



# NISPACee

THE NETWORK OF INSTITUTES AND  
SCHOOLS OF PUBLIC ADMINISTRATION  
IN CENTRAL AND EASTERN EUROPE

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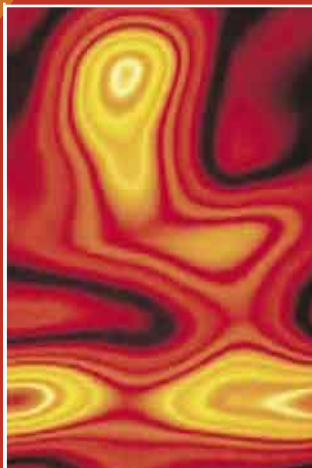
# news 2003

## The New Legal Statutes of Employees in Public Administration and Their System of Training

**Aleš Pecka, Modernisation of Public Administration Department,  
Ministry of the Interior of the Czech Republic**

The government of the Social Democratic Party (ČSSD) of the Prime Minister Miloš Zeman launched, after its coming into power in 1998, a new phase of public administration reform in the Czech Republic. After the approval of the general governmental concept of the territorial public its first stage consisted in setting up a legal framework for the functioning of the regions. (Beforehand, the Constitutional Act from 1997 defined the fourteen regions in terms of their territories.) Several laws were adopted providing for the legal embedding, internal organisation of the regional public administration and their competencies through the year 2000. Regions were supplied with competencies mainly in the area of transport, education, environment, culture and social welfare. First elections to the regional councils were held on November 2000.

The second stage of this decentralisation reform was completed by



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through to 31 December 2002 and devolution of the state powers of these territorial authorities to the selected number of so-called “municipalities with extended powers” (205 of the total number)<sup>1</sup> exercising an extended scope of so-called delegated powers within their respective administrative areas. This solution was selected with respect to the existing “join model” of public administration on a municipal level which seemed to be more suitable for more direct and effective civil involvement in the administration of public and other affairs than the district level. The join model means municipal self-governing authorities have been exercising, besides their own powers, the powers of state administration (**delegated powers**). In the exercise of these powers municipalities have a reduced autonomy in decision-making and they are subordinated to higher-level authorities along the subject line.

The abolishment of District Offices meant the accomplishment of a three-tier system of the public administration system in the Czech Republic. Delegating a wide range of powers to municipalities and regions which had been originally exercised by state (central) authorities means also that regions and municipalities must have sufficient capacity for application and enforcement of their new functions and duties. One of the pre-requisites for this is a greater professionalism of regional and municipal officials.

<sup>1</sup> There are 6 259 municipalities overall (so-called “I-level municipalities”) in the Czech Republic (2002), of which 383 municipalities are with a so-called commissioned municipal office (“II-level municipalities”) exercising some delegated powers of state administration by special legislation, i. e. management of population register offices. Municipalities with extended powers are sometimes called “III-level municipalities”.

“

**Recently adopted Act on Officials of Territorial Self-governing Units, which came into force on 1 January 2003, should contribute to accomplishment of this requirement. This Act creates high quality conditions for officials by means of setting their rights and duties, improving the remuneration system, providing certain compensation for harder tasks, strengthening their neutrality and introducing a comprehensive system of training. The Act is applicable only to the employees of the authorities of territorial self-governing units executing administrative functions, i. e. elected representatives and the supporting staffs are excluded.**

”

This Act provides for new conditions for creating employment of the officials (age, legal capacity, no previous criminal records), yet the access procedure for officials of territorial self-governing units is not reduced only to those possessing Czech citizenship, but it is opened also for permanent residents in the Czech Republic. Only a person with previous experience in public administration, or a senior manager in private sector, may become a senior official. This precondition is met also by a person who executed the mandate of a deputy of the elected body of a territorial self-governing unit (local government). The Act further introduces a new duty to advertise vacant positions for officials and to announce an open competition for selected positions. The main purpose is to provide for an equal access to public functions. Special regulation of self-government officials is aimed at strengthening their impartiality and highlighting their duty to act in the public interest and to serve the citizens. Compensation of extra duties and tasks consist in longer holiday or additional severance pay. A large and important part of this Act is provision for training of officials, which is understood as both their right and duty. According to the Act, a local official is obliged to deepen his or her qualification through participation in an initial as well as continuing training, and preparing for an examination proving his or her special professional competence. In addition, a senior local official holding a position in the management of the office has to participate in the training for managing officials. For the purpose of the continuous training 18 days at most in the course of three years are assigned according to the individual study plan of each official. The mandatory

training of officials according to this Act consists then of the following:

- Initial training giving each official a basic guidance in his or her future job.
- Training relating to a special professional examination focusing on practical issues of the agenda. This training is connected with the duty of an official to pass the special professional examination in the area where he or she exercises the specific part of the above-mentioned delegated state powers.
- Training of senior officials holding a position in the management of the office.
- Continuous training to deepen, update and specialise the existing knowledge and skills.

The training of self-government officials is to be provided by training agencies accredited by the Ministry of the Interior (the Ministry) within whose responsibilities the coordination of the training of local officials falls into. For the accreditation of training agencies and training programmes the Ministry establishes accreditation committees with consultative and recommendatory voice to the submitted application forms and appoints and removes their members. It also publishes the lists of accredited agencies. The testing of special professional competence of officials is assured through the Prague Institute for Local Administration, semi-governmental organisation set up by the Ministry to carry out tasks related to the education of the local officials. Successful officials who pass the examination receive the certificates issued by the Ministry.

For this purpose the Ministry also identifies the content of a general part of an examination (the special parts are identified by the particular ministries),

determines a set of examination questions and also keeps a list of specialists and experts for examinations. Under the condition of submitted application form, Ministry can also recognize adequate education obtained elsewhere in case of a particular official.

