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Process of European Union Eastern Enlargement and Formation of the New European Identity

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Within the framework of European integration and the latest EU enlargement, the question of European identity appeared, not surprisingly, as a substantial one. Questions regarding the nature and the content of European identity¹, but especially the search for a new European identity, its relations to national identities and their possible loss or erosion are at the moment frequently asked in the context of the EU Eastern enlargement. Initiated especially by opponents to the EU integration they have become hot issues in the candidate countries. In this paper we restrict our attention to the so-called four Visegrád countries: the Czech Republic, the Slovak Republic, Hungary and Poland. We consider these countries to be suitable examples of nation states from the similar historical area but still different enough to be able to demonstrate the possibly diverse trajectories



¹ Or even the question whether there is some such identity.

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with different obstacles to building a new common European identity.

It has to be said that not everybody in these countries is in favor of European integration and of building some kind of common identity on supra-national level. Often, the public in these countries fears that their national identities can be lost or, at least substantially weakened with their full integration into the EU (Žagar, 2001).

Regarding this context we would like to raise the question, *what are the sources for creating the new European identity² of the entering countries and what are the possible dangers that can influence this process?*

With respect to the historical development of selected candidate countries, we focus our attention on two dimensions: economical and cultural sources, which can act as the basis for development of the European identity as concerns respective countries.

The discussion will be oriented towards existing constraints and inconsistencies that can make the process of building the new identity complicated and problematical. This issue will be examined from the more general point of view since we do not intend to go into many details. However, we will try to reflect not only positive attitudes towards European identity building but also those negative ones connected with EU-skeptical attitudes.

1. Integrative Experiences in East-Central Europe

It is characteristic for the *integration experiences* of East-Central Europe that the historic process of nation building took place within the integration framework of the Habsburg Empire, and in opposition to the predominant authoritarian monarchies in Austria, Prussia-Germany and Russia. Of the five East-Central European nations only Hungary succeeded in achieving a division of power within the Habsburg monarchy and in establishing its own nation state within the integration framework. The Polish and Czechoslovak national movements were able to build their own national states only after the disintegration of the old order and in opposition to the great powers of continental Europe. The Polish and Czechoslovak nation states founded during the interwar period then again fell prey to the great powers of Germany and the Soviet Union (Brusis, 2000). German expansion to Poland and Czechoslovakia was directed against the physical existence of these to national states, in contrast to the German occupation of the small states situated on its Western and Northern periphery. Thus “both countries lack the historical experience of a successful integration with the neighboring great powers, and the undergone existential menace contributed to the development of an association context, in which national self-determination is thought and understood as *in opposition to* the neighboring great powers, not as participation in the exercise of power or as power sharing” (Brusis, 2000: 3).

Furthermore, the Czech Republic, Slovakia, Poland and Hungary share the integration experience of the Warsaw Pact and the Council for Mutual Economic Assistance. All of the East-Central European countries experienced this integration framework as curtailment of national sovereignty and of their

potential for economic development. This was definitely negative assessment (Brusis, 2001).

With regard to their negative experiences with communist integration and in view of the EU integration, the East-Central European states have recently agreed only a limited, strictly intergovernmental co-operation by participating in the Visegrád co-operation and the Central European Free Trade Agreement (CEFTA) (Žagar, 2001). These co-operative strategies are, however, expected to be extended regarding the recent EU enlargement process.

As concerns the attitudes towards the future EU integration in given countries, only Hungary's positive integration experience during the Austro-Hungarian dual monarchy constitutes a certain exception and thus perhaps creates a more positive basis for new identity development.

Giving the example of former Czechoslovakia, we may distinguish two different approaches towards EU integration – Czech and Slovak. Pointing out Slovakia, we can assume that in spite of the predominantly negative integration experiences, there exists a certain, however quite unstable and ambivalent potential for the European integration framework to become an important component in the process of consolidating the nation state in Slovakia (Brusis, 2000). As such, Slovakia can gain more from the creating superior European identity, which can help to overstep the ethnic inconsistencies inside the country³.

Apart of the fact that the development of the Czech and the Slovak nation state took place within the integration framework of the

² For the purpose of this paper focusing on topic of existing or emerging European identity, we accept Žagar's (2000: 2-3) definition of identity, which says: „the feeling of belonging to certain entity, defined by different (in the case of collective identities – agreed upon and shared) objective and subjective criteria“.

³ National minorities (especially Hungarians) have always been de-stabilizing elements in Slovak nation building process. Even nowadays, sometimes controversial statements and arrangement are made aiming at minorities' restrictions, which often creates basis for criticism from European politicians.

Czechoslovak Federation, we can speak about asymmetric Slovak and Czech definitions of identity. In contrast to the Slovaks, the Czechs understood their identity as civic and non-ethnic. The Czech understanding of the nation state is much more independent and, as such, also more indifferent towards the Czechoslovak – as well as the European - integration framework (Žagar, 2001).

1.1 Economically or Culturally Based National Identities?

What is the concept of national identity, which dominates public opinion in the East-Central counties?

The Czech Republic somewhat differs from the other three countries. Mainly due to the influence of former Prime Minister Klaus and his Civic Democratic Party, who were at the power during 90's. His right-wing government was the major political force that combined liberal-conservative ideas with a Euro-skeptical profile.

The strength of liberal-conservative Euro-skepticism in the Czech Republic is best explained by its fit with a national self-concept, where economic-technical performance is seen as a primary attribute of the nation and stands for national virtue (Brusis, 2000). The economic orientation of the Czech national identity is rooted in the concurrence of the Czech national movement and the economic head start of the Bohemian lands in comparison with the rest of the Habsburg monarchy. Consequently, industrialization and urbanization were perceived as a force driving and accompanying the founding of the nation state, whereas the national movements of other East-Central European countries that were faced with circumstances of economic backwardness compared with the core lands of the Habsburg Empire developed a stronger historic-cultural understanding of the nation

(Brusis, 2000). As Brusis (2000: 45) further states that: “[...] their respective culture, language, origin and religion represented much more important characteristics of the nation and elements for identification than economic strength”.

However, the relationship between the historic-cultural understanding of the nation and the European integration process remains ambivalent. Culture constitutes an important dimension of the identity. Culture or, in the EU context, shared culture can be understood in many different ways. However, the concept of (shared) culture usually imply a common language, sense of a community, shared origin and history, often the existence of a religious community, etc. (Žagar, 2001), which is not the case of the EU multinational community.

Thus the culture is not a good starting point for a political project, at least not for a project of integration. Culture can be in the best case its final success (Mokre, 2002).

Furthermore, culture, and cultural identities have external presuppositions (widely differing in different times and at different places) which cannot be exclusively found in traditions, common cultural heritage etc. but rather in more concrete commonalities such as a common market, a common currency, the abolition of national borders etc. (Puntscher Riekmann, in: Morke, 2002).

Coming back to the case of the Czech Republic, a primarily economically oriented understanding of the nation, as underlying the rhetoric of Václav Klaus, supports so-called inter-governmentalist standpoint dominated by profit calculations. This corresponds well with the concept of the EU as an enlarged free trade zone generating material trade benefits for all members, but especially for the economically more productive member states (Brusis, 2000) (and

thus also for the Czech Republic, at least according to the prevailing self-definition). To sum up, the economically based European identity seems to be less problematic than the identity based on the cultural assumptions.

