which offered technical assistance on property tax to Romanian local governments.

To present the participants the property tax characteristics, evaluation methods, transparency and equity for the benefit of citizens was the main objective of the workshops. The technical assistance was focused on helping the local governments to implement the applicable theory into practice.

For example, the collaboration with the Municipality of Targoviste resulted in a case study that was used as a training tool at the workshops. A volunteer student from the Public Administration Section of the Targoviste University collected the data for the case study from

Cadaster Department, Tax Department and real estate agencies. All this data was then compared in order to see to what extent the property evaluation and taxation were accurate and equitable.

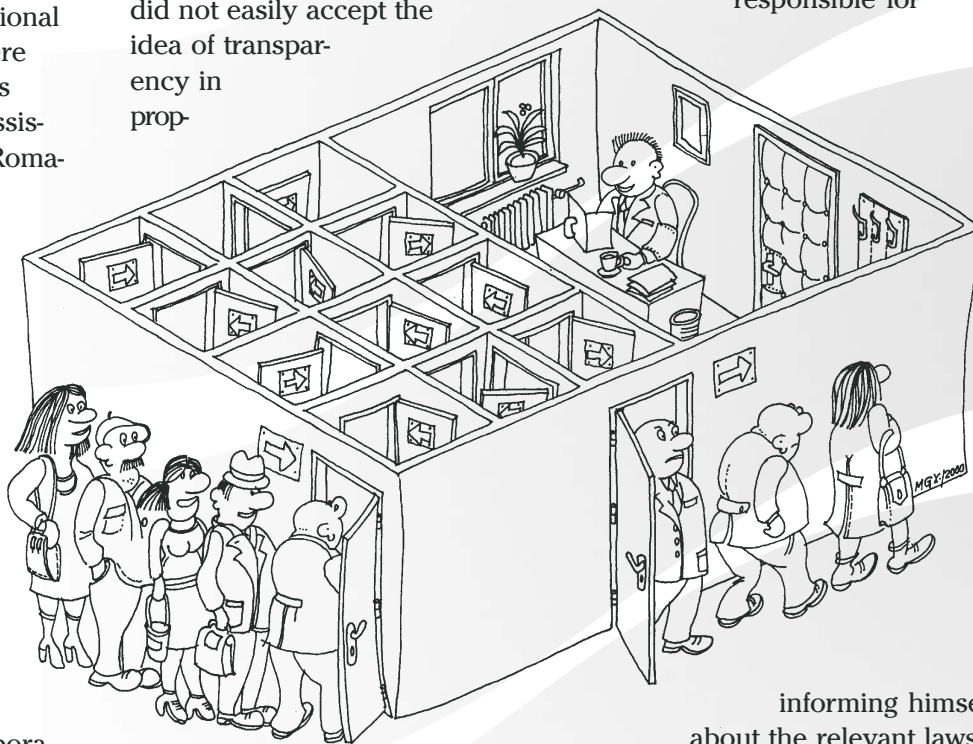
The results showed, first of all, that the city hall has great revenue potential if they improve the property data collection by coordinating the activities of all involved departments (Cadaster, Tax, Building Permits) and updating the properties' inventory.

Secondly, they should become more transparent to the taxpayers and make them more involved in the checking the accuracy of the property data. It was interesting to see that the participants at the workshops did not easily accept the idea of transparency in prop-

advocated for increased open systems.

As it was mentioned before it is important to change the attitude along with the other changes. Local governments should become aware and support the client-oriented attitude of their employees. The RTI team conducted a workshop on "Building Relationship with Taxpayers" in the city of Brasov where there was an inaugural effort to begin the re-engineering of taxpayer relations within a community. The participants indicated a desire to further review internal procedures and reform them to improve taxpayer relations. But there are many who still hold an "old-school"

view that the taxpayer is responsible for



erty tax evaluation and collection. They expressed the fear that the taxpayers would invade the office with complaints or requesting explanations. In their opinion confidence should be kept in the tax evaluation and collection. By the end of the workshop they reversed their position and

informing himself about the relevant laws and regulations and that the staff have no obligation to assist the taxpayer in these regards.

Further on are presented some results of involving the citizens in the decision making process.

Last year three cities decided to hold city budget hearings in (Ramnicu Valcea, Sibiu, and

¹ Local authorities mean county and local (city, town or commune) councils.

Turnu Margurele). The follow-up on these three Budget Public Hearings/Debates revealed these “success stories”:

- **LOCAL ACTION TO ESTABLISH A MARKETPLACE IN A SIBIU NEIGHBOURHOOD** –

– a local NGO (“Dialog”) organized four neighbourhood meetings for further discussion of the budget materials. The Vice Mayor and some city councilors were invited to these meetings. At the meetings, assisted by Dialog, local citizens looked at the budget materials provided at the hearing and discussed neighbourhood needs. One meeting that was particularly successful was in an area of Sibiu known as Valea Aurie. At the neighbourhood meeting, it became clear that there was a need in this area for a local market place, because residents had to travel a long way to get to market. Residents decided to request help from the city in resolving this issue. As a result, the city will pave an open area in Valea Aurie so it can be used for a market.

- **SELF-HELP SOLUTION FOR GREEN AREAS IN TURNU MAGURELE**

At the budget hearing on December 16, several attendees expressed concern about maintenance of green areas. The appropriate city department took note of the request and reviewed the areas concerned. The city concluded that it could make materials available if nearby residents would agree to make the im-

provements. Residents agreed. The city made fencing and paint available, and local people used these materials to repair and protect these green spaces.

- **BETTER STREET ACCESS FOR HANDICAPPED PERSONS IN SIBIU**
- At the Sibiu budget hearing, a representative from an NGO for handicapped persons spoke eloquently in favour of street improvements to allow for easier movement by handicapped persons. The city responded by modifying its street repair program to add access platforms at street crossings for handicapped persons.
- **PROMPT PASSAGE OF LOCAL BUDGET FOR YEAR 2000 IN RAMNICU VALCEA.**

Following the public hearing in Ramnicu Valcea, and after revisions to the budget following the hearing, the budget was submitted to the City Council in January 2000. The city council promptly passed it, becoming the first in Romania to pass the city budget for the year 2000. City officials said that it was because of the public hearing that such rapid passage was possible. The city plans to do a public hearing on the budget again next year after this positive result.

- **RTI FOCUS GROUP TRAINING IN RAMNICU VALCEA LEADS TO ACTION PLAN TO DEVELOP AND TEST TARGETED EDUCATIONAL MATERIALS FOR WASTE RECYCLING.**

Ramnicu Valcea has recently made major improvements in the manner in which solid waste is handled, but further changes are needed. The next step is to introduce selective waste collection in several pilot areas, separating out organic materials for composting. During our work with the city on its budget hearing, the city asked our assistance in gaining public co-operation in the pilot areas. We suggested developing targeted educational materials, using a participatory approach through use of focus groups. On March 22, 2000, RTI ran an all day workshop training focus group for moderators in Ramnicu Valcea, so the city will have the capacity to do focus groups on its own. As a result of the training, and under the leadership of Eng. Diana Dumitru, Chief of Environmental Protection Projects for Ramnicu Valcea, the city plans a series of focus groups. The first will be with city opinion leaders, the second with leaders of residents’ associations, the third with members of residents’ associations and the fourth with school children. Educational and promotional materials developed through the focus groups and tested for acceptability and effectiveness, will be used in the pilot areas and ultimately throughout the community.

The Decentralization of Public Finance in Poland the Aspects of Territorial Self Government Reform

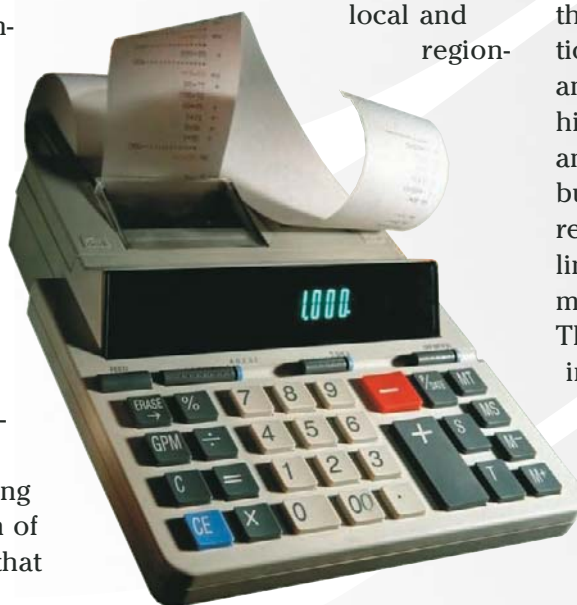
Dr Maria Jastrzebska, Department of Finance, Faculty of Management, University of Gdansk, Gdansk, Poland

The political and legal position of the territorial self-government in Poland is the result of its historical development and is also the outcome of the peculiarity of how its institutions function and as well as the effect of political, social and economic transition. During the period between 1990-1999, the new territorial self-government model had to be introduced to minimize bureaucracy and to lower the costs of public administration activity.

The main aim of the self-government (local and regional) reform was to begin the process of decentralization of the state power. That decentralization process does not only mean the transfer of tasks and competencies from the central to the regional and local organs but also means the creation of material and financial basis for activity of these organs. So the public administration consists of governmental and self-governmental administration and according to that, there is the dualism of public administration and that dualism causes dualism of public finance.