Concerning the civil servants, the *Civil Service Act (CSA)* was adopted in May 2002. However, the date of the effectiveness of this legal regulation is still under the debate, mainly due to a demanding new pay level system which should be introduced according to this Act.

Unlike similar legislation in EU Member States the Czech Civil Service Act is wider in its scope since it does not provide only for the status, rights and duties of **civil servants** but also for some other matters relating to organisation of administrative authorities.

The Act should apply only to employees performing administrative functions in Administrative Authorities which for the purposes of this Act shall be ministries, central administrative bodies and other administrative bodies if they have been established upon special legislation and are to perform upon such legislation the duties of state administration. Among others, this Act provides similarly, as in the case of local officials, for the civil servant's duty to extend their knowledge and skills. For purpose of their training six days a year are assigned. Furthermore, required educational degree and the fulfilment of other qualifications are, among others things, a pre-condition to the promotion of civil servants. The *CSA* also laid down the establishment of the Institute of State Administration as a part of the Office of Government of the CR charged with the practical implementation of the system of training. Its responsibilities are to be primarily:

- executing training programmes for civil servants according to the Act and training of other employees in public administration;
- coordinating the use of training facilities of administrative bodies, schools, and educational facilities for the purposes of training according to the Act;
- establishing the group of lectures and directing their activities;
- performing information and publishing activities;
- implementing the results or research and development in the training according to the Act; and
- co-operating with domestic and foreign training institutions in order to increase the quality of training according to the Act.

### Conclusion:

The adoption of both above-mentioned Acts in the Czech Republic marks conclusion of a long-term legislative process which thus creates prerequisite for effective execution of public administration and its 'depolitisation' and professionalism. It is a case of an entirely new legal regulation in the legal system of the Czech Republic, so we can assume that subsequent experiences acquired during the process of their implementation in practice might lead to the necessity of some new amendments to these Acts in the future.

# E-learning Module for Finance Professionals

**Aurelija Cepiene**

Information technologies have become a vital part of the modern world. They have increased and expanded communication possibilities and fostered the development of new forms of learning such as e-learning. Many learners and teachers feel that the opportunities offered by Distance Learning outweigh the obstacles. The challenges posed by Distance Learning are countered by opportunities to reach a wider audience; meet the needs of students unable to attend regular classes; involve outside speakers who would otherwise be unavailable; make

students take an active role by independently taking responsibility for their learning as well as link students from different cultural, economic, and experiential backgrounds.

The computerisation process is taking pace. Local, regional, national and global networks link resources and individuals, wherever they might be. As a result, web- and network-based educational programmes suited to the requirements and special needs of individuals are in great demand.

The EU Leonardo da Vinci project “E-learning Module of English+Finance for the Countries Integrating into the European Union” appeared in response to this demand. This e-learning course developed during the project blends the teaching of the English language and finance. It is already clear from the title that the target regions of the project are the Central and Eastern European countries. We hope that the project will encourage distance and integrated teaching and learning in the EU candidate countries.

**Figure 1**

**COURSE STRUCTURE**

<b>MODULE 1</b>		<b>MONEY TALKS</b>
Unit 1		Forms & functions of money
Unit 2		Monetary policy
Unit 3		Module check
<b>MODULE 2</b>		<b>FINANCIAL INSTITUTIONS</b>
Unit 1		Banks and other sources of finance
Unit 2		European financial institutions
Unit 3		Module check
<b>MODULE 3</b>		<b>STATE FINANCE</b>
Unit 1		Budgeting & macro indices
Unit 2		Fiscal policy & taxation
Unit 3		Module check
<b>MODULE 4</b>		<b>CORPORATE FINANCE</b>
Unit 1		Share capital
Unit 2		Corporate accounting & taxes; corporate project finance
Unit 3		Module check
<b>MODULE 5</b>		<b>AUDITING</b>
Unit 1		Accounting
Unit 2		Auditing functions & procedures
Unit 3		Module check

Coordinated by Vilnius Cooperative College, Lithuania

The research carried out in the process of the project showed that finance professionals' basic needs are: good knowledge of professional terminology in foreign languages, good background knowledge of the EU financial systems and computer literacy. Our project aims at meeting these needs.

The product creation team included specialists from Vilnius Co-operative College (Lithuania), Foreign Language Centre (Lithuania), The Language Centre of Ireland and Colchester English Study Centre (UK) with considerable experience in teaching as well as producing and publishing their own ELT materials. The team closely cooperated with finance specialists from the Training Centre of the Ministry of Finance (Lithuania). The final, online version of the product was created by a

Lithuanian-Polish-German joint venture "Bayerperibalita".

The product created is composed of two parts: permanent and variable. Both parts of the course are placed on the Internet. The permanent part is a special English language course, consisting of five modules: fifteen lessons and three review tests and the final test. Each lesson includes activities focusing on: reading skills, listening and speaking skills, financial vocabulary, grammar practice, essentials of writing for business, lesson glossary.

All exercises are checked automatically to provide immediate feedback to learners using the product for self-study purposes.

The other part of the course, the variable one, consists of the base of texts for reading, important information references,

and the virtual communication space of learners. It is constantly being updated and changed to respond to needs and interests of learners.

Besides the programme on the Internet its demo version is available in a CD-ROM compact disc.

We believe that this e-teaching and learning module will contribute to the development of e-learning in the Central and Eastern European countries, help to enforce it as one of forms of learning and meet the needs of financial specialists of these countries as well. We also hope that the product will help its potential users to improve their computer skills and make students aware of and comfortable with new patterns of communication to be used in the course.