2. Difficult task of building the new European identity

An important task of the enlargement process is to build a new perception of “European-ness” and a new common European identity. This means that a new perception of the European East and West should be developed (Žagar, 2001).

Political division of Europe, throughout its history but especially in the past two centuries, resulted into diverse European identities. It was the bipolar division of the world that conditioned the most important division in the twentieth century. In Europe this division was marked by the “Iron Curtain” that also changed the perception of Europe in the heads of people. In this context, Žagar (2001: 7) says: “In the West they looked at the Easterners – Eastern Europeans – as poor cousins who seemed to have moved to the other part of the world. They were no longer considered Europeans of the “same kind”.

Therefore, the building of a new common, inclusive and pluralistic European identity does require a new co-operation based on the inclusion, equality and recognition of this diversity.

As was already mentioned above, even if the inhabitants of European territory share at least some elements of a common identity, their ethnic and national identities can still override this common identity. It means that potential supranational identity should complement the existing traditional national identities and patriotism rather than to replace them.

This process will require a certain transformation of existing European identities. It will have to be built upon the positive experiences and traditions that form European-ness, but it will have to consider and fight also negative experiences that caused much suffering in both Western and Eastern Europe, regarding “[...] aggressive and hegemonic nationalism, colonialism, fascism, Nazism, gulags, concentration camps, holocaust, and “ethnic cleaning” that Europe has produced throughout the history” (Žagar, 2001: 7). Nevertheless, building a new common, inclusive and pluralistic European identity is considered as an important and desirable task. However, we have to keep in mind that the process of enlargement might bring into play many dangers that can hinder or even prevent the realization of this goal.

2.1. Possible Dangers

One of the possible dangers is raising *nationalism*, *national exclusiveness*, or even *intolerance* among the nations. Nowadays, EU includes several nations and national communities that are theoretically no more separated by the national borders. Despite of this fact, the people of certain nation still feel more identified with their own national state than with the commonly defined territory of Europe.

Anyway, the idea of building shared international identity and creating the international solidarity based on mutual co-operation has appeared already at the beginning of European integration 50 years ago. Apart from a big effort, formation of the international identity is being seen like a dynamic process permanently combating many difficulties arising from the European diversity.

Hence, we can ask the question how the Central-Eastern European countries are going to deal with this looming supra-national European identity that is being

expected to replace (at least to the certain degree) their national identities.

Let first examine what the definition says about the nations as such. “Nations evolve historically as stable, long-lasting communities of people, sharing a common language and territory, and the common culture and history that arise from that. On this basis develop the solidarities, mutual interests and mutual identification that distinguish people of one nation from its neighbors” (The Nation, 2002).

Furthermore, within the national community there exist sufficient solidarity, mutual identification and mutuality of interest among people as to induce minorities freely to consent to majority rule and obey a common government based upon that. Such solidarity is the basis of shared citizenship (The Nation, 2002). It underpins a people’s allegiance to a government as “their” government, and their willingness to finance that government’s tax and income-transfer system, thereby tying the richer and poorer regions and social classes of the nation state together. But the solidarities that exist within nations do not exist between nations (The Nation, 2002). This is a strong statement that should be taken and discussed seriously. Particularly when referring to the dramatic historical development of West-East Europe relationships during the 20th century. In such circumstances, the issue of national states and national sovereignty should be treated sensitively.

In this respect, the possible *deficit of equality and equal treatment* of countries newly entering the EU can become a threat for co-operation that is necessary among all the member states. It is clear that entering countries represent small (in the case of Poland medium-size) member states in the enlarged EU. Here raise a question for discussion of whether

the newly entering countries will be able to pursue their interests with regard to those of the large member states better than in (theoretically or historically) Europe of non-integrated nation states, in which the great European powers would decide crucial issues among themselves. It means that powerful member states enable small member states to partake in decisions that would otherwise be made among the large states only. On the other hand, this strategy, at the same moment, presents the risk of small member states certainly being overridden in particular policy fields, which they could decide upon independently, if a supranational framework did not exist.

This idea addresses the question of national sovereignty. Coughlan (The Nation, 2002) argues: “the claim that if a nation or state surrenders its sovereignty to the EU, it merely exchanges the sovereignty of a small state for participation in decision-making in a bigger supranational EU is simply untrue. The reality is different. The EU continually reduces the influence of smaller states in decision-making by limiting or abolishing national veto powers”. Thus, even if bigger states similarly divest themselves of formal veto power, their political and economic weight ensures they can get their way in matters that are decisive to them. Equally false is the statement that membership of new states in the EU and their surrender of sovereignty to the EU would increase their sovereignty in practice. The nation which gives up its sovereignty or is deprived of it fails to be an independent subject of international politics. It is no longer able to decide even its own domestic affairs (The Nation, 2002). Hence, we can refer to often discussed problem of the so-called democratic deficit within the European Union.

Even among the nowadays EU members the transfer of national sovereignty to the European level, was not met by adequate rights of

co-determination for the citizens or a sufficient adaptation of the institutional arrangement at the national level to secure classical standards of democracy – i.e. the institutionalization of a set of procedures for the control of governance which guarantees the participation of those who are governed in the adoption of collectively binding decisions (Jachtenfuchs, 1997).

When taking into account that even the established member states are facing these problems, we would argue that the newly entering countries may face even greater difficulties and might be even less willing to accept the supra-national authority. Additionally, instead of building European identity common for all countries within EU, the possible unequal treatment can result into creating stronger nationalism, and insisting on keeping the national sovereignty.

On the other hand, the EU is ambitious project with a strong political will and numerous common interests behind. Apparently, nations can harmoniously co-exist with other nations inside a multinational state (if the EU can be compared to the multinational state, and as such provide the common identity for all the nations inside). But they can do so only if their national rights are respected and the smaller nations do not feel oppressed by the larger ones, otherwise it creates the lack of stability and legitimacy.

In this realm, the EU is being criticized for the *lack of transparency, efficiency and legitimacy* in general. It is argued that the further integration and supranationalism means less democracy at the national state level. The often mentioned *democratic deficit* of the EU can be understood as a fact that the people's decisional powers are declining with the continuous shift of competences towards the European level. "The resulting system of European multi-level governance has severe consequences for the relationship between the

represented and the representatives. The balance of power in this relationship is constantly shifting towards the executive depriving the citizens of basic democratic rights so far bound to the nation state" (Mokre, 2002: 5).

We would agree that this process of shifting the competences further towards European level will have even less legitimacy within the new entering countries. The countries may find themselves not being fully integrated and not respected like equal members, at least at the beginning of the process, when the new countries are apparently less influential as concerns economic and the political powers and following decisions. Given these reasoning, there might be expected the possible lack of common will, which should be based on the shared interests and equality among nations, and which is necessary for setting up the real supranational European identity.

3. Conclusion

To sum up, the building a new European identity on the background of EU Eastern enlargement is apparently a difficult and questionable task.

Nevertheless, further integration seems to be unavoidable and desirable process. As such, a collective identity can only be developed if the all the member states are integrated equally. Undoubtedly, within the European Union project all the existing member states and newly entering member states can better defend their economic and political interests, and can build the mutual respect based on the collective European values. However, mutual respect and open space for exchange of different opinions should not be missed out.