The reform of public administration and the territorial self-government in Poland was supposed to give more responsibility and autonomy to local and regional levels of territorial self-government. However, this is not possible to achieve

without real decentralization in the area of public finance and distribution of public money. Considering the structure of the revenue of the territorial self-government units, paradoxically, we can notice the decrease of our own revenues (local taxes, local charges, incomes from property and economic activities, shares in state taxes) and an increase of subvention and grant – in aid from the state budget. In addition, the communes, districts and provinces in Poland do not have enough money to realize all legal duties and in fact, there is not enough money for local and regional-



al investments and development.

There is the important difference between subvention and a grant in aid. It is mainly connected with the range of autonomy given to the territorial self-government units, which

is based on the way of spending received money. The general subvention is given for generally described purposes, however it might be used for other purposes, that is the option of local and regional officials to decide which are more important. On the contrary, a grant in aid cannot be used for other purposes other than the ones they have been originally given for. This type of financial source is not good for the territorial self-government units according to self-financing. So that a subvention is a fairer tool of division of financial public means and of compensation in the differences in the conditions of economic development and revenue potential. The higher level of share of a grant and subvention from the state budget in the local and regional revenue structure means the limitation in the self-government financial independence. Therefore, only own revenues in the local and regional budgets and subvention leave scope for local and regional initiative.

There is the tendency to finance the tasks of districts and provinces mainly from grant-in aid. In 1999 year, almost 95% of the land district's revenues came from the state budget in the form of subventions (47,7% of their total revenue) and from grant-in aid (47%). The similar situation was in case of provinces because about 80% of their total revenue

came from the state budget in the form of subventions (38,9%) and grant-in aid (41,9%). Although the revenue from shares in central taxes are treated (according to the Constitution regulation) as a part of own revenues (shares in Personal Income Tax and in Corporate Income Tax), but in fact the local and regional authorities do not have any competencies to establish the tax rates or the tax relieves for central taxes. So more than 15% of the revenue of the total province came from the shares in central taxes and in case of land districts it was more than 3%. The communes and city districts are in a better financial condition because they are a little bit more independent according to their sources of revenues. In case of communes, 33% of their total revenue came from own revenue and in case of city districts – 29%. They also had the higher level of shares in central taxes, so communes – 25% and districts – 17%.

According to the local and regional authorities they still try to influence the central authorities to change the law regulations connected with the division of tax revenue between the different levels of public administration - state, local and regional. They also try to make the central authorities to generally realize the real division of the financial public means by increase the shares in central taxes and by increase the sources of their own revenues.

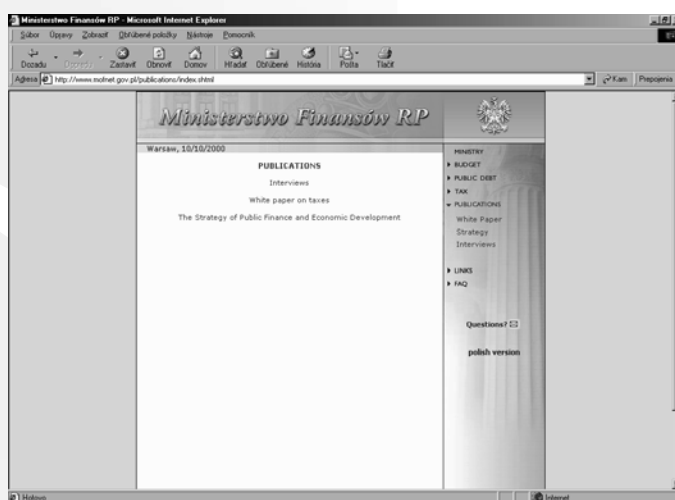
It is worthy to note that in 1999, more than 50% of total public revenues belonged to the state budget and only about 11% of them to the local and regional budgets. Moreover, about 26% of total public revenues belonged to the central

purposeful funds (e.g. Social Insurance Fund), 7% to the health care funds and 5% - to the so called the beyond budgetary economy units. On the other hand, on analyzing public expenditure we can note that the state budget spent in 1999 about 29% of total public expenditure and the purposeful funds – 38%, the healthcare funds – 8% and so called beyond budgetary economy units – 5%. According, the local and regional budgets spent in 1999 about 20% of the total public expenditure. The share of local and regional authorities in the structure of the public expenditure was almost two times higher because these expenditure were financed from the state financial means in the form of subvention and a grant in aid.

The share of the territorial self-government units in the structure of public revenues and expenditure is too low according to their tasks and competencies and should be changed very soon.

So far the territorial-self-government reform, connected with the public administration reform is profitable for the governmental administration because the territorial self-government units realize many tasks realized in the past by the central units. The reason for that is very

simply because last year there was introduced into practices the division of public tasks and competencies but not the division of public money. In the near future this should be changed because poor communes, districts, and provinces cannot complete their tasks in the wild range and in the effective and efficient way. Therefore, inhabitants (voters) of communes, districts and provinces might be disappointed with the results of the local and regional authority activity. It is worth remembering that the most important of the territorial self-government reform is to make people understand that the condition of their village, town, city, district, province depends on their performance.



The paper is based on annual report prepared by Ministry of Finance in Poland (<http://www.mofnet.gov.pl>):

ICMA (International City/County Management Association), Almaty, Kazakhstan

General Information

Kazakhstan's history of autocratic rule through internecine tribal politics, overlain by Russian imperial rule in the 19th century and Soviet social engineering in the following century, has built contemporary Kazakhstan into a centralized nation with a powerful executive branch. Control in Kazakhstan appears to be vested in a solitary figure, President Nursultan Nazarbayev. He presides over a civil service, which struggles between Soviet rigidity and Turkic paternalism. However, it is the civil service that is increasingly concerned with modernizing through Western, merit-based selection and training methods.

Unlike the federated system in Russia, local regions or oblasts in Kazakhstan are largely controlled from the center. Oblast and city akims are not elected; in fact, oblast akims and their apparati are appointed from a cadre of professionally, if traditionally, trained officials who are laterally moved among all 14 oblasts and the two major cities, Astana and Almaty. The frequent shuffles limit consolidation of power and encourage loyalty.

Moving toward a more democratic model, local councils or maslikhats are popularly elected at every level of subnational government. However, the maslikhats are often hamstrung by a lack of resources and training to fulfill their duties as a "check and balance" on the local administrative bodies. Moreover, up to now the citizens

have manifested a decided distrust of all local authorities. This distrust is reinforced by a clear lack of opportunities for citizen advocacy groups, non-governmental organizations (NGOs), and individual citizens to participate in public affairs. Furthermore, through a system of subventions and transfers, oblasts and cities are not truly in control of their revenue streams, as high percentages of receipts are siphoned off to the national level only to be redistributed and returned very diluted. The historical policy of budgetary control at the national level can lead to serious negative social and economic consequences at the local level. Therefore, local government reform is crucial for building institutional capacity to manage local services in Kazakhstan's new geopolitical reality.

It is against this backdrop that the International City/County Management Association (ICMA), a Washington-based NGO, was contracted in 1998 by USAID to implement the Local Government Initiative for Kazakhstan (LGIK). Having already established relationships with national and local government officials and citizen groups during a significant period of operations, in a culture where relationships are as important as "contacts" are in the West, ICMA is uniquely positioned to continue the realization of LGI's bottom-up governance reform strategy.

Training Program

ICMA will continue the process of adapting local government

training materials developed over two years under the ICMA-managed program in Slovakia. For example, the Financial Management Training Series was developed in Slovakia. This series is already being adapted by local trainers and experts for use in Kazakhstan. Under ICMA's training agenda for LGIK, local specialists will take full responsibility for Training-of-Trainer (TOT) programs offered after initial TOT workshops are conducted by master trainers from the Slovakia program. A related effort to prepare training and development personnel in Kazakhstan will be professional development opportunities for the staff of the Academy for Civil Service. The possibility of innovative diploma courses will also be investigated, using a variety of distance-learning strategies, such as technical discussions in Internet chat rooms and team learning tasks, with the teams assembled within either one large government institution or several smaller jurisdictions. We will also explore opportunities for helping to create university or institute programs that provide a certification in local government administration.

ICMA has developed a training program "Techniques for Preparing and Presenting Municipal Budgets," and held six workshops nationwide; established a good working relationship with Academy for Civil Service (which led to the establishment of official cooperation with Agency for Civil Service); developed training modules; and held workshops (e.g., Role

of Maslikhat Deputies, Techniques of Municipal Budgeting, Officials Guide to Conducting Public Hearings, Property Management for Co-operatives, Bookkeeping for Co-operatives, and Procurement). Furthermore, ICMA carried out a trainer's study tour to Slovakia and follow-up conference that led to the decision to utilize Kazakhstani trainers for developing three new training modules (Citizen Participation, General Management, and Financial Management).

ICMA proposes to make training available across Kazakhstan to all 14 oblasts (with topics chosen in co-operation with the Agency for Civil Service, NAC, and local government officials); increase the number, geographic spread, and quality of trainers; increase the percentage of trainers who are practitioners; expand the TOT to a two-week "Experiential Training Module"; and utilize Slovak trainers during initial offerings.

ICMA plans to work closely with local governments to determine the areas where there is the most interest in implementing new procedures. General development experience shows that reform is only possible where there is a strong commitment at the policy and working level. The need for motivation and innovation is particularly true in procurement reform. As a result, we expect to work in several local governments. Closely related to procurement reform is the interest in identifying alternative sources of funding for local government operations such as user fees, user charges, and municipal bonds. We will also continue our work on development and demonstration of improved budgeting systems.