## An Exciting New Masters Degree in International Public Management from Erasmus University Rotterdam

### Opportunities for CEE students

From September 2004, Erasmus University Rotterdam will be offering a new *Masters (M. Sc.) in International Public Management and Policy* (called 'IMP' for short). This will be a one year programme, taught in English. The main focus will be on the way that public policy and management decisions – even at a local level – are increasingly influenced by international organizations, regulations and networks. IMP will prepare students to work in interna-

tional organizations, but also in the many roles within national and local agencies which now demand an understanding of the international dimension. The main requirements for applicants are that they possess a first degree in a relevant subject, and that they have a high level of ability in spoken and written English.

Erasmus University has one of the largest and most internationally-oriented departments of public administration and

policy in Europe. Many of its scholars will contribute to the programme. For more details, you are invited to consult our website:  
<http://www.eur.nl/fsw/english/education/imp>

Alternatively, you can email the IMP administrator,  
*Sonja Balsem, on:*  
*s. balsem@fsw.eur.nl*

## Masters Program in Public Policy at the Central European University

In the academic year 2004 – 2005, the Center for Policy Studies at the Central European University (CEU) will launch a Master's program in Public Policy. CEU is an internationally recognised institution of post-graduate education in social sciences and humanities, located in Budapest, Hungary, with a multinational student body and faculty from over 40 countries.

### ABOUT THE PROGRAM

The aim of this new Master's program is to train a new generation of policy-makers, whether from national government, local authorities, international institutions or the private sector. It will be unique in Central – and Eastern Europe/the former Soviet Union as the first multi-disciplinary higher degree in public policy taught in English. It will:

- Be a graduate program that is 'home grown', that is tailored to the special needs and concerns of CEE/fSU and other 'transition' and 'post-transition' countries;
- Draw on an international faculty of recognised policy specialists;
- Emphasise a cross-disciplinary approach to public policy, including political science, economics, legal studies, and sociology;
- Combine three academic terms with an additional period for a dissertation and a three-month internship within a suitable public policy organisation (altogether 16 months);

- Offer an invaluable opportunity for students and professionals to advance their career in policy-making whether in the region or elsewhere.

### Deadline for applications:

January 5, 2004

### Further information:

Central European University  
Center for Policy Studies

1051 Budapest,

Nádor u. 11, Hungary

Phone: +36-1-327 3118

Fax: +36-1-235 6170

E-mail: [cps@ceu.hu](mailto:cps@ceu.hu)

[http://www.ceu.hu/cps/tea/tea\\_open.htm](http://www.ceu.hu/cps/tea/tea_open.htm)



### Non-discrimination policy:

CEU does not discriminate on the basis of – including, but not limited to – race, color, national or ethnic origin, religion, gender or sexual orientation in administering its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

## Calendar of Events

**October 27 – 29, 2003, Seminar  
“The European Union: Essential knowledge and skills for effective participation in the decision-making process”**

Working language: English

Contact:

Ministry of Interior,

Administrative Academy,

Kotnikova 8, 1501 Ljubljana,

Slovenia,

phone: +386-1-432 73 98,

fax: +386-1-433 92 12, +386 1 432 41 78,

e-mail: [upravna.akadejija@gov.si](mailto:upravna.akadejija@gov.si)

**November 2003 – January 2004,  
Special Course: The Cooperative Governance Improvement and Technical Assistance Project  
“Local governance and Ecological Education in Armenia”**

Working language: Armenian, Russian and English

Contact:

Araksya Margaryan,

Armenian-Russian Institute of Ecology, Economy and Law,

Yerevan 375008, Armenia,

phone/fax: +374-1-572 688,

+374-157 2688,

e-mail: [araknyamarg@yahoo.com](mailto:araknyamarg@yahoo.com)

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

**November 10, 2003, Conference  
“Entrepreneurship support in regions of the Czech Republic and the European Union”**

January 22 – 23, 2004, Conference

“Division of labour objectification between the state authorities and self-government within the management of public sector”

Contact:

Masaryk University in Brno,

Lipová 41a, Brno,

Czech Republic,

e-mail: [ivan@econ.muni.cz](mailto:ivan@econ.muni.cz)



**Events of the Masaryk University, School of Social Sciences, Brno, Czech Republic**

**October 2003 – January 2004, Special Course “Social Problems and Social Policy”**

CESP-Central European Studies Program: The aim of the course is to introduce students to the social problems of transitional societies in Central Europe and the process of adjustment to these problems, with a focus on the capacity of these societies to formulate and implement efficient solutions to their social problems. Topics covered include the new role of the state, the changing labor market, unemployment, income inequality, the democratization of education, social exclusion and poverty, decreasing population, new family behavior, the aging of society, a new role for religion.

Working language: English

*Contact:*

*Prof. Tomas Sirovatka,*  
*e-mail: sirovatk@fss.muni.cz,*  
*Prof. Ladislav Rabusic,*  
*e-mail: rabu@fss.muni.cz*

**October 2003 – January 2004 Special Courses in English:**

An Introduction to Sociolinguistic; Introduction to the Study of World Politics: Basic Theories and Debates; Drug Intervention; Communication in Environmental Issues, Contemporary Welfare States

*For more information:*

*www.fss.muni.cz/to.en/courses.html*

**October 23 – 25, 2003, 3<sup>rd</sup> International Conference on “Identities in Conflict and Conflict in Identities”**

The aim of the conference is to investigate the analytical and interpretative powers of the sociological concept of identity in a variety of contexts (nationality, citizenship, ethnicity, gender, generation, social class, etc.).