On the other hand, the leading politicians should be aware of all the possible dangers discussed above. Particularly, the unequal treatment can cause an eventual failure of the ongoing political

integration of Europe. Then the potential lack of cultural values or traditions cannot be blamed. The success or failure of an EU project entirely depends on the success or failure of generating a collective democratic political identity of the European Union. It should be perceived as a future challenge.

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Web Course on 'Local Action Planning for Employment'

ICLEI's Web Learning Centre has recently opened the registration for the web course: 'Local Action Planning for Employment'. The course aims at providing local government officials with knowledge and tools for implementing a Local Action Planning for Employment process that can help improve the local employment situation in their municipality. The course is based on a participatory planning methodology under the umbrella of sustainable development.

Participants can study directly from their home or office and at their own pace. Registration is possible any time.

Price: 480 Euro.

A **free introductory module** on 'Local Agenda 21, Sustainable Development, and Employment' is accessible to everybody to get a good impression of how the course looks like. (See web address below.) ~go to ICLEI's Web Learning Centre (<http://www.iclei-europe.org/index.php?id=795>).

Or contact ICLEI's International Training Centre in Freiburg, Germany:

Phone: +49-761/368 92 20

Fax: +49-761/368 92 29

E-mail: training.centre@iclei.org



Caption: Learn the steps to sustainable employment with ICLEI's self-paced web course on Local Action Planning for Employment

Web Course for Self-paced Learning

ICLEI's International Training Centre invites local governments to join a new on-line training course on Local Action Planning for Employment. The course is based on the latest European Employment Strategy and ICLEI's Local Agenda 21 planning process. Participants study via computer and Internet access at their offices or at home. Choosing their own pace of learning they are introduced step-by-step into the development of a Local Action Plan for Employment that encompasses sustainability principles. A full Tool Kit for the planning process is included to facilitate local implementation.

Training material is in English.

The course is offered via ICLEI's Web Learning Centre and can be started at anytime. With the submission of a final assignment, participants receive a certificate.

Duration: Six months is recommended, however study is at your own pace.

Deadline for registration: None. Open anytime via ICLEI's Web Learning Centre.

Course fee: 480 € per person. 15% discount for ICLEI Members.

Free „taster“: Visit www.iclei.org/itc/lap-employ and download a free module to get an idea of what it is like to study via ICLEI's Web Learning Centre.

Registration: Download registration form from www.iclei.org/itc/lap-employ, or contact:

Karen Stankunas
ICLEI's International Training Centre
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The European Administration – A New Specialisation in Romanian Higher Education

Prof. Dr. Lucica Matei
Dean of the Faculty of Public Administration
National School of Political Studies and
Public Administration, Bucharest, Romania

Starting with the academic year 2004/2005, the Faculty of Public Administration within the framework of the National School of Political Studies and Public Administration (NSPSPA), Bucharest organises educational programmes in a new specialisation, called “*European Administration*”. Thus, new possibilities are open for basic training in this new specialisation, approved by the Government of Romania, according to the development of Romania accession process to the European Union.

Within the framework of NSPSPA, the above-mentioned specialisation turns into account the experience and expertise gained during the last decade by this institution in the field of postgraduate studies for European integration or in the undergraduate education for “traditional public administration”.

The mission of the graduates of these programmes consists in ensuring an active interface, based on professionalism between Romanian authorities and European Union authorities concerning public administration reform, the development of local communities, public policy implementation etc.

The access conditions to the new specialisation are complex, deriving from the evaluation of the results obtained during the first two years in faculty concerning general topics of public administration as well as the proficiency

in foreign languages and the level of knowledge in information technology.

The Contents of the European Administration Specialisation¹

The design of the contents of the above-mentioned specialisation was based on the concepts and processes specific for European integration, i.e. European administrative space or European social space, *acquis communautaire* and EC justice, regional development and sectoral public policies, the pillars of European integration etc.

A series of papers and books addressing the training in European integration have been studied, i.e. published by the European Institute of Public Administration (EIPA), Maastricht or SIGMA, NISPACEe on topics of European administrative space, public policies, good governance etc. At the same time, the experiences of other schools and institutes of public administration from Central and Eastern Europe have been taken into account.

Their incorporation in a unitary and coherent educational programme leads to getting insight knowledge about the fundamental elements of a European administration model, model aimed by the national administra-

tions from the countries belonging to the new European space in a closer or longer horizon of time.

At least in the next years, the curriculum of this specialisation will be very flexible and open, according to the developments in the construction and enlargement process of the European Union.

Third year of study

Compulsory disciplines

1. European Administrative Space
2. *Acquis communautaire*
3. EC Justice
4. European Economy
5. EU Civil Service
6. Regional Development
7. Public Budget Policies and Taxation
8. Information and Communication Strategies in Public Administration
9. Practical activity
10. Foreign language

Fourth year of study

Compulsory disciplines

1. European Social Space
2. Decision in EU
3. Sustainable Development and Environment Protection
4. Audit and Financial Control in the EU
5. Sectoral Public Policies
6. Foreign language

Optional disciplines:

7. Theories of European Integration. Common Foreign and Security Policy

¹ During the first two years (cycle 1), the faculty ensures basic general education in the field of public administration.

8. Public International Law. Private International Law
9. Intra-communautaire communication. European Identity
10. Performance Evaluation and Strategic Management in the Public Sector. European Project Management

The Career Plan for the Future Graduates

The experience gained by the Faculty of Public Administration of NSPSPA as well as the development of the civil service reform in Romania have shaped projects for career plans focused on admission into the corps of civil servants or trainers, simultaneous or not with continuing the specialisation by postgraduate studies. We mention also the special programmes for young public managers developed for the time being through Phare projects, and the

Romanian authorities will ensure their sustainability.

A synthetic overview of the conception for the organisation and career development is presented below:

We remark from the above diagram that the access to this specialisation is free also for the students from other related specialisations, by validating the equivalent general undergraduate studies in public administration on the basis of the transferable credits.

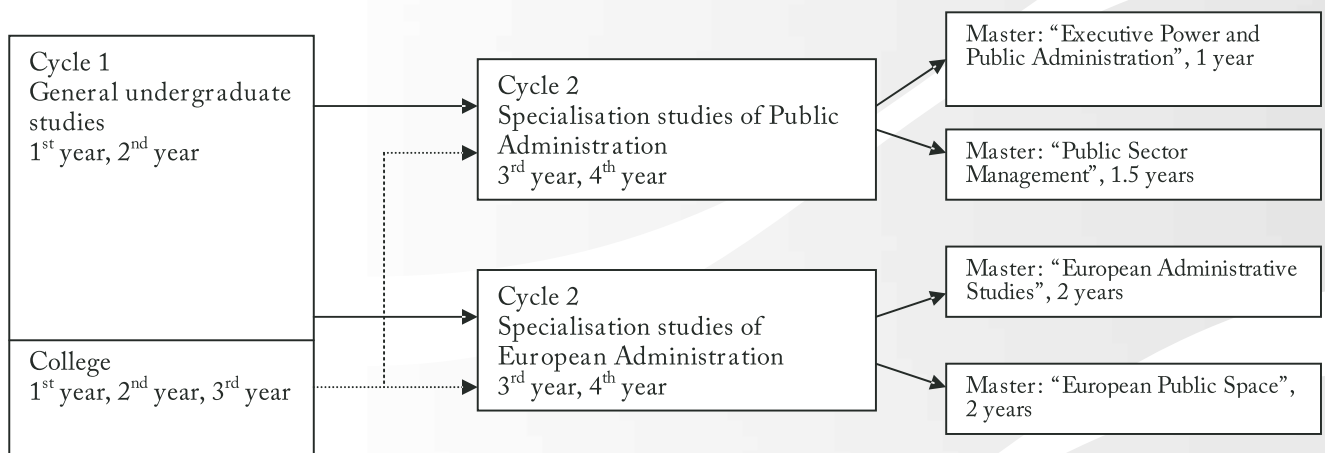
A Complete System of Basic and in-service Training in Public Administration