ICMA developed a public hearing training and support program that has been utilized in Aktau, Atyrau, Pavlodar, and Almaty, on budgets and tariffs in Pavlodar and proposes to develop new models of citizen participation, such as citizen advisory groups, task forces, focus groups, polling, and town hall meetings, and support the formation of one or more local economic development councils in good demonstration locations.

Transparent and Fair Municipal Procedures Established

During the past two years, ICMA has been working primarily in the areas of budgeting and procurement to help ensure that transparent and fair procedures are established. Activities included co-operatively designed budget-in-brief documents in Pavlodar, procurement training and model procurements in Pavlodar, recommendations for new legislation to the State Agency for Procurement at their request, and a separate procurement workshop for suppliers and contractors in Atyrau.

Currently, ICMA is adapting procurement training offerings to be provided through local trainers with minimum future training and support from the ICMA expatriate consultants.

ICMA proposes to publish a "how to" workbook/guide on program budgeting, translate budgets-in-brief and procurement documents into Kazakh, prepare a Kazakh/Russian/English glossary of municipal concepts and terms, and undertake a review of off-budget funds in a pilot municipality project.

In the field of procurement, ICMA will co-ordinate with other USAID projects to prepare materials necessary to support in-

creased procurement authority for local governments. ICMA's team will add procurement training to the TOT package and hold workshops for suppliers, and through our partnership with the Academy for Civil Service, we will develop regional training for procurement specialists. Finally, ICMA, in co-ordination with other support contractors (USIS and Internews), proposes to work with the public information staff of local governments to improve their skills in explaining how government works to the mass media.

ICMA has organized and held ten seminars nationwide on the "Role of Maslikhats' Deputies," co-sponsored a Senate seminar on local government legislation for the Senate Committee on Regional Development and Local Government and secretaries of oblast maslikhats (a Council of Maslikhat Secretaries was formed as a result), included maslikhat deputies on our NAC; included them in budget, strategic planning, and public hearings training, and recruited deputies as LGIK trainers.

ICMA proposes to further enhance maslikhat deputies' skills by emphasizing the maslikhat's role in communicating with the public, in publicizing issues, and in holding the administration accountable. ICMA will work with a local maslikhat and akimat to develop an economic development strategic plan with the assistance of the Departments of Economics and Agency for Strategic Planning as requested in Pavlodar and Lisakovsk. This will include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with a strong citizen participation component.

Public Policy Centre Local Government and Public Service Reform Initiative Open Society Institute Budapest, Hungary



LGI's Public Policy Centre's initiative aims to support the development of policy centers in all countries

served by OSI. This assistance is targeted at think tanks and policy centers either working directly in the policy arena or attempting to develop their ability to do so.

We believe that all policy organizations can benefit from impartial professional advice and support to their work and development. This support should be for a reasonable long period of time and concentrate on areas that the policy organization itself feels to be deficient.

LGI has developed a resource for policy organizations whereby internationally recognized policy and public administration experts can be assigned for a period of one year to undertake a mentoring role with policy institutions and foundations.

We have entered into a cooperation agreement with the Royal Institute of Public Administration (ROI) in the Hague and the Instituto Nacional de Administracao (INA) in Lisbon to make available to OSI their expertise in a mentoring program. The ROI is an indepen-

dent institute previously part of the Dutch government and the INA is a policy department in the Prime Minister's office. Both are highly respected Western European centers of excellence in teaching, research and consulting for public policy and administration.

The organizations will make available to OSI/LGI their body of experts, which include some 700 individuals, and cover all possible areas of public policy and administration. They have extensive experience of working in Eastern Europe, Africa and Latin America; not only in internationally funded policy projects and bilateral activities, but also in training programs.

We have kept the mentoring system simple to implement. Think tanks and policy centres are invited to approach LGI with a proposed project, which could benefit from this support. Each proposal will be subjected to a needs assessment by LGI who will determine, together with the organization's representatives, the most helpful type and scope of the assistance to be provided. This evaluation will be shared with our co-operating partners and they will provide qualified and experienced experts to provide the necessary input in an individualized project of assistance.

All projects will follow a similar format. They will last for a twelve month period and will include three working visits by the expert assigned, and an ongoing consultancy facility via e-mail or telephone. The cost of the projects will be met by the Public Policy Centers initiative budget. The number of projects possible will be determined by the existing budget. The working language for the first series of projects will be English.

As the focus of the Public Policy Centres Initiative is on capacity building, the assistance could include training, workshop, logistical or funding advice, personnel management, research or policy analyses methodology, press handling, technical assistance on specific issue, etc.

Organizations wishing to participate in the mentoring program should contact Jose de Barros, Public Policy Centres program manager, in the first instance, to discuss their requirements. Jose can be contacted by e-mail on debarros@email.com or by phone in *Budapest* +36-1-327 3862 ext. 2268.

Call for Participation

Comparative Study of Administrative Reforms in Local Government in Central and Eastern European Countries

Public Relation in Local Governments

Introduction

The purpose of this research is to give specialists from different countries of Central and Eastern Europe the possibility to bring together their reflections about the development of the public relations (information providing) of local governments. These reflections should follow more or less flexibly the basic structure proposed below.

The aim is to elaborate a comparative study concerning three topics of practice of the public relations in the local governments in Central and Eastern European countries.

The idea of public relations as a management function in local government is quite new, but important to make public administration system more effective and optimum. The local governments in CEE countries need new forms of activities to secure the involvement of people in the local decision-making and new skills to make themselves attractive to tourists and investors. The public relations or information provision is especially important for local governments because they provide a different kind of service. It is, therefore, very important to make the best decisions to secure the best values in local authority services. Involving the public in measuring the best value will require a very considerable public relations input.

The Institute of Public relations defines public relations practice as “the planned and sustained effort to establish and

maintain goodwill and mutual understanding between an organisation and its publics”. In broad terms this definition is as much applicable to local government as it is to any other organisation.

The final forms of the new system being established are not yet fully settled; local governments in all Central and Eastern European countries are in a process of transition that will continue for many years.

The main research question will focus on how the public relations practises have developed in the CEE countries, how the differences in these developments are caused by different social and cultural conditions and by different structures of local government in CEE countries.

The main objective of this Working Group will be to conduct empirical research on concrete cases drawn from local levels.

A set of detailed “Guidelines for Research” including a schedule of work to be conducted by the participants is now available on the NISPAcee website: <http://www.nispa.sk/news/estonia.html>

Research paper

In the interest of ensuring a measure of comparability and coherence, participants will be required to follow a standard format when preparing their research paper.

The proposed research papers should contain:

- a statement of the research objective

- a description of the specific problem or case under investigation; a description of the methodology of investigation and analysis; and description of the expected findings and solutions.

The final research paper could consist of the following main sections:

1. Country profile: overview of relevant legislation and policy relating to public relations practice
2. Investigation and results
3. Conclusion and policy recommendations

Time schedule

All those interested in participating in these research activities are requested to send their CVs and their proposed research papers to the co-ordinators of Working Group by **1 November 2000**.

The research is mainly addressed to PhD students.

The final versions of research papers are to be sent to the co-ordinators in electronic form by **April 1, 2001**.

Contact details:

For further information regarding the research activities, please contact the co-ordinators:

Steve Wrigley, (The University of Georgia, USA),

e-mail: wrigley@cviog.uga.edu

Karin Närep, (Tallinn Pedagogical University, Estonia, master degree student of public administration),

e-mail: karinn@fin.ee



to Web Sites



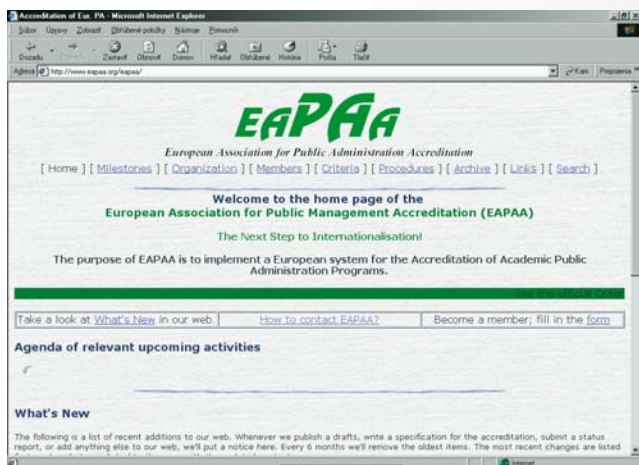
<http://www.pat-net.org>



The Public Administration Theory Network (PAT-Net) is an international network of professionals interested in the advancement of public administration theory.



