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news 2001

Public Administration Education in Georgia

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At independence in April 1991, Georgia appeared to be one country among those in the former Soviet Union (FSU) with good preconditions to make the successful transition to a democratic market economy.

It had a highly educated labour force, a long tradition of entrepreneurship, a substantial underground economy, which indicated that some market mechanisms and market-oriented behaviours were, to some extent, already in place, a prosperous agricultural sector and substantial natural resources. Its location made it a primary transit corridor in the Caucasus. Despite these strengths Georgia experienced one of the most painful transitions in the FSU. The reasons are both external and internal.



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Education

The Georgian education sector was one of the few sectors that did not collapse during the period of post-independence civil wars and social unrest. Generally, education is one of the most important public services supplied by the government. It is not just government “spending.” Rather, it is a medium to a long-term investment in human capital. The investment, if executed consciously and continuously for a sufficient period of time, pays off. The system of education continued to perform its basic function in a very difficult environment, with few resources and scant government support. The quality of that education, however, diminished considerably (UNDP Human Development Report, Georgia, 1999). There were several major reasons for the unfavourable conditions of the educational system:

- Lack of money
- Absence of a national educational and training strategy

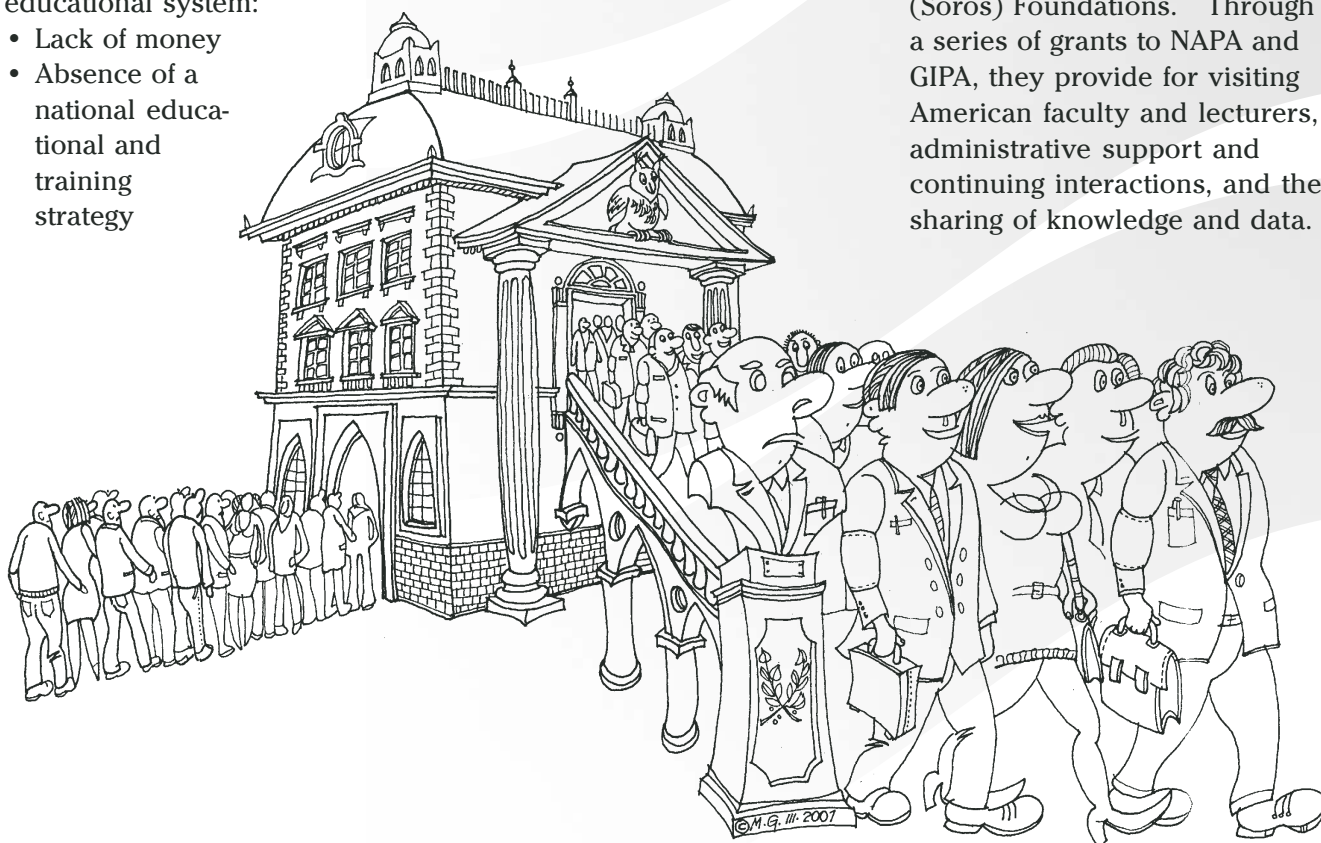
- Shortage of well-educated faculties with modern and updated knowledge corresponding to the changed conditions and environment
- Absence of modern textbooks, teaching and methodological materials
- Terminological chaos in the newly introduced disciplines that had the direct connections to the quality of teaching.