Working language: English

*Contact:*

*Dr. Csaba Szalo,*  
*e-mail: szalo@fss.muni.cz,*  
*Dr. Radim Marada,*  
*e-mail: marada@fss.muni.cz*

**Events of the European Institute of PA, Maastricht, The Netherlands**

**October 6 – 7, 2003, Seminar “EU Banking and Financial Law: Time is running out for the Completion of the Single Market for Financial Services”**

**October 24 – 25, 2003, Workshop “State Aid Policy and Practice in the European Community: An Integrative and Interactive Approach”**

**October 27 – 28, 2003, Seminar “Implementation of European Environmental Legislation: The Water Framework Directive and the Guidance Documents”**

*Contact:*

*Ms Araceli Barragán,*  
*Programme Organiser, EIPA,*  
*P. O. Box 1229, NL-6201*  
*BE Maastricht,*  
*phone: +31-4-329 6325,*  
*fax: +31-43-329 6296,*  
*e-mail: a.barragan@eipa-nl.com,*  
*web site: www.eipa.nl*

**Events of the Meeting & Conference Center, Branch of the Black Sea University Foundation, Bucharest, Romania**

Working language: English

**December 2003, Conference “Standardisation, Accreditation and Certification”**

**February 2004, Conference “Market Surveillance”**

**March 2004, Conference “Strengthening the Enforcement on Industrial and Intellectual Property Rights”**

*Contact:*

*Mr. Alex Tanase,*  
*2 – 4, Magheru Blvd. ,*  
*Scala Blockhouse, 1<sup>st</sup> floor, Room 10,*  
*Bucharest – 1, Romania,*  
*phone : +40-21-314 9136,*  
*fax : +40-21-340 0285,*  
*e-mail: BSEAU@XNET.RO*

**Events of the Agency for Public Administration Development Government of the Republic of Serbia**

**September 25 – 26, 2003, Conference “Developing the Capacity of Ministries to make Strategic Policy Decisions”**

Working language: Serbian & English

*Contact:*

*Jasna Stajcic,*  
*phone: +381-11-3615 440,*  
*e-mail: jasnas@apad.sr.gov.yu*

**October 13 – 17, November 3 – 7, 2003, January – February 2004, Seminars: “Project management”; “Change management”; “Soft Skills”**

Working language: English

*Contact:*

*Vladimir Vljakovic,*  
*phone: +381-11-3345 532,*  
*e-mail: vladimirv@apad.sr.gov.yu*

**Events of the Academy of Administration, Ministry of Interior, Ljubljana, Slovenia**

**October 16 – 17, November 3 – 4, 2003, Seminar “European Negotiations”**

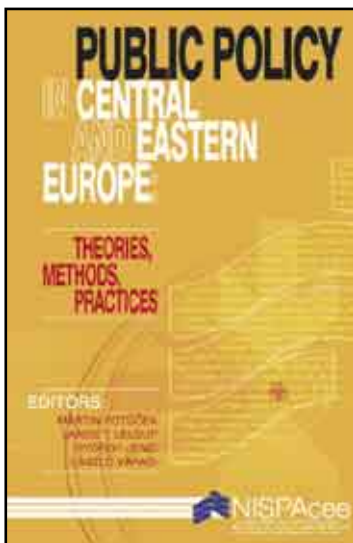
**October 27 – 29, 2003, Seminar “The European Union: Essential Knowledge and Skills for Effective Participation in the Decision-making Process”**

Working language: English

*Contact:*

*Mrs. Sandra Seketin Lestan,*  
*Mrs. Katarina Magister,*  
*Kotnikova 8, 1000 Ljubljana,*  
*Slovenia,*  
*phone: +386-1-432 73 98,*  
*fax: +386-1-433 9212,*  
*e-mail: sandra.seketin-lestan@gov.si,*  
*katarina.magister@gov.si*

## Recent Publications



### Public Policy in Central and Eastern Europe: Theories, Methods, Practices

Editors: Potůček, LeLoup, Jenei, Varadi

Publisher: NISPAcee

Language: English

Price: 25 USD (within Europe),  
30 USD (other countries)



### Ethics in Public Service for the New Millennium – Czech translation

Editor: R. A. Chapman

Translator: Olga Vidláková

Publisher: SLON (Sociologické nakladatelství) Praha, 2003

Language: Czech

Price: 320 CZK

Resume:

This book is a collection of 13 contributions of eminent authors, specialists in the field of ethics. It focuses upon moral standards in public service with special attention being paid to civil servants at the central level and officials at local and regional levels. Different forms of relations of public officials and politicians are analysed, as well as the ethics of equal opportunities. Public interest and public accountability are considered key elements of ethics in public service and therefore some contributions are focusing not only at modern praxis but also at the explanation of the historical genesis of public interest. Attention is paid to Codes of ethics, to assessment of administrative discretion, and to penetration of new public management into public administration, in the context of public service development for the new millennium. The book shall serve both public officials, students in public administration and interested general public.

Contact:

*ILEI (Institute for Legal Education and Information),*

*Dářská 694/60, 198 00 Prague 9, Czech Republic,*

*fax: +420 266 610 612;*

*e-mail: ilei@volny.cz*

*Ms. Romana Fuchsová*

*tel. +420 607 933 821*

### Publications of the Masaryk University, Brno, Czech Republic

Language: Czech

#### Social Studies 9 – Social Inclusion

#### Unemployment, Labour Market and Social Policy

Editors: Sirovatka, T. , Mares, P.

Contact:

*Tomas Sirovatka, e-mail:*

*sirovatk@fss.muni.cz*

### Publications of the Varna Free University, Varna, Bulgaria

#### The Globalization – Nothing Fatal



Author: D. Anna Nedyalkova

Price: 8, 00 BGL

Language: Bulgarian, Russian, Turkish

Resume:

In this book the author looks at sense and nature of the globalization – questions which gain bigger scientific and practical actuality. The accent is globalization like contradictions, tendencies and perspectives. The attention is also turned to the condition of the Bulgarian economy, hers integrative needs and opportunities in the process of euro-integration.