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

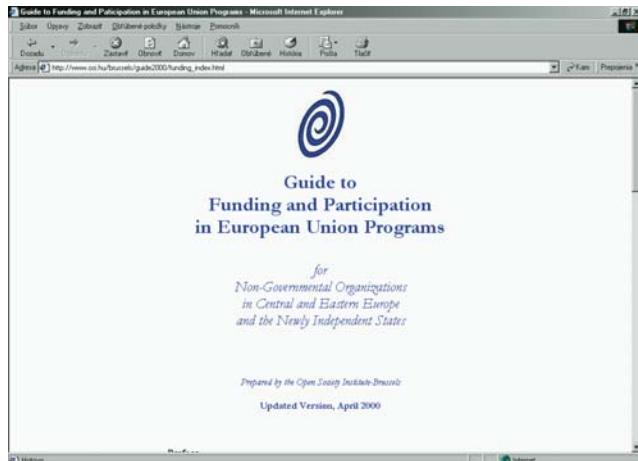


The purpose of EAPAA (European Association for Public Management Accreditation) is to implement a European system for the Accreditation of Academic Public Administration Programs.



http://www.osi.hu/brussels/guide2000/funding_index.html

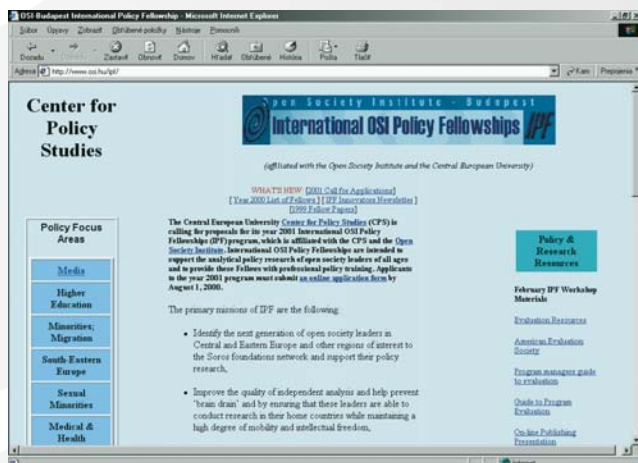
The Open Society Institute in Budapest published online the 2000 edition of : Guide to Funding and



Participation in European Union Programs for Non-Governmental Organisations in Central and Eastern Europe and the Newly Independent States.



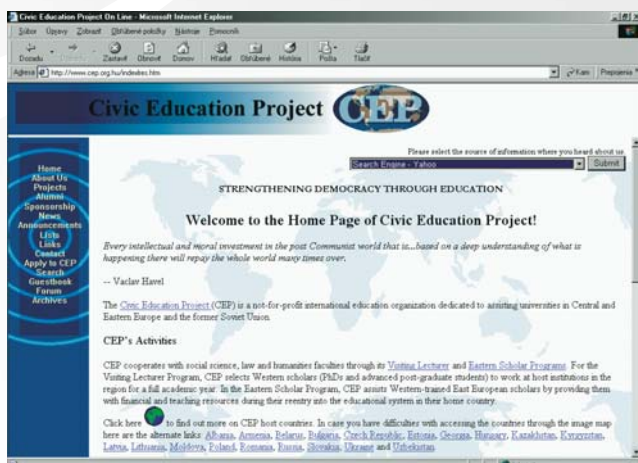
<http://www.osi.hu/ipf/>



Web site of the Center for Policy Studies affiliated with the Open Society Institute and the Central European University.



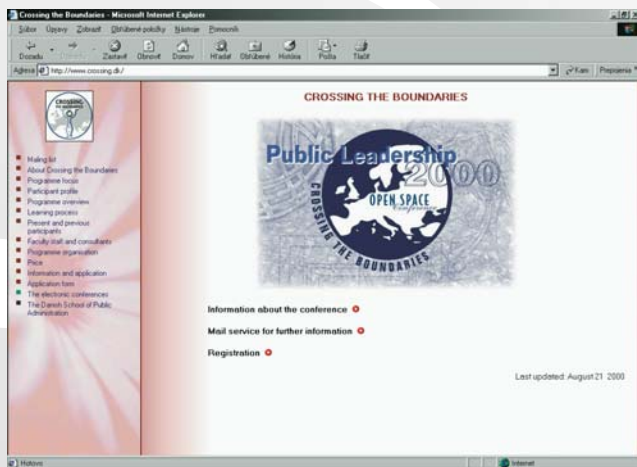
<http://www.cep.org.hu/indexlres.htm>



The Civic Education Project (CEP) is a not-for-profit international education organization dedicated to assisting universities in Central and Eastern Europe and the former Soviet Union. CEP offers university lecturer positions to PhDs and advanced post-graduates in politics, law, economics, education, sociology, history, public administration and policy studies. It also provides support for promising scholars from Eastern Europe who teach in one of these fields and have graduates training from a Western university.



<http://www.crossing.dk/> and <http://www.dfhnet.dk>



The site is devoted to the Danish School of PA that organizes two international management development programmes for managers in the public sector in Europe – (1) Crossing the Boundaries and (2) MPE – Management Programme Europe.



<http://www.cicerofoundation.org/p1.html>

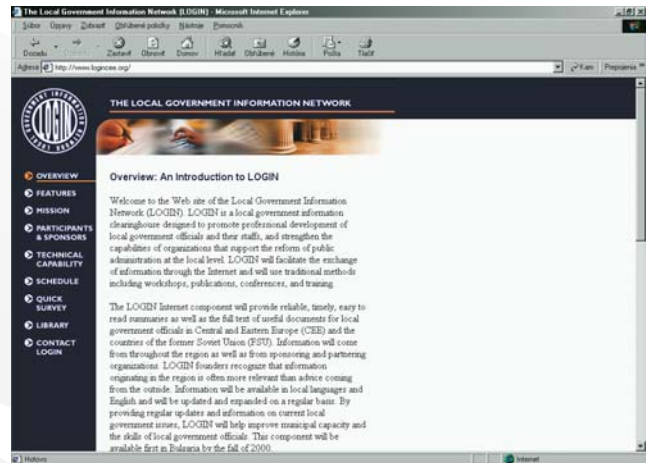


The Cicero Foundation is an independent Dutch non-profit organisation whose aim it is to provide a broad, global forum to discuss issues that are of central importance to European integration. The

Foundation actively supports the integration of the Central and Eastern European Countries into the European Union. Scholarships are available for scientific researchers from the CEECs.



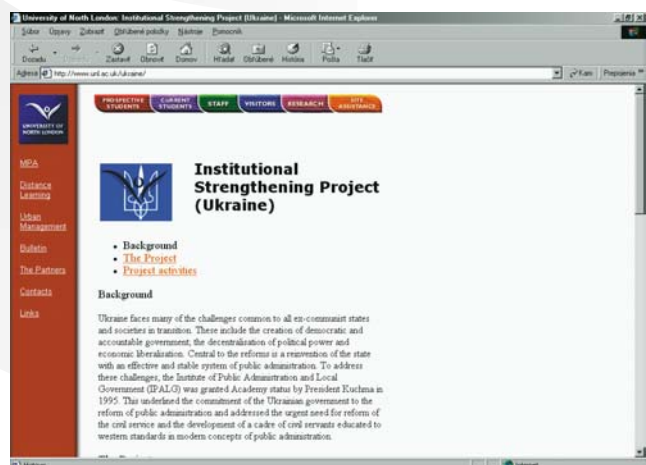
<http://www.logincee.org/>



Web site of the Local Government Information Network (LOGIN). The LOGIN Internet component will provide reliable, timely, easy to read summaries as well as the full text of useful documents for local government officials in Central and Eastern Europe (CEE) and the countries of the former Soviet Union (FSU).



<http://www.unl.ac.uk/ukraine/>



The Institutional Strengthening Project (Ukraine) operates within the framework of the British Know-How Fund, which remains committed to the reform of public administration as an essential prerequisite of macro-economic, political and social stabilisation.



Calendar of Events

September – November 2000, Workshop “Different Forms of Communication in Regional Development”

Working language: Estonian, English, Finish

Contact:

*Terje Schmidt, Tallinn, Estonia,
phone: +372-6-139 709,
fax: +372-6-139 708,
e-mail: terje@emioco.ee*

October 2000, Seminar “Ukrainian for Public Administration: Curriculum of the Course, Teaching Techniques and Methodology”

Seminar for trainers of Regional Centers for Professional Development of Public Servants

Working language: Ukrainian

Contact:

*Inna Plotnyska,
phone: +380-44-441 4609,
fax: +380-44-455 6899*

October 2000, Seminar “Human Resource Policy in the Public Sector and Instruments for its Implementation”

Working language: Ukrainian

Contact:

*Svitlana Dubenko,
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October 9 – 29, 2000, Training Seminar conducted by Slovak trainers from LGDC (Local Government Development Center)

Working language: English

Contact:

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October 19 – 20, 2000, Conference “Local Government in Poland – 10 years of experience”

Working language: Polish

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October 19 – 20, 2000, Seminar “Development and Implementation of Service Standards for Estonian Civil Service”

Working language: English, Estonian

Contact:

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October 26 – 27, 2000, Workshop “Decade of Turn – The Balance-sheet of the Constitutional Transformation Processes in CEE”

Working language: English

Contact:

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martha@mercury.ci.uw.edu.pl*

November 2 – 6, 2000 Special Course “Baltic States Inside Tax Policy Questions” for Lithuanian, Estonian and Latvian Finance Ministries specialists

Language: English with translation

Contact:

*Kristina Marceliene, Training Center at the Ministry of Finance, Vilnius, Lithuania
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fax: +370-2-721 637,
e-mail: fmmc@takas.lt*

November 6 – 8, 2000 International seminar “Information Technologies in Public Administration”

Working language: Russian, Ukrainian, English

Contact:

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November 9, 2000 Special Course “Europe – transit program for the group of public finance managers from Bosnia – Herzegovina”

Language: English with translation

Contact:

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November 20 – 22, 2000, Workshop “Globalization and Development of the Political Systems of the European Countries”

Working language: English

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e-mail: inp@plearn.edu.pl,
martha@mercury.ci.uw.edu.pl*

November 28, 2000, Workshop “Fiscal decentralisation in Bulgaria in light of EC accession”

Working language: Bulgarian, English

Contact:

e-mail: prodanov@uni-svistov.bg

December 1, 2000, Student Conference “Reforms in Public Sector Economy”