The *European Administration* specialisation shapes and completes a system of basic and in-service training in public administration oriented on two directions: the

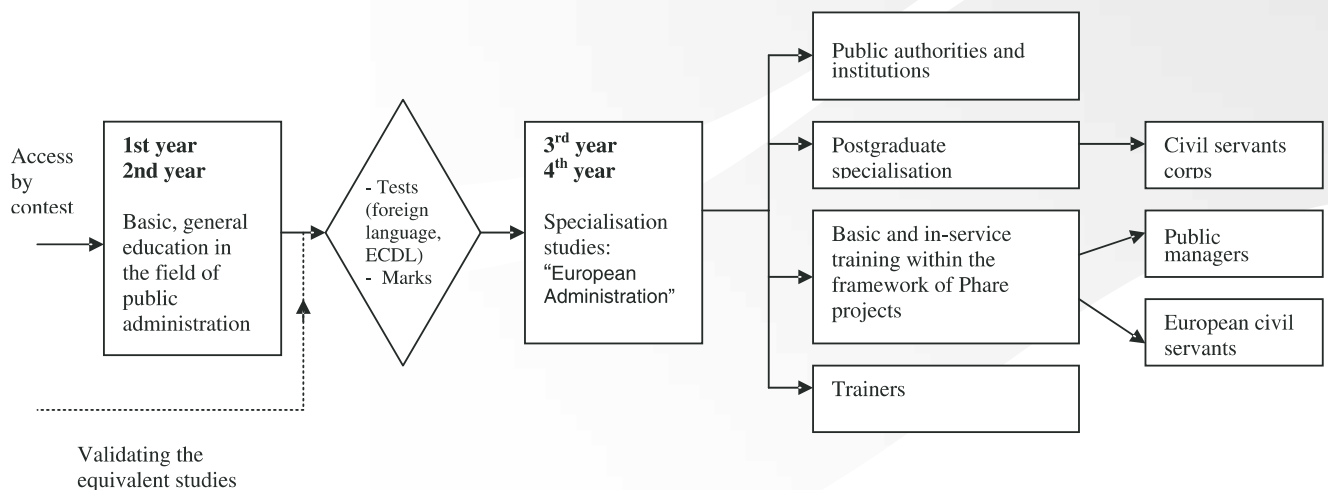
first, in the field of “traditional” public administration and the second in “modern” public administration, the European administration. For the time being, the two directions have to co-exist together, taking into account the shaping, still unclear, of the concept of European administration, as well as the tradition and values of higher education in public administration. Of course, a period of transition in this field is also welcomed.

The postgraduate programmes enhance the specialisation for each of the educational direction.

The introduction of the new specialisation of *European Administration* enabled the Romanian higher education to bring a concrete contribution to supporting the European integration process.



The educational directions within the framework of the Faculty of Public Administration



Specialists' career development in European Administration

The First Consultation of the Public Integrity Education Network

August 23 – 28, 2004, Budapest and Szirak, Hungary
Center for Policy Studies at the Central European University

The Public Integrity Education Network (PIEN) is a joint initiative of the Center for Policy Studies at Central European University (CPS – CEU) and TIRI – ‘the governance-access-learning network’, a London-based non-profit centre of excellence. PIEN was launched with the basic objective to develop, and promote the introduction of, effective, policy-oriented training and teaching programmes on corruption control and organisational integrity in universities around the world. PIEN is also to serve as a framework for joint research and regional networks that will facilitate the compilation of critical and independent case studies of reforms over the next three years.

The August 2004 founding, week-long consultation of PIEN – supported by a grant from the Open Society Institute – brought together the representatives of over 20 universities from all over the world as well as some of the world’s leading professionals and scholars in the fields of corruption control and organisational integrity. In addition to universities from North and South America, Africa, South East Asia, the Middle East, and Western Europe, among the institutions represented were Babes-Bolyai University (Romania), the Caucasus School of Business (Georgia), the Graduate Center for Public Policy and Management – University of Pittsburgh (Macedonia), Kaunas University of Technology (Lithuania), the Moscow School of Political Studies (Russia), and Tsinghua University (China). The official launch and the first day of sessions took place at the Central European University



in Budapest, while the venue for the remainder of the workshop was Castle Hotel Szirak.

The consultation was divided into morning sessions, each dealing with a specific approach to corruption control and ethics or a case study of successful reforms, and afternoon group discussions when participants mapped teaching and training needs and exchanged views and ideas about PIEN’s mission. While the Network is intended to be a global initiative, the group discussions also reflected regional concerns and perspectives, including those shared among participants from Central and Eastern Europe and the former Soviet Union.

The Consultation was concluded by setting the following main mid – and long-term goals for PIEN:

- sharing existing course syllabi dealing with corruption control, organisational integrity and public sector ethics;
- developing thematic ‘knowledge boxes’ (optional modules or building blocks of courses to be offered at the member institutions) that will consist of

recommended literature, case studies and teaching aids;

- mapping demand and identifying target groups within the members’ countries;
- developing targeted courses (e.g., executive courses, continuing education courses) and a ‘model course’ on corruption control;
- developing joint research projects and publications, including an on-line working paper series and a periodic electronic newsletter;
- raising awareness and outreach for PIEN’s agenda.

The PIEN’s website is expected to be on-line by the end of 2004, offering both a public access section and a members’ corner. The Network will hold its next Consultation in 9 to 12 months’ time. PIEN is co-coordinated by TIRI and CPS – CEU.

Contact:
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Call for Papers and Panels

**18th Annual Meeting of the Public Administration Theory Network
June 9 – 11, 2005**

**Theme: More Perfect
Unions? Public
Administration in an Era
of Political and Economic
Integration**

The 2005 PAT-Net Conference, to be held in Krakow, Poland in cooperation with the Krakow University of Economics and Grand Valley State University, invites proposals that deeply reflect upon the importance and significance of “more perfect unions” and integration within public administration, especially in the political and economic fields.