#### Pre-Accession Instruments of European Union

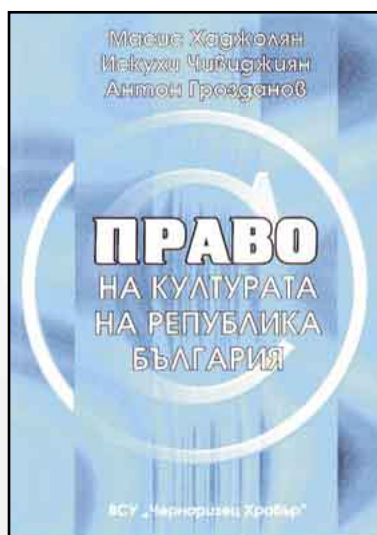


Price: 3, 00 BGL

Language: Bulgarian

Resume:

The exposition from the university series "Academic forum" of Varna Free University includes cycle of lecturers read at the seminar "Institutional mechanisms for using pre-accession funds of EU in Bulgaria", organized by Program "Public Administration and Social Activities" and conducted through June 2, 2003 at Varna Free University.



### Low of Culture

Authors: Massis Hadjolyan, Iskuhy Chividjiyan, Anton Grozdanov

Price: 8, 00 BGL

Language: Bulgarian

Resume:

The exposition represents a new field of low knowledge in Republic of Bulgaria – low of culture. The book looks at its methodological and cognitive questions: concept, sources and system of low of culture, protection and development of culture, cultural organizations and institutes, state administration in the sphere of culture, low regulation of the radio and TV, printed matter expositions, monuments of culture, authorship's and their related lows.

**Scientific Journal** – Series "Society and Personality"

Price: 3, 90 BGL

Language: Bulgarian

Includes next papers:

- **Participation of Citizens in State Government and Local Self-Government**, Massis Hadjolyan, Erhan Yamukov
- **Are We Going to Make Electronic Bureaucracy?** Petko Bliznakov
- **Municipality Associations As a Regional Form of Self-Government** – Current

### Dimension, Aims and Priorities

Daniela Hristova

- **State Social Security Management – A Policy of Balance between the State and Public Interests**

Filev M. D.

Contact:

Ms. Kremena Andonova,

phone/fax: +359 52 356 740,

e-mail: unk\_on@vfu. bg

**Publications of the Center for Policy Studies, CEU, Budapest, Hungary**

### Society and Genetic Information. Codes and Laws in the Genetic Era

Editor: Judit Sandor

Resume:

The book addresses the social, ethical, and legal implications of collecting, storing, analyzing, and commercializing genetic information in a multidisciplinary perspective. Prominent biologists, medical doctors, lawyers, anthropologists, philosophers, sociologists, and theologians from different countries provide their views on the complex biological and social impacts of the imminent proliferation of genetic information. The authors explore the various uses and applications of genetic information in the biomedical sciences and in various non-medical domains, and discuss the current dilemmas of making laws in the field of the genetics.

### Nationalism after Communism. Lessons Learned

Editors: Ivan Krastev,

Alina Mungiu-Pippidi

Resume:

What if a policymaker charged with crafting a peace arrangement in an ethnic conflict situation would ask an academic what practical wisdom can theory of ethnic conflict and na-



### The Conception "E - Government" – Identity, Problems and Perspectives

Authors: Pavel Pavlov, Svetla Mihaleva

Price: 1, 50 BGL

Language: Bulgarian

Resume:

The exposition from the university series "Academic forum" of Varna Free University looks at: the genesis of the idea for e-government; characteristic peculiarities of the e-government; the conception for the service to the one pay-desk; the working plan "E – Europe+" of the countries of CEE; the conditions and prerequisite for applying the conception "E – Government" into Bulgarian administration.

tionalism offer in support? Can a bridge be thrown between the world of academia, suffocated with political correctness and driven by the empty intellectual ambition of system-paradigms, and the world of those who have to craft policies of interethnic peace and cooperation with little knowledge of theory, scarce time to order proper research, and limited resources of money to invest? This book tries to analyze in this context what the postcommunist experience of ethnic revival and conflict has in common with other nationalisms and nation-related conflicts of our world, and what, if anything, is special about it; what the best practices are of managing different ethnic conflicts within a state or in neighboring states; and what institutions work and under what circumstances?

## **Ethnic Violence and Justice**

Edited transcript of the workshop

Resume:

How should the outside world have reacted when women and children were herded into churches and burned to death in Rwanda? Or when some 6,000 men were murdered in Srebrenica? How should it deal with the ongoing slaughter and enslavement in Sudan, where some two million people have died over the past two decades? Are the Khmer Rouge alone responsible for Cambodia's killing fields? Are diplomats, business people, and distant political leaders accountable when strongmen in places like Somalia, Sierra Leone, Liberia, and Congo resort to mass murder to seize and maintain power? Do the governments that provided arms and loans to Iraq bear part the responsibility for Saddam Hussein's chemical weapons attacks on Kurdish towns? Ethnic Violence and

Justice explores the many issues surrounding massive violations of human rights that have marred the past century and the international community's inadequate responses to them.

Contact:

*Tamas Dombos, email: dombost@ceu.hu, phone: +36-1-235 6184*

## **Publications of the Agency for Public Administration Development Government of the Republic of Serbia**

Language: Serbian

### **Brochures:**

#### **Public Procurements**

Public procurements are given special importance in all developed countries in the world. In the European Union countries, public procurement makes over 10 percent of the gross domestic product. The value of public procurements in Serbia, according to estimates of the World Bank, is around 1.453 billion US dollars.