Working language: Bulgarian, English

Contact:

e-mail: mariam@vmei.acad.bg

December 2000 – February 2001, Workshop “The Activity of NGO’s”

Working language: Estonian, English, Finish

Contact:

*Terje Schmidt, Tallinn, Estonia,
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January 20 – 21, 2001, International Conference “Economic aspects of Bureaucracy”

Working language: Bulgarian, English

Contact:

e-mail: gdm@vmei.acad.bg

March, 2001, International Conference “Theoretical and Practical Aspects of Public Finance”

Working language: English, Czech

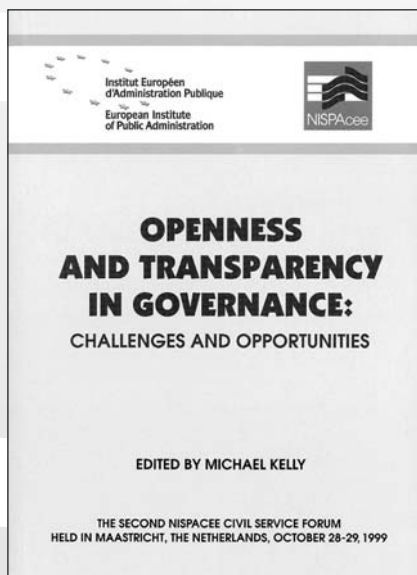
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*Barbora Slintakova, Dept. of Public Finance, Faculty of Finance & Accounting, University of Economics, Prague, Czech Republic,
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Recent Publications

“Openness and Transparency in Governance: Challenges and Opportunities”

Editor: Michael Kelly
Price: free of charge
Language: English



Resume: The main objective of the Forum was to help CEE countries to develop policies to support comprehensive training delivery for the public administration sector, by bringing together administrators and training providers from the region, and from the Member States of the EU, for professional exchanges and discussions. The main body of the programme comprised of two workshops, the first centred on the issues of Government/Citizen relationship, and the second on Impact of Openness on Administration.

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6428 5557,
e-mail: nispa@nispa.sk

“Politics and Society” magazine. a1, 2000 (Published quarterly)

Editor in chief: Victor Prytkov

Publisher: Institute of Public Administration and Social Research

Language: Russian

Price: free of charge

The magazine covers different topics and issues such as politics and economy, public administration, local self-governments, political science, religion and society, philosophy, culture, national security and defense and more. The aim of the magazine is to provide the reader with a broad understanding of social and political events in Kyrgyzstan, and creation of the objective image of the republic in the eyes of the foreign readers.

Contact:

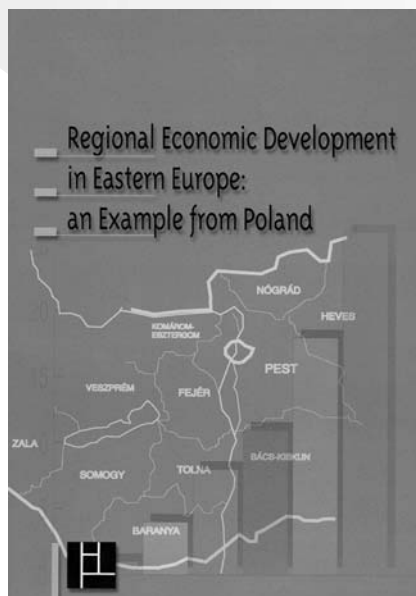
Ms. Asel Stamova, Institute of Public Administration and Social Research, Bishkek, Kyrgyzstan, e-mail: stamova@mail.ru

“Regional Economic Development in Eastern Europe: An Example from Poland”

Authors: Raymond Struyk, Sharon Cooley

Publisher: Urban Institute, Washington, USA

Language: English



Resume: The paper addresses the cardinal issue of regional development in for EU pre-accession countries. It stated rests on four developments during the transition from the State-socialistic economic model. The paper describes a series of three actions based on the lessons learned in the EU and elsewhere for promoting regional growth.

Contact:

Glenn Popson, Urban Institute, Washington, USA,
fax: +1-202-467 5775,
email: gpopson@ui.urban.org

“Applying Public Administration in Development – Guideposts to the Future”

Editor: Paul Collins

Publisher: John Willey & Sons Ltd.

Price: 60 GBP

Language: English

Resume: The publication addresses key governance issues in the management of development. It is divided into three parts: (1) poses three challenges spanning past, present, future: the transformation of state, markets and civil society; institutional performance; and humanising globalisation. (2) focuses on the great contemporary forces shaping PA and development: state, market, and civil society. (3) addresses important themes for the future: states and economies in transition, conflict management and resolution, poverty and local development, governmental integrity and trust.

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phone: +44-1243-779 777,
fax: +44-1243-775 878,
e-mail: cs-books@willey.co.uk,
<http://www.willey.co.uk>

“Collision and Collusion: The Strange Case of Western Aid to Eastern Europe”

Author: Janine Wedel

Publisher: St. Martin's Press

Contact:

Publications of LGI, OSI, Budapest, Hungary

e-mail: jwedel@pitt.edu

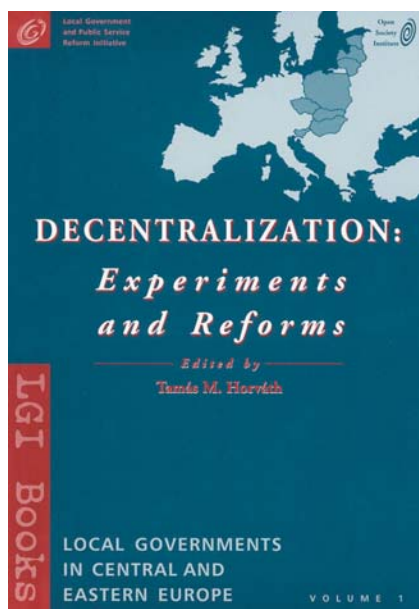
“Decentralization: Experiments and Reforms”

Editor: Tamas M. Horvath

Publisher: OSI/LGI, Budapest, Hungary

Language: English

Price: free of charge



Resume: The book contains a description and comparative analyses of eight transitive countries from the point of view of their local government systems. Estonia, Latvia, Lithuania, Poland, Czech Republic, Slovakia, Hungary and Slovenia represent the most decentralized development in the region. Lessons are given from their results and difficulties for other countries in transition. This is the first part of a three-volume-series 'Local Governments in Central and Eastern Europe'.

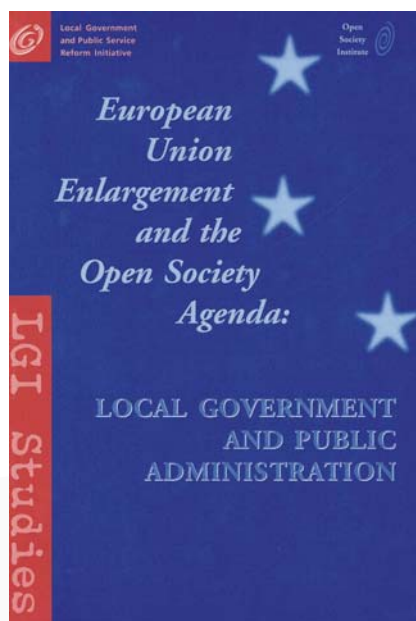
“European Union Enlargement and the Open Society Agenda: Local Government and Public Administration”

Editors: Gabor Peteri, Ondrej Simek

Publisher: OSI/LGI, Budapest, Hungary

Language: English

Price: free of charge



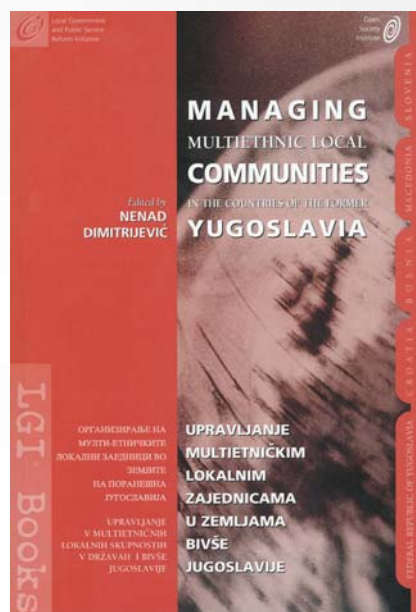
“Managing Multithnic Local Communities in the Countries of the Former Yugoslavia”

Editors: Nenad Dimitrijevic

Publisher: OSI/LGI, Budapest, Hungary

Language: English

Price: free of charge



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Publications of the Ukrainian Academy of Public Administration, Kyiv, Ukraine

Language: Ukrainian

Monetary and Currency Risks in Transition Economies, Yurchyshyn V. V.

Based on recent research data for CEE countries, the manual describes major trends and policies in dealing with monetary and currency risks.

Parliamentary and Legislative Process in Ukraine, Shapoval V. M., Bordeniuk V. I., Zhuravliova H. S.

The publication describes the parliamentary and legislative process in Ukraine as well as the history of formation of Ukrainian parliamentary system, its constitutional and legal foundations.

Ukrainian for Public Administration, Plotnytska I. M.

The manual deals with oral and written peculiarities of the Ukrainian language for administrative purposes. It also contains the samples of documents used in public administration and the lexicon of cliches widely used in administrative written and oral speech.

Assignments and Test Guidelines for the Course “Economic Analysis of Public Policy”, Kiliyevych O. I.

A collection of assignments and problems for the course “Economic Analysis of Public Policy” which is being developed within the specialization “Public Policy” introduced within the MPA

Program in the Ukrainian Academy of Public Administration.