For the 2005 conference in Krakow, we welcome wide international participation and individual, panel, round table discussion, distinguished speaker proposals, or any other suitable and imaginative proposal within the spirit of the conference theme, that thoughtfully explores how we might reconcile the many incompatibilities in public administration theory and praxis towards more perfect unions and successful integration at every level of human interaction. For example, proposals might include how we can:

- define and create “more perfect unions” and integration of economic, political and other fields in and through public administration
- discover why and how we get some unions wrong
- conceptualize the role of unions in public administration using international, national, local and individual ideas from theory and praxis, over time

- propose how unions between individual and collective, regional and federation, state and multinational organization might be better conceived and implemented
- express ourselves meaningfully within public administration and explore whether that is only possible as products of larger interactions beyond the individual
- imagine (less perfect) unions which are empowering to all, particularly for the currently marginalized
- construct united disunity of collective expression in public administration

Please submit your proposals (of no longer than 300 words and no smaller than 10 font) to Program Committee chairperson Judy Johnston (Judith.johnston@uts.edu.au). Please include: the title of the proposal; name (s), affiliation (s), and email addresses of all participants; the substance of the interest of each proposal; and how this relates to the conference theme.

Conference Information:

Any further questions can be directed to Judy Johnston at Judith.johnston@uts.edu.au. Additional details on the conference, especially in relation to the conference site and activities, will be posted on the PAT-Net Website (<http://www.pat-net.org>) over the next few months.

Important Dates:

The schedule for proposals and completed papers is as follows:

- Submission of Abstracts and other Proposals:
 - 15 November 2004

- Acceptance of Proposals:
 - 15 December 2004
- Papers Submitted by this Date will be Published in the Conference Proceedings:
 - 31 March 2005
- Due date for Remaining Papers:
 - 15 May 2005
- Conference Begins in Krakow:
 - 9 June 2005
- Farewell to Krakow:
 - 11 June 2005

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Janet Hutchinson,
jhutch@vcu.edu

Dan Balfour,
balfourd@gvsu.edu

PAT-Net Coordinator

Frank Scott,
fscott@csuhayward.edu

Site Contact

Dan Balfour, balfourd@gvsu.edu





PA on Internet



<http://www.freedomhouse.hu>

Freedom House Budapest supports democratic change across Central and Eastern Europe (CEE), Newly Independent States (NIS) and Russia. While many among these countries are beginning to enjoy progress along the road to democracy and a stable, free-market economy, reform has yet to take hold in other corners of the region.



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

EUMAP, a program of the Open Society Institute (OSI), monitors the development of human rights and rule of law standards and policies both in the European Union and in its candidate and potential candidate countries. EUMAP has published monitoring reports highlighting specific areas in which state performance conforms to, or falls short of, broadly accepted international standards.



<http://www.icmg.mgovernment.org>

The web site informs about series of international conferences on mobile government that are of interest to various mobile / wireless industry representatives, government officials, policy makers and researchers from all around the world.



<http://www.academictraining.org>

International teaching faculty are invited to apply to teach at the International Winter University Macedonia (IWUM 2005) from 17 to 28 January 2005. If interested, please visit this web site to apply online.



http://www.soros.org/initiatives/hesp/focus_areas/regional_seminar

The International Higher Education Support Program (HESP) of the Open Society Institute announces that the Regional Seminar for Excellence in Teaching (ReSET) Program is Calling for applications. ReSET invites academic institutions, associations and groups of individuals with demonstrated potential for and commitment to promoting teaching excellence and lending on-going support to individual faculty and departments in the region to submit proposals of multi-year projects. The projects will commence in the summer of 2005 or during the 2005-06 academic year and extend to up to three consecutive years.

Calendar of Events

September 30 – October 1, 2004, Conference – Public Servants Forum 2004 „Strategic Choices of the State“

Working language: Estonian, simultaneous translation into English

Contact:

Ms Jane Jarvalt, State Chancellery of the Republic of Estonia, Rhukohtu 3, 15161 Tallinn, Estonia,
phone: +372 6935918,
fax: +372 6935916,
email: jane.jarvalt@riigikantselei.ee

October 14-15, 2004, Seminar “Catching up after Enlargement – The Integration of the New Member States into the European Union”

Contact:

phone: +33-1-4562 0590,
fax: +33-1-4562 0530,
e-mail: info@cicerofoundation.org,
web: www.cicerofoundation.org

October 19, 2004, Annual Scientific Conference „State Strategy of Local and Regional Administration: Forms, Methods and Issues of Realization“

Working language: Ukrainian, Russian

Contact:

Odessa Regional Institute of Public Administration, Ukraine,
phone: (+380 482) 63-87-26,
68-14-62,
fax: (+380 482) 63-92-49,
E-mail: nauka.uapa@oridu.odessa.ua

October 20-22, 2004, Intensive course “Preparing for competitions to work in EU Institutions”

Working language: French

A training course prepared in cooperation with the French Embassy in Slovakia and delivered by trainers from the Centre des Etudes Européennes de Strasbourg (CEES) devoted to practising for multiple-choice tests, numerical and verbal reasoning tests, written and oral exams required for EPSO (European Personnel Selection Office) competitions.

Contact:

Marta Darulova, AINova, Sv. Jur, Slovakia,

phone: +421 2 44970 451-53,
fax: +421 2 44970 455,
e-mail: eurost@ainova.sk,
web: www.ainova.sk

October 29-31, 2004, The First International Conference on Mobile-phone-Government (FITCOM)

Contact:

Prof. Istvan Tozsa,
phone: +36 20 919 5677,
e-mail: istvan.tozsa@bkae.hu,
web: www.diamond-congress.hu/mgov2004

October, 2004, 3rd International Conference: E-Government, E-Local Government, E-Municipality

Language: English, Bulgarian

Contact

Nina Kamenova,
phone: +359 2 980 90 49,
fax: 00 359 2 980 9679,
e-mail: n.kamenova@ipaei.government.bg

November 18-21, 2004, Conference „Reform of Cohesion Policy and the future of the EU25“

Contact:

Mr. Krisztian Kadar,
e-mail: krisztian.kadar@mki.gov.hu

December 11-12, 2004, Conference “Past and present: Is there anything new with anti-Americanism today?”

Working language: English

Contact:

Ivona Malbasic, Central European University, Budapest, Hungary,
e-mail: malbasici@ceu.hu

January 20-21, 2005, Conference “Development of Public-Private-Mix in Transforming Economies”

Working language: Czech, Slovak

Contact:

Mr. David Spacek, Faculty of Economics and Administration, Brno, Czech Republic,
e-mail: spacekov@email.cz

February 19-21, 2005, APSA Conference on Teaching and Learning in Political Science

Contact:

Michael J. Woodruff, American Political Science Association,

e-mail: mwoodruff@apsanet.org,
phone: +1-202-483-2512 x123,
fax: +1-202-483-2657,
web: www.apsanet.org/tlc

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

October 7-8, 2004, Seminar “Legal Aspects of Money”

Contact:

Mrs Juliette BOUSSUGE-MOLLICONE,
phone: +352 426 230-304,
e-mail: J.Boussuge@eipa.net

October 18-19, 2004, Seminar “Prevention and Resolution of Cross-Border Disputes in Civil and Commercial Matters”

Contact:

Mrs Juliette BOUSSUGE-MOLLICONE,
phone: +352 426 230-304,
e-mail: J.Boussuge@eipa.net

October 25-26, 2004, Seminar “Is Private Sector HRM Right for the Public Sector?”