#### **Models of open Competition Documentation**

Guided by the principles that the work of public services must be performed quickly, efficiently and transparently, the Serbian Agency for Public Administration Development in co-operation with the Administration for Public Procurements created this brochure, as a practicum of a kind that will be of great benefit to all who take part in the process of public procurements. This publication was created as the result of researches and realisation of the needs of actors themselves and therefore is focused on the practical examples – models of public procurements that describe in detail the very process and eliminate every doubt.

## **Procurement Manual**

The public procurement process contained different steps in which the APAD defined qualification criteria for the tenderer, system requirements for the system, assessment and evaluation process etc.

The manual will consist of the experiences that the APAD made from the procurement as well as examples on documents that can be used in public procurement.

## **Decision-Making in EU**

The issue who brings binding decisions – and in which way – is one of the most important issues of every political system. That does not apply just to government systems of sovereign countries, but also to the European Union. This brochure highlights solution of problems and decision-making within the European Union. Special attention was given to procedures in the legislative proceedings.

## **Special Edition: bilingual study “Milestone for Europe”**

With the aim of improving public administration efficiency in Serbia, a study was conducted of administration functions within the Secretariats and Cabinets of the Ministry for Agriculture and Water Management, Ministry for City Planning and Construction, Ministry for Mining and Energy, and Ministry for Science, Technology, and Development. This publication presents the results of several months of research, and the methodology we used may lay valuable groundwork and set a direction for similar studies and analyses in Serbia.

Our intention was not only to assess the present situation in the aforementioned Ministries, but also to suggest possible solutions for increasing efficiency of the Ministries in the fields of

Management, Public Relations, Human Resources Management, and Information Technologies, in order to facilitate the task that is before us – improvement and harmonization of Serbian public administration model with the EU standards.

Language: Serbian & English

**REFORMATOR – Magazine of employees in Public Administration of Serbia**

(published monthly)

Language: Serbian

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**Publications of the Institute for Economic Research, Ljubljana, Slovenia**

**ERM2 Strategy for Accession Countries**

Author: Vladimir Lavrac

**The Effects of Foreign Trade Liberization and Financial Flows between Slovenia and EU after the Accession**

Author: Boris Majcen

**Central Bank Independence in Central and Eastern Europe on the Eve of EU – Enlargement**

Author: Andreas Freytag

Contact:

*Phone: +386-1-530 3800, fax: +386-1-530 3874, e-mail: recnikm@ier. si, http://www. ier. si*

**Publications of the Odessa Regional Institute of Public Administration, UAPA, Ukraine**

**Important Issues of Public Administration – Collection of articles, No. 12 (2002)**

Price 10, 56 UHR

Language: Ukrainian

Articles are dedicated to history, theory and mechanisms of public administration, public service

and local government issues. They are written by ORIPA faculties as well as practitioners of executive and local government bodies and devoted to history, theory and mechanisms of public administration, public service and local government issues.

**Transnational Corporations Investment Activities and Impact of the Activities on Competitiveness of National Economies, Monograph**

Author: Yakubovskyy S.

Price 14, 48 UHR

Language: Ukrainian

The author considers the important issues of Transnational Corporations in the context of globalization.

**Personnel Management and Regional Reforming**

Proceedings of the Conference, April 18, 2002

Price: 16, 67 UHR

Language: Ukrainian

**Regional Health Care Policy. Formation and Implementation**

Proceedings of Conference, June 5 – 6, 2003

Free of charge

Language: Ukrainian

The content focused on advantages and disadvantages of health policy formation and implementation, local governments' role in the process, as well as citizens' involvement. Health policy in Odessa oblast (one of the most significant Ukrainian regions) set in the context of changes in public policy taking place in industrialised societies generally and in the FSU countries in particular has been discussed.

Contact:

*Milena Pashkova, 22, ul. Genuevska, Odessa, Ukraine, e-mail: milpa@ukr. net*

## Visiting Professors

**Leslie C. Eliason**, Assoc. Prof. and Program Head, International Policy Studies Program, Monterey Institute, California, USA

Expertise: Comparative public policy; European politics; research methods; crosscultural policy studies

Period of visit : Academic Year 2003 – 2004

Contact:

*Tamas Dombos, Center for Policy Studies Central European University, Budapest, Hungary*

*phone: +36-1-235 6184*

*email: dombost@ceu. hu,*

# Conference on “Regional Health Care Policy: Formation and Implementation”

June 5 – 6, 2003, Odessa, Ukraine

Olena Medvedeva, ORIPA UAPA, Odessa, Ukraine

The scientific conference was organised by the Odessa Regional Institute of Public Administration, Ukrainian Academy of Public Administration, Office of the President of Ukraine (ORIPA), with financial support from USAID. It was held within the joint NASPAA – NISPAcee “Co-operative Governance Improvement Project” (mutual ORIPA, Lviv RIPA and Florida International University project (*“Developing mechanisms of management decentralisation in regional and local health systems with the aim to optimise Odessa Oblast’s medical institutions functioning”*)).

The conference was designed for stakeholders in public health. The content focused on advantages and disadvantages of health policy formation and implementation, local governments’ role in the process, as well as citizens’ involvement. Health policy in Odessa oblast (one of the most significant Ukrainian regions) set in the context of changes in public policy taking place in industrialised societies generally and in the FSU countries in particular has been discussed. Representatives of central, regional and local governments, NGOs, health organisations and educational institutes from Ukraine, USA, Poland and Moldova have been involved into discussion.

The Conference proceedings that include materials for discussion are published (in Ukrainian). They are going to be distributed (free of charge) through medicine and management institutes and health management organisations to enable

maximum dissemination of the project experience.