Formation of a New System of Government in Ukraine – Ethno-National Aspect, Nadolishny P. I.

Drawing from the experience and practice of public management in the multi-ethnic regions of Ukraine, this publication explores the formation of the system of governance in Ukraine from ethnic-national points of view.

Professional Development of Public Servants, Ed. Nazymko P. S.

Collection of academic papers – a summary of experience and expertise in professional training and development accumulated by professors, trainers and researchers of the UAPA Institute for Continuing Education as well as Centers for Professional Development in the regions of Ukraine.

Executive Power in Ukraine: Formation and Functioning – collection of academic papers.

Part 1. – UAPA Publishing House. Ukrainian. Executive Power in Ukraine: Formation and Functioning. Collection of academic papers.

Part 2. – UAPA Publishing House. Ukrainian. Both parts explore theoretical and practical issues of formation and operation of executive power in Ukraine, its capacity building and resource development. Special attention is paid to the relationship between citizens and power.

Major Issues of Restructuring Public Administration, Ed. Kniazev V. M.

This collection of papers deals with different aspects of reform

of the system of public administration in Ukraine, including taxation and budgetary process, human resource and its development, administrative reform and capacity building of local and regional self-governments.

Publications of the National University Centre “Public Sector Economics”, Sofia, Bulgaria

Language: Bulgarian

Roumen Brousarski Cost-Benefit Analysis

Benelin Boshnakov Quantative Methods and Models in Public Sector of the Economy

Daniela Petrova Public Sector Audit

Svishtov University Local Finance

Contemporary Public Audit-Team from National Audit Office

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Publications of the Ukrainian Academy of PA, Kharkiv, Ukraine

Actual Problems of Public Administration, Scientific Manual – No. 1(6/2000)
Price 15.0 HRN

Actual Problems of Public Administration: Scientific Manual – No. 2(7/2000)
Price 10.0 HRN

Resume: Scientific manuals consisting of 5 parts, dwell upon the problems of theory and practice in the sphere of theory and history of public administration, philosophy of public administration, organization and management in state institutions, regional administration and local government, branch management.

Public service and a citizen: realization of constitutional rights, freedoms and responsibilities

Price – 10.0 HRN

Resume: This manual comprises materials of scientific and practical conference “Public service and a citizen: realization of constitutional rights, freedoms and responsibilities”, which took place in Kharkiv Branch of the Ukrainian Academy of Public Administration attached to the Office of the President of Ukraine on February 17, 2000. Scientists and specialists in the sphere of legislation and public administration analyze modern activity on provision of rights and freedoms for citizens in Ukraine.

Strategy of Development of Ukraine till 2000 – thesis of interregional scientific and practical conference held November 17 – 18, 1999

Price – 30.0 HRN

Resume: This manual contains thesis of interregional scientific and practical conference devoted to problems of mechanisms of managerial influence to socio-economic development of the region.

Strategy of the economic development of the region under conditions of administrative reform in Ukraine – thesis to the conference held May 17, 2000

Price 5.0 HRN

Resume: Collection of thesis and recommendations prepared within the framework of performing scientific and research work “Mechanisms of improvement of the process of management over economic and social development of regions (on the basis of Lughansk, Poltava, Sumy and Kharkiv oblasts”

Publications of the Territorial Centre for Continuous Training for Local Public Administration, Bucharest, Romania

Dictionary of Public Administration

Author: Anton Parlagi

Public Relation Guide

Authors: co-ordinated by Georgeta Ghete

The Incomes Sources of the Local Budgets

Authors: Radu Dobrescu, Georgeta Ghete, Anton Parlagi

The role of Professional Training in Local Administration Reform

Authors: Georgeta Ghete, Margareta Costea, Marius Profiroiu

Local Counsellor

Authors: Georgeta Ghete, Radu Dobrescu, Anton Parlagi

Ethics and Corruption in Public Administration

Authors: Marius Profiroiu, Anton Parlagi, Eugen Crai

Local Economic Development

Authors: Alina Profiroiu, Sorina Racoviceanu, Nicolae Taralunga

International Public Management

Author: Armenia Androniceanu

Public Management

Author: Armenia Androniceanu

Introduction in European Realities

Authors: Alina Profiroiu, Marius Profiroiu

Organisational Analysis

Author: George Moldoveanu

Public Services

Authors: Anton Parlagi, Margareta Costea, Ioan Plumb, Radu Dobrescu

Strategic Management for Local Collectivities

Author: Marius Profiroiu

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Publications of the University of Pardubice, Czech Republic

Language: Czech

The Foundation of Management

Author: Buchta L., Siegel M.
Price: 200 CZK (5 USD)

Resume: The book consists of the following chapters: Managerial Functions and Managerial Work; Approaches to Management; Planning; Organizing; Leadership; Controlling; Basic Prognoses; Decision-Making Processes; Safety of Sealed Facts; Knowledge and Experience of World Management.

Public Administration Reform

Author: Vidlakova Olga
Price: 120 CZK (3 USD)

Resume: The book consists of 8 chapters with following topics: The theory and development of public administration reforms (PAR). The cases of PAR in the Czech Republic, in selected countries of the Anglo-Saxon system, in traditional administrative law s countries and in Scandinavian countries. The role of the OECD in PAR. The reforms of the civil service and its legal regulation.

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Publication of the European Institute of PA, Maastricht, The Netherlands

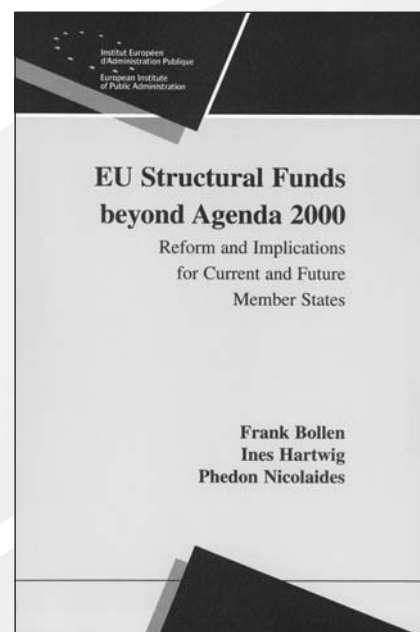
Rethinking the European Union: IGC 2000 and Beyond

Editors: E. Best, A. Stubb, M. Gray
Language: English, French
Price: 70 NLG

A Guide to the Enlargement of the European Union. A review of the Process, Negotiations, Policy Reform and Enforcement

Editors: Ph. Nicolaidis, S Raja Boean, F. Bollen, P. Pezaros
Language: English
Price: 40 NGL

EU Structural Funds beyond Agenda 2000: reform and implication for current and future Member States



Authors: F. Bollen, I. Hartwig, Ph. Nicolaidis
Language: English
Price: 70 NGL

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Publications of CEU Press

A Culture of Corruption - Coping with Government in Post-communist Europe

Editors: William L. Miller, Åse B. Grødeland and Tatyana Y. Koshechkina
Price: 21.95 USD / 13.95 GBP (Paperback), 46.95 USD / 29.95 GBP (Hardback)

Resume: Based upon a plethora of surveys and in-depth interviews with government officials and citizens, this book focuses on issues such as bribery, corruption, inefficiency and freedom of information, in Ukraine, Bulgaria, Slovakia and the Czech Republic. The authors reveal how the problem of citizens' interactions with officials varies in kind as well as in degree across the countries of Central and Eastern Europe. It provides the most up-to-date and comprehensive account of how citizens cope with state officials in post-communist Europe, how they feel about their dealings with these officials and what support they give to proposals for reform.

Government and Politics in Hungary

Author: András Körösnéyi
Price: 24.95 USD / 15.95 GBP (Paperback)

Resume: The book provides not only a historical overview but also an analysis of the main political actors, constitution, electoral system, parliament and political parties of Hungary. This timely and detailed analysis contains a wealth of important data which serves two major objectives. The first is to survey the most important institutions of the political and governmental systems and the cultural and behavioural characteristics of Hungarian politics. The second, is to provide the reader with a clear understanding of the two way relationship between cultural-behavioural and constitutional-institutional levels of politics in Hungary.

Environmental Assessment in Countries in Transition

Editors: E. Bellinger, N. Lee, C. George, and A. Paduret

Price: 32.00 USD / 19.95 GBP (Paperback)

Resume: This is a study on the regulations and practices relating environmental assessment in countries in transition. The countries included are Armenia, Belarus, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Russia, Slovenia, Ukraine. Each country study has been prepared by specialists from within the country concerned.

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Publications of Edward Elgar Publishing

Fiscal Federalism in Russia – Intergovernmental Transfers and the Financing of Education

Author: Kitty Stewart
Price: 45 GBP (Hardback)

Resume: The book gives an intriguing study of the emerging system of intergovernmental fiscal relations in the new Russia. The analysis gives a close look at how the intergovernmental system of finance is working in

Russia and leads to a series of proposals for improving the fiscal system.

The Political Economy of Pension Reform in Central-Eastern Europe

Author: Katharina Muller
Price: 49.95 GBP (Hardback)

Resume: This highly topical book focuses on a particular interesting area of post-1989 social policy. Existing public pension systems in CEE underwent fundamental change as Latin-American style pension reforms were adopted.