Contact:

Ms Eveline Hermens, Programme Organiser,
phone: +31 43 32 96 259,
fax: +31 43 32 96 296,
e-mail: e.hermens@eipa-nl.com,
web: www.eipa.nl

November 16-17, 2004, Seminar „Comitology in the Area of Financial Services“

Contact:

Belinda Vetter,
phone: +31 43 3296 382,
fax: +31 43 3296 296,
e-mail: b.vetter@eipa-nl.com

Recent Publications:



The Capacity to Govern in Central and Eastern Europe

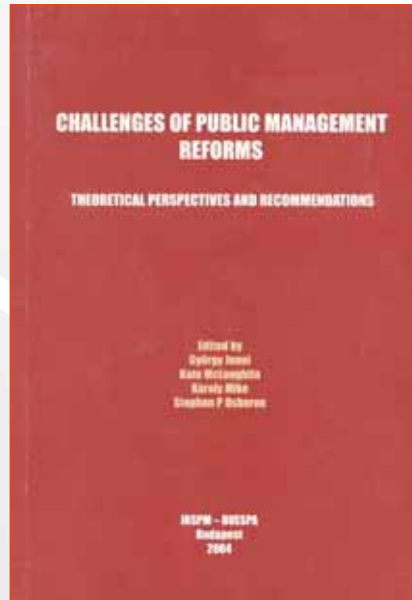
Proceedings from the High Level Meeting held in Prague, Czech Republic, December 18-20, 2003

Publisher: NISPAcee
Editor: Martin Potucek

Resume:

The main purpose of the Meeting was to bring together high civil servants from the ten Central and Eastern European countries preparing themselves to join the European Union, and top academics, both from the West and the East, to discuss the problems and challenges of strategic governance in the region. The volume comprises seven papers presented at the Meeting by the group of both Western and Eastern scholars and conclusions, passed at the end of the meeting. It offers the core message to the politicians, civil servants, and scholars in the region how to adjust priorities, approaches, institutional frameworks and tools to the enormous challenges the governance will have to cope with in the future.

Price: 5 \$ (personal purchase), 10 \$ (including postage within Europe), 15 \$ (including postage to other countries)



Challenges of Public Management Reforms – Theoretical Perspectives and Recommendations

Selected papers from 8th Intl. research symposium on Public Management

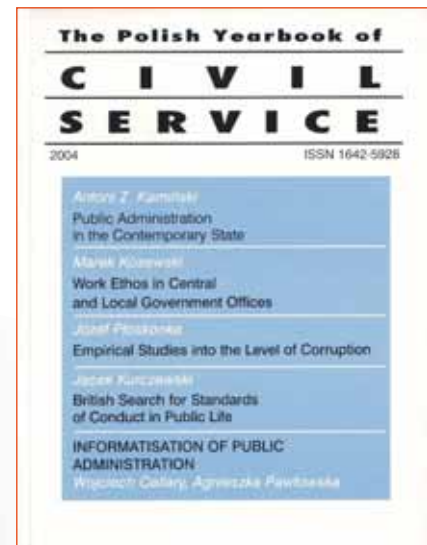
Editors: Gyorgy Jenei, Kate McLaughlin, Karoly Mike, Stephen Osborne
Publisher: Budapest University of Economic Sciences and Public Administration

Resume:

The papers are relevant for the public management reform efforts undertaken in Hungary and other Central and East European countries.

Contact: for orders please contact NISPAcee Secretariat

Price: free of charge just postage 10 USD/copy



The Polish Yearbook of Civil Service

Publisher: Office of Civil Service

Contact:

Office of Civil Service, Warsaw, Poland,

phone: +48-22-694 7013,

fax: +48-22-694 7488,

web: www.usc.gov.pl

Model Teaching Text for the Entrance Training of Territorial Self-governing Units Officials

Editor: Olga Vidláková
Authors: Jitka Peková, Richard Pomahač, Olga Vidláková

Publisher: Ministry of Interior, Prague 2004

Language: Czech

Resume:

The book represents new educational text for entrance training of new officials according the Czech Law No.312/2002 CoL, on the Officials of Territorial Self-governing Units and consists of the following five chapters: Law – Introduction into the study of Administrative and Constitutional Law; Public Administration, including PA Reforms; Organisation and Management of Administrative Office; Public Economy and Finance; European Union – Basic

Treaties and Institutions, EU law and European Administrative Space.

Contact:

ILEI – Institute for Legal Education and Information, Dářská 60; 198 00 Prague 9, Czech Republic, phone: (+420) 266 610 612, Fax: (+420) 266 610 612, e-mail: ilei@volny.cz



High-rise Housing in Europe: Current Trends and Future Prospects

Editors: Richard Turkington, Ronald van Kempen, Frank Wassenberg

Publisher: Delft University Press

Price: EUR 49.95.

Resume:

This book makes a major contribution to understanding high-rise housing as a legacy of the post-war and mass housing period. It provides a comparative analysis of developments in 15 European countries, from first thoughts and high expectations through current realities to future prospects.

Contact:

The publication can be ordered directly by filling in the order form of Delft University Press
web: www.library.tudelft.nl/formulieren/dup_orderform.html

www.library.tudelft.nl/formulieren/dup_orderform.html

e-mail: dersjant@otb.tudelft.nl or info@library.tudelft.nl

M-Government and M-Democracy

Publisher: AULA Budapest 2004

Language: Hungarian

Resume:

The textbook reviews the possible roles of mobilecommunication technologies in public administration procedures. Mobilephones represent the widest technical cross-section for e-government devices considering the 80-90 % of mobile penetration compared to the much less PC penetration worldwide. Therefore m-government seems to be the future development of e-government.

Contact:

Prof. Istvan Tozsa,
phone: +36 20 919 5677,
e-mail: istvan.tozsa@bkae.hu

Public Finance in the Czech Republic and the European Union

Authors: Jahoda, R., Selesovsky, J.

Publisher: Masaryk University in Brno

Language: Czech

Resume:

This book is a handbook for distance studying programme of the Faculty of Economics and Administration. The aim of this text is to enlarge the knowledge on the theory and practice of public finance with the emphasis on contemporary functions of public finance, vertical and horizontal structure of public finance and real system of public finance in the Czech Republic.

Contact:

Mr. David Spacek, Faculty of Economics and Administration, Brno, Czech Republic,
e-mail: spacekov@email.cz

Publications of the Institute of Economics, Hungarian Academy of Sciences, Budapest, Hungary

Discussion Papers:

Judit Karsai: Can the state replace private capital investors? Public financing of venture capital in Hungary

Mária Csanádi: Are specifics of the Chinese transformation sufficient to avoid system demise?

István CZAJLIK–János VINCZE: Corporate law and corporate governance. The Hungarian experience

László HALPERN et al: Firms' Price Markups and Returns to Scale in Imperfect Markets: Bulgaria and Hungary

Norbert Maier: Explaining Corruption: A Common Agency Approach

Contact:

Ms. Erzsébet Hubai-Márkus,
e-mail: markus@econ.core.hu,
web: <http://econ.core.hu>

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

From the Ground Up: Assessing the Record of Anticorruption Assistance in Southeastern Europe

Authors: Martin Tisné and Daniel Smilov

Resume:

Based on research findings from twenty case studies of donor-supported projects in Albania, Bosnia and Herzegovina, Bulgaria and Macedonia, the paper assesses the effects of five years of anticorruption projects and high-profile public

awareness campaigns in the Southeastern European region. As a starting point, the paper posits that while projects seem to have succeeded in raising demand for reform, solutions to match that demand have yet to be found. The authors question both what reforms or change in particular the projects raised demand for, and what success the solutions applied thus far may claim.