It was the fourth conference led by ORIPA UAPA and dealing with issues of regional health policy. And it was the first conference where the participants shared the idea of combining branch and territorial management in health sphere with the main accent on the latter one. Importance of such an approach is caused by the fact that at present the role and responsibility of local bodies of executive power as well as local self-governments in providing services to the population including health sphere is increasing significantly. Good evidence of these trends is apparent in the conference practitioners, scientists and leaders of local self-governments from different regions of Ukraine (Komsomolsk, Priluki, Simferopol) in addition to health managers.

During the Soviet period the system of health care organisation and management (Semashko’s system) was of a branch-wise, hierarchical and highly centralised character. In general, that health system used to guarantee medical assistance. It was the health ministries of USSR and Soviet Republics and local health agencies whose duty was to ensure a health care statute. The role of local governments was brought to creating material and technical conditions for the provision of medical help.

That kind of health care system has been still persisting in the modern Ukraine. Along with, under conditions of democratization and decentralisation

of public administration (Law on Local Self-Government; Law on Local State Administrations) it is necessary to make some changes in the bodies that manage the health branch. Besides, current world trends are connected with public health development. The main goal of public health is disease prevention and creating conditions for health preservation. A public health system can act the most successfully at regional and local levels under condition of inter-sectoral co-operation. With taking into consideration all these obstacles, the role of local governments in guaranteeing public health preservation is increasing significantly.

The conference was illuminated in the regional media. In the interviews to newspapers and TV the participants focused on the importance of the topic and attractiveness of ORIPA health management department as a centre of new managerial philosophy. That conference has become a step forward to change inveterate thinking and it needs to be consolidated.

It has been possible to organise such an important event due to the significant help of Prof. Allan Rosenbaum from Florida International University and support from the NASPAA/NISPAcee joint project.

Note: CD that contains the TV programme concerning the conference is available.

## EPAN/NISPAcee Summer School 2003

**“Europeanization, Institutional Analysis and Public Administration”  
Bratislava, Slovak Republic, June 29 – July 5, 2003**

*Mette Leons*

After the successful completion of the first EPAN (European Public Administration Network) Summer School in 2002 at Leiden University under the title: “Europeanization, Institutional Analysis and Public Administration”, the EPAN Steering Committee decided that the coming summer schools should continue focusing on the double goals of strengthening the research competences in comparative public administration in a European context, and developing the pedagogical competences of the participants.

The first purpose of this summer school was to provide the students with a solid understanding of the dynamics, processes and principles guiding public policy management from a truly comparative perspective in a European context. The teachers of the summer school were acclaimed scholars in their respective fields, with extensive research and teaching experience in Public Administration. The selected topics included among others: “Politico-administrative relations in the policy process” by Guy Peters,

pedagogical skills of the participants, particularly learning how to use case studies in teaching and improving lecturing techniques. Lecturing and using case studies are essential elements of any teaching activity at university level, and are therefore the very first aspects to take into consideration in the development of teaching skills. Juraj Nemec, Slovakia was invited to develop a larger and more systematic scheme regarding this issue, combining it with students’ own exercises. Greg Benfield, UK was invited to lecture on the development of personal communication skills, to the effective and creative utilization of different teaching support materials (i. e. overheads or videos), and to the very important question of evaluation and assessment (how to prepare good/relevant exams, and how to evaluate correctly the ability of the students).

Twenty-seven students from Western and Eastern Europe participated in the summer school. The students came from twelve different countries (Bulgaria, Estonia, Romania, Finland, Belgium, Poland, Denmark, Greece, Slovak Republic, Serbia and Montenegro, Ukraine, and Lithuania), and had diverse backgrounds as PhD students, young scholars or civil servants in public administration. They engaged very actively in the discussions held after all sessions, and were generally very satisfied with the contents and level of the EPAN/NISPAcee Summer School. They also very much enjoyed the nice Bratislava summer environment and pleasant friendly atmosphere of the whole event which would help them in a further development of their possible professional co-operation.



It was therefore decided that EPAN would organise the 2003 summer school in co-operation with NISPAcee joining efforts from their respective Western and Eastern European traditions and resources in Public Administration practice and training.

The EPAN/NISPAcee Summer School ‘*European Policy Management in Comparative Perspective*’ took place in Bratislava, Slovak Republic, from June 29-July 5, 2003 in close co-operation with NISPAcee Secretariat.

“European policy management from a comparative perspective” by Theo Toonen, The Netherlands, “Reforming Public Administration in CEES” by Miroslav Beblavý, Slovakia, “From government to governance” by Susana Borrás, Denmark, “Policy making in the post-communist governments: understanding the political space” by László Vass, Hungary and “Implementation in a comparative perspective” by Michael Hill, UK.

The second related objective of the EPAN/NISPAcee Summer School was the improvement of

# Invitation & Call For Papers “Central and Eastern European Countries Inside and Outside the European Union: Avoiding a New Divide”

for the 12<sup>th</sup> NISPAcee Annual Conference  
Vilnius, Lithuania, May 13 – 15, 2004

*Organized in cooperation with the  
Lithuanian Public Administration  
Training Association, Vilnius,  
Lithuania*

Notice: The information on the  
Conference is continually updated  
on the NISPAcee  
website: *www. NISPA. sk*

## The Main Conference Theme:

As we meet in May 2004, an historical change will have taken place in Europe. Several former communist countries of Central and Eastern Europe will have joined the European Union, an unprecedented voluntary association of democratic states with market economies, and its emerging Constitutional identity. The entire structure of political, economic, and social relations in Europe will change. What will be the impact of this change to public policy and administration in countries both inside and outside the EU borders? What will the challenges be of this new membership to public policy and administration of the new member states? What actions will need to be taken to avoid the new divide between them and the other countries of the region, and to harmonize the way in which public interests are followed throughout the entire continent?