Struggle and Hope – Essays on Stabilization and Reform in a Post-socialist Economy

Author: Janos Korani
Price: 18.95 GBP (Paperback)

Economic Institutions and Democratic Reform – A Comparative Analysis of Post-Communist Countries

Author: Ole Norgaard
Price: 55 GBP (Hardback)

Resume: The book rigorously and systematically explores the political effects and consequences of economic reform in more than 20 post-communist countries.

Contact:
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International Conference Ethics in Public Administration – New Challenges for Local Self-Governments

Patrycja Suwaj, SEAP, Białystok, Poland

The scientific conference was held in Wigry on 4-7 May, 2000 and organised by the Białystok School of Public Administration, together with the Association for Public Administration Education. The conference was a summary of a year-long project carried out by the Białystok School of Public Administration (WSAP) and sponsored by the local Government Partnership Program (LGPP), entitled *Organisational, Legal and Procedural Instruments Supporting Ethical Management of Gminas*. In total 126 delegates took part in the conference.

During the conference several speakers presented their contributions (Włodzimierz Tomaszewski, Prime Minister's adviser; Jan Pastwa, Chief of the Civil Service; Howard Handler, USAID; Antoni Kaminski INP PAN, Transparency International; Jonathan. L. Entin, Case Western Reserve University, USA; Francis Amos, John Gibson, Peter Watt University of Birmingham, Great Britain; Kathleen Clark, Washington University, USA; Allan Rosenbaum, Florida International University, USA; Vasily Lisnichy, The Ukrainian Academy of Public Administration, Ukraine; Wiktor Poede, Ciprian Iftimoaiei, University of Iasi, Romania; Anastasia Kozakova, UNDP; Dragoljub Kavran, Belgrade University, Yugoslavia; Krzysztof Opolski, Warsaw University, Poland).

The second day was devoted to group discussions. When discussing issues referring to new instruments and mechanisms of fighting the non-ethical behaviour at the level of local self-government, few patterns were observed. Firstly, most of the

participants pointed to the need of creating new codes and norms of behaviour. However, the solution is not to multiply codes, which are not in themselves an answer to the appearing ethical dilemmas. The most interesting element here is to identify the environmental and internal causes for unethical behaviour. Only once these two elements are connected, can they be effective in preventing corruption. Secondly, belonging to a particular environment creates an obligation of behaving according to certain socially accepted norms. In the Polish self-government reality, the professional group of gmina treasurers has started such a group. Moreover, professionalism was identified as an instrument supporting ethical management, as it is tightly connected with ethics. The preparation of officers for their future work, as well as the qualifications of the candidates to perform the functions of officers have been linked with their future behaviour, be it ethical or not.

When discussing the problems devoted to anti-corruption mechanisms of self-government management, three areas were focused on: the presentation of the current legal state, the presentation of research methods with regard to measuring the scope of corruption, as well as an indication of the existing practice of anti-corruption practices.

The key point of the deliberations was to present the basically bad state of Polish law. It turns out that the comparison of practice with theory does not have positive outcomes. The existing regulations are, in their contents, fairly com-

plex, as they refer to the principles of lawfulness, objectivity, and neutrality. However, problems arise in the realisation of these principles in the every day functioning of public administration. Apart from the sphere of bureaucratic pathology, a much bigger task is the sphere of management at the level of making strategic decisions through politicians. In practice, the exchange of information between the citizens and the authority is insufficient. It is desired, therefore, to postulate a widely understood transparency of activities of both politicians, as well as officers. The participants of the discussion agreed on the fact that the laws needs to be perfected, however the key issue is, first of all, to change the social attitude with regard to the problem of corruption.

The participants discussed the need of improving quality and introducing equal standards of education programs in higher schools. There is a necessity to settle common minimums for higher education programs and raising the number of hours of courses, which will be helpful in further work in departments of administration or Civil Service. Moreover, it's very important to integrate training in higher schools of public administration, so the graduate students with licentiate degree could continue developing academic knowledge and practical skills in further studies, without copying the topics they already have gone through.

Seminar

The Ethical Standards in Polish, German and Ukrainian Public Administration

Białystok, 8 – 13 May 2000

Anetta Jurczuk, Białystok School of PA, Poland

The seminar was held on 8-13 May 2000 in Białystok, and organized by the Białystok School of Public Administration. The program was conducted in English, German, and Polish languages. There were total 100 participants in the seminar. The Polish academic institutions were represented by participants from Schools of Public Administration in Szczecin, Łódź, Olsztyn and Kielce. The German part was represented by participants from Fachhochschule für Verwaltung und Rechtspflege in Berlin, Technische Fachhochschule in Wildau, and Fachhochschule für Öffentliche Verwaltung in Kehl. The Ukraine was represented by participants from the Ukrainian Academy of Public Administration and representatives of the governmental administration and the media. Furthermore, there were also other guests from the Swiss Institute for Training in Public Administration, St. Gallen University, Switzerland; Manitoba University, Canada; Washington University, St. Louis and Case Western Reserve University, Cleveland, USA.

The key focuses of seminary discussions were the role of ethical values in public life; the corruption in public administration: threats and the means of counteraction; responsibilities of the public administration on the way to European Community; and the image of public administration - its tasks in a democratic state.

The next problem, which was discussed by the participants, was focused on the subject of corruption in public administration: threats and the means of counteracting.

As the general conclusion was accented, the fact that the rise of a

free market economy and the commercial sector had caused the growth of corruption, which was the main cause of the disgraceful disproportion between the businessmen's and public administration officials' salaries. It was also noted that the means of corruption by the transformation of the political system had changed from the non-financial gratitude to the financial one, even regular fares. To understand and counteract the corruption in developing countries of Eastern Europe, it would be necessary to take into consideration the existing economic conditions and the former political tradition.

The problems connected with the issue of public administration tasks were considered from the point of the modernization of administrative actions. Among the goals of the task's accomplishment, the participants emphasized the effective, cheaper and clearer structure, improving judicial effectiveness and the rise of citizens' roles. There should have been achieved economic instruments such as quotation and economic account to reach the goals. The citizens also should have had stronger influence on the decision-making process. The dialogue with citizens and creating the electronic way of data processing could have been the means to reduce bureaucracy, which would give information and communication

technology wider usage. In order to raise the effectiveness and reduce allocation in public administration and police, there ought to have been more modern management techniques, diversification of public officials' responsibilities, and more flexible work models. Furthermore, the modernization of the remuneration system, accomplishment of the rule of paying according to the quality of work, as well as the part time jobs, could have led to the rise



of public officials' effectiveness and motivation.

Special attention was paid in the discussions of a very important role of independent media in the democratic society, accented that the 'fourth power' in the state had to be released from any political or economic influences to fulfill its important social tasks. Free press and independent jurisdiction could act as a forceful mean against corruption.

In the discussion, the questions of bribery and the general definition of corruption were touched on relation to theoretical and practical approaches. It was concluded that no matter what of the political, social

and economic relations, the image of corruption is equally complicated. There exists no social field with corruption. The reasons of such situation are maximization of individual profits, materialism, lack of professional ethos and identification, and the need of transparency of bureaucratic actions. The more complicated is the bureaucratic administrative apparatus, the bigger the chance of corruption.

In the last aspect, the strategies of fighting corruption were isolated. The need of control and sanctions, which will be efficient if the acting of public administration, is clear what allows the controlling of it. Next point is the decentralization of the decision-making system. The higher the decisions are situated, the harder it is to find a solution. The essential role of the press was accented as an independent mean of control in its origins. The most important considerations are developed ethical standards, investment in education and promotion of moral models of acting; and evaluating them in professional life basing them on some specific models.

During the seminar there were many attempts to give a proper definition and understanding of 'rational and ethical arriving at decisions' in Polish, German and Ukrainian administration in the light of European standards of public administration.

The program of the seminar let the participants compare the problems that occurred in different countries. The fact, that the participants were the representatives of the world of science and media, made it possible to compare the theory with the practice. The seminar, through the presentation of all the issues during discussions co-operates to a better understanding of corruption problems and to counteract it by international cooperation.

Third Annual Plenary Meeting of the Thematic Network in Public Administration

University of Hamburg, Germany, 9-10 June 2000
Bernadette Connaughton, University of Limerick, Ireland

The Joint Thematic Network in Political Science and Public Administration has been supported by the European Union SOCRATES programme since 1997. The third annual plenary meeting served as an opportunity to present the results of activities undertaken by the networks so far and define a work plan and strategy for the future.

The work of the Thematic Network in Public Administration (TNPA) has focussed on the promotion of a European dimension to PA education. This is in recognition of the significance of developments in European integration and the necessity to provide policy relevant education and skills to personnel working at all levels of government and public affairs. To date, 93 institutions from 27 European states are participating in the PA network that also includes representation from NISPACEE and the European Association for Public Administration Accreditation (EAPAA). The Thematic Network project is part of a broader strategy within the framework of the European Public Administration Network (EPAN). EPAN is a new association with the mission to facilitate cooperation, exchange and activities between academic institutions in order to sustain the development of activities, such as those initiated by the Thematic Network, in promoting

a European focus to academic programmes in PA. In particular EPAN addresses the issues of relations with the profession, the development of better European programmes and joint curricular initiatives, promoting faculty and student exchange as well as developing accreditation mechanisms (in co-operation with the EAPAA led by the University of Twente).

The Hamburg conference was well represented by partner institutions in the network and was organised with the cooperation with the Institute of Political Science at the University of Hamburg. Key note presentations on topics related to developing the European dimension in PA education were delivered by Christopher Hood (LSE), Arre Zuurmond (Rocade Civility), Theo A.J. Toonen and Frits van der Meer (Leiden University). Relations with the profession were addressed by presentations given to the plenary by Stanley Vanagunas (Arkansas State University) on the American Certified Public Manager Programme and Svetlana Proskurovska (Latvian Reform Bureau) who addressed the challenges of European integration to building civil service capacities in Central and Eastern Europe.