Social Capital in Central and Eastern Europe: A Critical Assessment and Literature Review.

Author: Dimitrina Mihaylova

Resume:

This study offers a critical review of over seventy studies that have applied social capital to developments in Central and Eastern Europe and the former Soviet Union. The author draws from a variety of social science disciplines as well as including several reports from international organizations. The aim of the review is investigate some of the principal fields in which social capital has been used to date and to examine how such research can help to encourage institutional and policy innovation.

Both publications can be downloaded in pdf-format at http://www.ceu.hu/cps/pub/pub_polstud.htm.

A limited number of prints can be ordered for free from Borbala Varga at vargab@ceu.hu or via fax: 00 36 1 235 6170.

Publications of the Academy of Public Administration. Minsk, Belarus

National Models of Crisis Regulation in Transitive Economies

Author: Mitskikh N.P.

Resume:

Transitive economies of Slovenia, Belarus and Russia are used to systematical considering prescribed norms and rules of state influence on the crisis state of enterprises, national economic mechanisms, methodological and practical approaches applied by the given countries, governments in their policies.

Mitskikh N.P., PhD (Economics), senior lecturer

History of Management: Lessons for the Future

Author: Vasilyeva V.L.

Resume:

The author considers some aspects of the world experience in management. The article examines the results of management revolutions, 4 approaches to management; views the opinions of representatives of different scientific management schools on the problems of labour organization and management, human factor influence on productivity, organizational pattern forming, staff motivating, defining the characteristics of a manager and a leader. The article also analyses the main tendencies in Russian and Belorussian economics of the first third of the XX century in the spheres of industrial engineering and production.

The Notion of Efficiency: Essence and Use

Author: Petrovich M.V.

Resume:

The nature of such category as "efficiency" as different from the traditional approach to its definition as "result to expenses" correlation is considered in the article.

The Legal Status of Radioactively Contaminated Lands

Author: Demichev D.M.

Resume:

In the article we have examined issues of the legal status of the lands which have been contaminated after Chernobyl, improvement of contaminated lands management, and sure implementation of immediate tasks for minimization of Chernobyl disaster consequences. We also pay attention to the necessity of more research in this sphere and additional legal and organizational and practical measures in the agro-industrial complex, aimed at protecting the human organism from radionuclides getting along the line "soil-plants-products-man".

Contact:

Alexander Kopats,

e-mail: interbiz@pacademy.edu.by,

phone/fax: +375 17 222 82 05

Training Course for Advisors: “Institution Building for EU Membership”

Albena, Bulgaria, June 23 – 26, 2004

Marta Darulova, Leading trainer

Context

The ongoing reforms in public administration in the countries of Central and Eastern Europe require constant attention and support. One of the programmes aimed to help is the joined effort of NISPAcee and UNDP Regional Support Centre in Bratislava within the framework of good governance. The programme started in 2001 with a series of trainings “How to be a better policy advisor” and a manual under the same title complemented later with a manual for trainers. The participating advisors appreciated the training and suggested that the following training should be devoted to concrete topics, such as EU issues.

Hence, NISPAcee prepared a continuation of the programme focused on building capacities for EU membership supported by UNDP and MATRA. This second stage started in June 2003 with preparing a manual for advisors in this area. The first training activity was a train-the-trainers session “Building Advisory Capacities on Institution Building in preparation for EU membership” equipping the advisors and potential advisors with the necessary skills. The last day of training symbolically fell on 1 May 2004 and the group together welcomed the entry into the EU.

Three of the new trainers Marta Darulova (Slovak Republic), Olena Kulenkova-Orzhel (Ukraine) and Mariusz Mielczarek (Poland) then started designing a programme for the Albena training.

Programme

Apart from the general reform efforts in the area of public administration to make it more reliable and predictable, open and transparent, accountable and efficient as well as effective, the countries are facing another challenge, namely meeting the EU requirement of proper implementation of EU law and policies. An underlying principle is that of coordination.

The programme covered four main topics:

1. The concept of institution building and administrative capacities, building the European administrative space, framed by the principles and core areas for Public Administration as formulated by SIGMA
 2. Tools of analysing the organisational structures with a view of improving them with the help of quality assessment tools such as EFQM, and CAF, the concept of benchmarking.
 3. European Union policy making mechanisms, and the possibilities of member states to influence these processes with the stress on the national coordination of EU affairs with a view to efficient implementation of EU law in the country afterwards.
3. The EU law and policy implementation issues in (new) MS



and the case law of European Court of Justice as a source of guidelines in the absence of rules from the side of EU.

Results

The course in terms of scope, depth, materials and methods was well above expectations of participants and will have positive impact on professional development. They would have welcomed more time for individual course elements, especially the quality assessment tools. The participants as well as the trainers appreciated a very good working atmosphere, interested and active participation, enough room for experience sharing and bringing in examples and useful case studies. This event confirmed that it makes sense to look for common solutions as our problems are still common resulting from the past development and present ambitions.



NISPAcee Occasional Papers

CALL FOR PAPERS

Manuscripts should be sent in electronic form at whatever time. Further information for contributors are at the NISPAcee web site (http://www.nispa.sk/_portal/page.php?sid=137) and also included in each issue.

Translation of Selected Publications 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.

Further information at the NISPAcee web site: http://www.nispa.sk/_portal/page.php?sid=74

The next deadline:
– November 30, 2004

Alena Brunovská Award for Teaching Excellence in Public Administration

Call for Nominations

NISPAcee announces call for nominations to this award. The guidelines for preparation of

nominations are available at the NISPAcee web site:

http://www.nispa.sk/new/activities/other/award_guidelines.rtf

The nominations must be received by the NISPAcee Secretariat by **December 1, 2004**.

Preliminary Call for Applications “How To Be A Better Policy Advisor in Public Administration Reforms in Selected Balkan and Central Asia countries”

Two training courses for advisors

Term: Spring 2005

Places: Bratislava, Slovak Republic and Bishkek, Kyrgyz Republic

NISPAcee with the support of the SLOVAKAID is organizing two training courses for advisors and one workshop focused on fostering successful implementation of public administration reforms throughout the selected Balkan and Central Asia countries through the development of the indigenous advisory capacities.

the needs of those who are beginning or plan to be involved in policy planning and advice provision to their governments. The degree of participants does not have to be in public administration, however the current academic research and teaching activities **must focus on the aspects of public administration reform** in your country.

Target countries: Albania, Bosnia and Herzegovina, Macedonia

2nd training course “How training courses for advisors”

Term: Spring 2005, **Place:** Bishkek, Kyrgyz Republic, **Language:** Russian, **Duration:** 4 days, **Target countries:** Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan

Target Group:

The course is designed for *the academicians working in the field of public administration* who are interested in participation in policy advice delivery to their governments and would like to improve their skills in this area. The course is designed according to

1st training course “How training courses for advisors including workshop “The Slovak experience in advising governments”

Term: Spring 2005, **Place:** Bratislava, Slovak Republic, **Language:** English, **Duration:** 5 days (4 days training course + 1 day workshop),

Financial Support:

The travel, accommodation and subsistence costs of selected participants will be fully covered by NISPAcee.