## Papers are invited on the main themes of the conference:

- A. Problems facing the new Member States
- B. Problems facing the States outside the enlarged European Union
- C. Common problems

## Panel Sessions and Forums

- Panel Session on European Accreditation of Public Administration Programmes

- Panel Session on Joint NASPAA–NISPAcee Governance Improvement Cooperative Project
- Forum for Heads of Training Centres and Institutes of Public Administration
- Forum for Young Professionals in Public Administration

## Working Groups

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

Theme 2004: “Various Decision and Discourse Arenas at Different Level and Stages of the Policy Process”

### II. Working Group on Public Sector Quality

Theme 2004: “Public Sector Quality in Policy Making”

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

### IV. Working Group on Democratic Governance of Multiethnic

### Communities

Theme 2004: “Diversity and Public Services: Introducing New Standards of Diversity Management in Changing Europe”

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

### VI. Working Group on Knowledge Management and ICT for Public Policy

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

## Applications with Papers and Selection of Papers

**Deadline for applications:**  
October 15, 2003

ON-LINE Applications – on the NISPAcee web site: *www. nispa. sk*

## Support

NISPAcee, in co-operation with the working groups’ coordinators, intends to develop projects and seeks funds to support applicants with the selected paper of the working groups in the conference. However, this funding is uncertain and therefore all participants are encouraged to find their own financing.

## Registration and Hotel Reservation

ON-LINE registration and hotel reservation will be available from November 2003 on the NISPAcee web site. All participants, including authors of the accepted papers for the conference are kindly asked to register for the conference and make the hotel reservation.

## Deadline for reservation:

February 28, 2004 at the latest.  
(*http://www. nispa. sk*)

## Deadline for payment:

March 15, 2004

Conference venue: Hotel Reval  
Lietuva, Vilnius, Lithuania

**Working language:** English

All information about the conference are available on the Internet: NISPAcee homepage  
*http://www. nispa. sk*

Contact person:

Inquiries are to be addressed to:

*Viera Wallnerova,*

*Project Manager*

*NISPAcee,*

*Hanulova 5/B*

*840 02 Bratislava 42,*

*Slovak Republic.*

*Tel: +421-2-6428 5558,*

*Tel/Fax: +421-2-6428 5557*

*E-mail: Wallnerova@nispa. sk*

## NISPAcee Occasional Papers

### CALL FOR PAPERS

We invite colleagues to submit their research papers in English for review. Papers should be written on relevant public administration and public policy issues based on empirical investigation carried out in central and eastern European countries. 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. Each author can propose two reviewers for their submitted paper, but the

final decision to select the reviewers remains at the discretion of the Editor. Those authors whose papers are selected for publication will receive a modest honorarium.

Contributors are invited to send their papers (hard copy and an electronic format as well) to the NISPAcee secretariat (contact information on the last page of the Newsletter).

If you feel you would need further information, please contact the deputy editor,

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

## SIGMA and Other Publications – Translation into CEE National Languages

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). NISPAcee make a general agreement with the EIPA (European Institute of Public Administration, Maastricht, The Netherlands) for the translation of EIPA publications within this project. All institutions interested in translation of the EIPA publications are invited to apply for the translation grants to NISPAcee. Information about the publication you can find at the homepage of EIPA <http://www.eipa.nl> Please send letters of inquiry and applications to NISPAcee Secretariat.

### The deadlines:

- November 30, 2003
- February 28, 2004

## Alena Brunovská Award for Teaching Excellence in Public Administration

### CALL FOR NOMINATIONS

The NISPAcee announces call for nominations to this award in memory of Alena Brunovská, one of NISPAcee's founders and the first Chair of the NISPAcee Steering Committee. The award is a tribute to her commitment to the development of public administration education in the region of Central and Eastern Europe. The guidelines for preparation of nominations are available at the NISPAcee web site. Please follow these guidelines carefully when preparing the nomination for your institution's candidate. If you have any questions regarding the nomination process please contact the NISPAcee Secretariat.

The recipient of the Award will receive a certificate (accompanied by a monetary prize of \$500 US) at the award ceremony to be held during the NISPAcee Annual Conference. The recipient may be invited to deliver a lecture to the Conference on a topic of his or her choice, within the field of public administration. In this event, travel and expenses will be covered for such participation.

### Deadline:

The nominations must be received by the NISPAcee Secretariat by December 1, 2003.

## **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 124 Institutional members (from 25 countries), 33 Associate members (from 15 countries), and 232 Observers (from 35 countries).

### **New Institutional members of the NISPAcee**

Euro-Balkan Institute,  
Skopje, Macedonia

Institute for Sociological,  
Political & juridical Re-  
search, Skopje,  
Macedonia

Academy of Public Ad-  
ministration, Chisinau, Moldova

European Movement in Serbia, Belgrade,  
Serbia & Montenegro

Slovak Governance Institute, Bratislava,  
Slovak Republic

### **NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:**

- The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary - SIGMA/OECD, Paris, France (SIGMA-Support for Improvement in Governance and Management in Central and Eastern European Countries is a joint initiative of OECD/CCET and EU/PHARE mainly financed by EU/PHARE) - USAID, New York, USA - NASPAA (National Association of Schools of Public Affairs and Administration), Washington, USA - UNDP RBEC (United Nations Development Programme, Regional Bureau for Europe & the Commonwealth of Independent States), Regional Support Center, Bratislava, Slovakia - The Austrian Federal Chancellery, in particular the Federal Academy of Public Administration, Vienna, Austria - UNDESA (United Nations Division of Public Economics and Public Administration) New York, USA

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

**The deadline for the next issue is November 30, 2003.**



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