An important element of the conference programme was the working group sessions. These were aligned to the main themes of the Strategy for the Europeani-

sation of Higher Education Programmes in Public Administration¹ – Better European Programmes, Relations to the Profession, East-West Relations in PA education, ICT in teaching, Accreditation and Validation.

The main points of discussion and conclusions of these working groups included :

- Suggestions to apply teaching Europe in PA programmes and the commitment to hold a Summer School for teachers on PA methodologies in 2001. [Better European Programmes]
- A presentation on web-based teaching and proposal for inter-university activity consisting of a student assignment to study the transposition process of selected EU directives in their respective countries. [ICT in Teaching]



*WG on East-West Relations
(from the left Tony Verheijen, chair of the group)*

- Presentation of the Twente initiative: European Association for Public Administration Accreditation (EAPAA) and a general discussion on the various issues involved in the accreditation of PA programmes. A joint EPAN/EAPAA membership fee was

proposed. [Accreditation and Validation]

- Discussions on linking academic and professional institutions and strengthening the professional skills of PA graduates through the development of internships, career guidance services and links with practitioners, public institutes and professional associations. A decision was taken to proceed with a Leonardo application (January 2001) to develop links between universities and public administrations through a Transnational Internship Program, exchanges and transnational networks. [Links with the Profession]
- Discussion of the two inventory reports on public administration education in Western Europe and Central and Eastern Europe. The main

conclusion of the discussions in this group was the need for public administration education in Europe to find its own identity, public administration education continues to be dominated by literature and approach-

es 'imported' from the USA. There is still little evidence that a specific European 'mode' of public administration education is emerging, regardless of the very specific nature of public administration in Europe and the gradual convergence of public admin-

istration systems in the 'European Administrative Space'. It was decided that a small group of working group members would carry out a study over the next year on what would constitute a European public administration programme [East-West Relations].

The third annual conference of the network concluded with a joint forum on European governance in an enlarged Europe which was convened by Michael Goldsmith of the Political Science network and Theo A.J. Toonen, Chair of the Public Administration network. Presentations by J.-L. Bourlange, (Member of the European Parliament) and Michel Scheltema, WRR, The Netherlands stimulated discussion and comment from the floor.

EPAN representatives are enthusiastic about the participation of NISPACEe in its activities and steering committee representation in the TNPA to date. It is hoped that institutions from Central and Eastern Europe will form part of the core membership of EPAN.

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¹ The Strategy for the Europeanisation of Higher Education Programmes in Public Administration was developed by the steering committee of the Thematic Network in Public Administration and endorsed by an renowned group of experts in the field of PA. It was presented at the second annual network conference in Leiden, 2-3 July 1999.

NISPAcee Occasional Papers Call for Papers

Papers should be written on relevant public administration and public policy issues based on empirical investigation carried out in central and eastern European countries. The papers should not exceed 40 pages in length. If a paper is written in a native language, a three-page long English language summary could be submitted with the bibliography of the referred literature, and with information about the length of the whole paper. Those authors whose papers are selected for publication will receive a modest honorarium.

If you feel you would need further information, please contact the NISPAcee Secretariat.

PUBLICATIONS AVAILABLE:

Vol. I, No. 1, Winter 2000:

S. Saveska – Unemployment as a Social Cost of Transition in CEE: Applicability for the Republic of Macedonia

Vol. I, No. 2, Spring 2000:

V. Foretova, M. Foret – The Council and the Public

Vol. I, No. 3, Summer 2000:

E. Ordyan – The Problems of Public Administration in Armenia; S. Rudoi – Ukrainian Housing Management in Transition

Vol. I, No. 4, Autumn 2000:

E. Karnitis – Public Sector Information in Latvia – Processing, Availability and Use; D. Townsend, A. Bose: Control Issue in Foreign Direct Investment: The “One-Stop Shop” Experiment in Kazakhstan; R. Erker – Approaching EU Environmental Legislation in Slovenia

SIGMA and Other Publications – Translation into CEE National Languages

NISPAcee announces the extension of the project for 2000-2001 with the following deadlines:

- November 30, 2000
- February 28, 2001
- May 31, 2001

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

How to apply:

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

Please send letters of inquiry and applications to NISPAcee Secretariat.

Alena Brunovska Award for Teaching Excellence in Public Administration

Candidates will be assessed on the basis of their performance in the teaching excellence and pedagogical leadership. Contributions to the practice of public administration and applied research will also be taken into consideration.

The recipient of the award will receive a monetary prize of \$500 US, certificate at the award ceremony and will deliver a lecture at the NISPAcee Annual Conference.

**Deadline for nominations:
Friday, 1 December 2000**

More information:
<http://www.nispa.sk/new/alena.html> or from the NISPAcee Secretariat.

Call for Donors

Interested donors are invited to contribute to the award in memory of Alena Brunovská, one of NISPAcee's founders and the first Chair of the NISPAcee Steering Committee.

Contributions can be made by cheque, credit card (American Express, Visa, Eurocard / MasterCard), or bank transfer in USD:

Bank name: TATRA BANKA
Address: Karloveská 1, 841 04 Bratislava, Slovak Republic
Account number: 2826430014/1100
Account holder: NISPAcee
SWIFT code: TATR SKBX

Details of Payment: introduce your name or the name of donating organisation

Invitation & Call For Papers

The 9th NISPAcee Annual Conference: "Government, Market and the Civic Sector: The Search for a Productive Partnership"

Latvia, May 10 - 12, 2001

Organized in co-operation with Latvian School of Public Administration, Riga, Latvia

What are the preconditions for the successful development of, and interaction between government, market and the civic sector? What forms of collaboration between these institutions are the most promising? What are the lessons that can be learned from the past decade of transition in achieving an appropriate balance between these institutions and in defining those practices that work most efficiently in developing an effective balance?

The answers to these questions can be found in many areas including various types of collaboration between the public, private and civic sectors in the delivery of social or public services, management of property and market. NISPAcee is interested in receiving proposals for papers on these issues from diverse perspectives and methodologies.

The Conference Format

The conference will be focused on the conference theme and will also be broken up into several working groups:

1. Working Group on Politico-Administrative Relations

Co-ordinators:

Tony Verheijen, UNDP, Slovak Republic
Alexandra Rabrenovic, Belgrade University, Yugoslavia

2. Working Group on Better Quality Administration for the Public

Co-ordinators:

Joanne Caddy, PUMA/OECD, Paris, France

Mirko Vintar, University of Ljubljana, Slovenia

3. Working Group on the System of Social Security with Special Emphasis on Problems of Unemployment, Poverty and Gender

Co-ordinators:

Janos Hoos, BUES, Budapest, Hungary
Marketa Vylitova, Research Institute for Labour and Social Affairs, Prague, Czech Republic

4. Working Group on Governing Multi-ethnic Communities

Co-ordinator:

Petra Kovacs, LGI, Budapest, Hungary

5. Working Group on Public Finance and Accounting

Co-ordinator:

Zeljko Sevic, University of Greenwich, London, The United Kingdom

In addition, specialized meetings focused on topics generated by NISPAcee members could be organized during the conference. A meeting focusing on NISPAcee will take place during this conference.

1. NISPAcee – How did we start? What are we? Where should we go?

Chairpersons:

Maria Gintowt-Jankowicz, National School of Public Administration, Warsaw Poland

Alexander Kochegura, People's Friendship University of Russia, Moscow, Russia

The NISPAcee Business Meeting

will be held on the last day of the conference. All NISPAcee members are welcome to participate in this meeting.

Deadlines

The deadline for submitting completed applications is **October 31, 2000 at the latest**. The final version of the completed paper is to be sent to the NISPAcee Secretariat by **March 15, 2001 at the latest**. Registration of all participants has to be completed by **March 15, 2001**.

Support

Organizers of the conference are searching for the resources to support at least partially (accommodation) the selected CEE participants with papers.

Application Forms and Registration/Hotel Reservation Forms are available on the Internet or from the NISPAcee Secretariat:

Conference on the Internet:
<http://www.nispa.sk/news/conferences.html>

Contact person:

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NISPAcee

is an international, non-governmental and non-profit organization. Its mission is to foster the development of public administration education and training programmes in post-Communist countries.

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 103 Institutional members (from 19 countries), 29 Associate members (from 16 countries), and 170 Observers (from 27 countries).

New Institutional members of the NISPAcee

Association of Public Administration Students, Sofia, Bulgaria
Institute for Political & Economic Research, Bucharest, Romania
School of Public Administration, Moscow State University, Moscow, Russia

New Associate members of the NISPAcee

NASPAA (National Association of Schools of Public Affairs and Administration), Washington, USA.

NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:

- The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary - The Austrian Federal Chancellery, in particular the Federal Academy of Public Administration, Vienna, Austria - SIGMA/OECD, Paris, France (SIGMA-Support for Improvement in Governance and Management in Central and Eastern European Countries is a joint initiative of OECD/CCET and EU/PHARE mainly financed by EU/PHARE) - The Pew Charitable Trusts, Philadelphia, Pennsylvania, USA - National Association of Schools of Public Affairs and Administration, Washington D.C., USA.

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NISPAcee News is published quarterly. We invite individuals as well as organizations to contribute to the third issue of volume VII. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is November 30, 2000.



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