APPLICATION AND SELECTION PROCEDURE will be specified on www.nispa.sk from **November 1, 2004**

Invitation & Call for Papers

Democratic Governance for the XXI Century: Challenges and Responses in CEE Countries

For the 13th NISPAcee Annual Conference

May 19-21, 2005, Moscow, Russia

Organized in co-operation with the School of Public Administration of the Moscow State University,

NISPAcee has a pleasure of inviting all member institutions, associate and individual members, as well as others interested in the topics of public administration and public policy in Central and Eastern Europe for participation and discussion of the issues of democratic governance at the 13th annual NISPAcee conference.

The Conference will be structured as follows:

- plenary session on the main Conference theme
- panel sessions and forums
- working sessions on the main Conference theme
- parallel meetings of the NISPAcee Working Groups

Papers are invited on the main Conference theme or on the themes of the Working Groups.

Proposals for the panel sessions and forums are also welcome.

Papers are invited on the main conference themes:

National, regional and local governments are struggling to secure the revenues to meet the growing demands for public services. It is increasingly difficult for the governments to meet the expectations for traditional public services and be a player in a market economy.

The development of national, regional and local systems of public administration has to accommodate the appropriate roles

for politicians and public servants.

What type of relationship do we have?

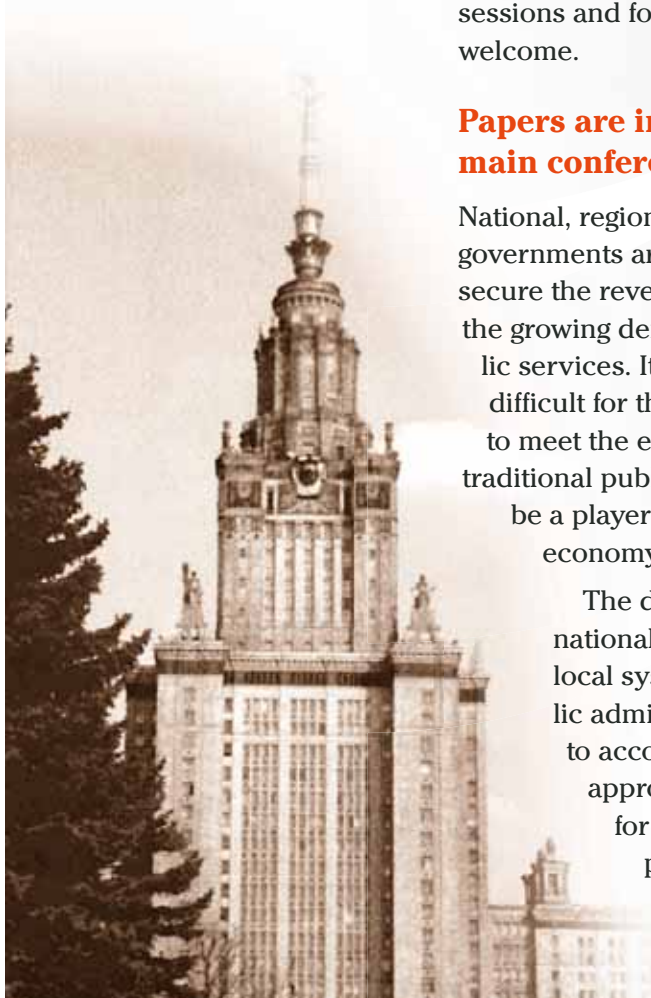
What type of relationship do we want here?

Public administrators and researchers need to address such ethics topics as corruption, integrity of a public servant, personal political beliefs and discharge of public functions.

With different diverse social and ethnic groups voicing their concerns and claiming their rights, what the appropriate governmental response should be? Will bureaucratic representation help to alleviate some of the tensions? Ethnic tensions and conflicts are still a reality in some parts of the region. What are the proper ways to address these issues? Are public managers well equipped to deal with them?

The demands to, requirements for and expectations of a public servant have changed. What a model public employee should look like? What skills and knowledge should she possess? How much civil service protection do we want to provide? What is the role of training institutions in civil service reforms?

Globalization brings the opportunity to introduce a modern management, change the way government works through the use of modern technology, utilize more effective and efficient



governing models. It brings new problems, too. With so much discretion in public manager's hands, how would be handle the dilemma of national, public and local interests?

The discussion of these topics will help both the academic community and practitioners to advance public administration theory and practice, and make one more step toward a more democratic and prosperous society through sharing ideas and evaluating reforms.

Panel Sessions and Forums

Several panel sessions and forums are planned to be included in the conference programme

The overall objective is the presentation of different projects and relevant activities as well as to enable and facilitate the exchange of views, experiences and good practices among the countries. The proposals with the identified topic and the presentations are welcome and will be considered by the Conference Committee.

Working Groups

Contributions from CEE as well as Western countries are welcome especially from applicants who have no previous contact with WGs.

- I. Working Group on Politico-Administrative Relations
- II. Working Group on Public Sector Quality
- III. Working Group on Strategic Leadership in Central Government

- IV. Working Group on Democratic Governance of Multi-ethnic Communities
- V. Working Group on Public Sector Finance and Accounting
- VI. Working Group on e-Government
- VII. Working Group on Capacity Building of a Civil Servants' Training System according to EU Requirements
- VIII. Working Group on Degree Programs of Public Administration / Public Policy Education in CEE Countries
- IX. Working Group on Ethics in Governance

Applications with Papers

Deadline for applications: October 15, 2004

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

Applicants should complete an application form on the NISPAce web (all in English) and input an abstract of a paper that is relevant to the main conference theme or Working Group themes (maximum 2 pages – 3600 characters and attach the CV file (maximum 2MB).

Registration and Hotel Reservations

ON-LINE registration and hotel reservations will be available from November 2004 on the NISPAce website. All participants, including authors of the accepted papers for the conference, are kindly asked to REGISTER for the conference and make their hotel reservations.

Deadline for registration: February 28, 2005 at the latest. (<http://www.nispa.sk>)

Information on all conference logistics is available on the Internet:

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

Contact person:

Inquiries are to be addressed to:
Viera Wallnerova, Project Manager
NISPAce,
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 MEMBERSHIP

Presently, the NISPAcee enlists 125 Institutional members (from 23 countries), 31 Associate members (from 19 countries), and 220 Observers (from 35 countries).

New Institutional members of the NISPAcee

Public Administration Centre,
Faculty of Organizational Sciences,
Belgrade University,
Belgrade, Serbia & Montenegro

Department of Public Administration,
University of National and World Economy,
Sofia, Bulgaria

Center for Training and Consultancy,
Tbilisi, Georgia

Graduate Center for Public Policy and Management,
University of Pittsburgh, Skopje, Macedonia

School of Health Care, Management and Organization,
National Institute of Health, MOHRA, Yerevan,
Armenia

Dept. of Administrative Sciences, Economics and
Communication, Law Faculty, Ovidius University,
Constanta, Romania

New Associate members of the NISPAcee

State Chancellery of the Republic of Estonia,
Tallinn, Estonia

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 - UNDESA (United Nations Division of Public Economics and Public Administration) New York, USA - World Bank, Washington, D.C., USA - Open Society Institute, New York, USA

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NISPAcee News is published quarterly. We invite individuals as well as organisations to contribute to the third 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, 2004.



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