Education and training of civil servants have not been the exception and faced all the above stated problems. Nevertheless, in December 1997 the Parliament of Georgia enacted a new Law on Public Service that, among other things, specifies that personnel of public agencies be appointed on the basis of “merit” or “competence.” This demand helped put the formation of quality educational institutions for public administrators on the agenda, strengthening existing institutions and spurring the introduction of new ones.

Two events coincided in 1993 in Georgia to propel public administration education forward. The Head of the State, Eduard Shevardnadze, proposed at the highest levels of governmental exchange, a partnership with the United States to begin training a new generation of public administrators for Georgia. At the same time, Emerson Markham, a fellow of the National Academy of Public Administration (NAPA, Washington, D.C.), visited Georgia and wrote a proposal to create a new institute for the training of professional public administrators in Georgia. As a result of these activities the Georgian Institute of Public Administration (GIPA) was founded in 1994.

GIPA

The institute got critical support from several sources, principally the United States Information Agency (now the State Department), and the Eurasia and Open Society (Soros) Foundations. Through a series of grants to NAPA and GIPA, they provide for visiting American faculty and lecturers, administrative support and continuing interactions, and the sharing of knowledge and data.



This development served as the “seed” for modern public administration education in universities throughout Georgia. More than six years have passed since then and the result has been the development of a solid graduate programme in public administration at GIPA and a corps of highly qualified graduates in public administration.

GIPA provides a graduate level programme modelled after the Maxwell School of Public Administration at Syracuse University. The courses are presented consecutively in three-to-four week modules by visiting American faculty. Qualified and effective visiting American faculty and lecturers are recruited from NAPA staff and membership and from American universities. Each course entails three hours of classroom work five days a week, for a total of 45-60 hours. This intensive format is used for two reasons. Firstly, it makes it possible to complete the degree in one year, minimising the time students spend away from full-time employment. Secondly, the quick turnaround time puts trained personnel into the public sector as quickly as possible, which in turn leads to faster dissemination of practices in good governance. All students do a one-month internship at governmental institutions. The internships are carefully monitored and often result in offers of employment.

“

The core curriculum is supplemented by short courses on Georgia-specific topics, presented by Georgian lecturers. These are people with both academic and practical experience in government at the national level. This mix of theory and practice plays a crucial role in preparing the students for real and vitally important tasks and allows for the presentation of theoretical topics preceded or succeeded by actual examples.

”

In addition to providing a graduate programme in public administration, GIPA, at the request of the Government of Georgia, provides consulting and training services to existing government organisations. For example, the Georgian Parliament Assistance Project was implemented in 1998 to upgrade information systems support to committees and departments at the Parliament of Georgia, to develop an on-line legislative database and operation distribution system, and to establish a data communication local area network within the Parliament. Similar projects of technical assistance were conducted at both the Constitutional Court and the Supreme Court. In-service training courses have been held for various ministries and local government officials. In 1999 GIPA took part in a training course in public administration organised with the co-operation of the Local Government & Public Service Reform Initiative of OSI for Kosovo and Albanian civil servants.

A new local-government master's degree programme in the Georgian language and new outreach in-service programmes in the regions of the country are in the planning stages. Several public administration texts in Georgian are being prepared and new policy research groups are being formed.

The requirement of fluency in English has narrowed the

pool of applicants and the number of graduates and, as a result, the institute's impact on the society. These new initiatives are part of GIPA's efforts to "Georgianise" the professional education and technical support of public administrators as quickly as possible. Through Georgianisation, GIPA hopes to become an indigenous body, which is independent, strives for financial self-sufficiency, and takes full advantage of Georgia's physical and intellectual gifts.

One interesting novelty introduced at GIPA was an alumni association. Alumni organisations, as they are known in the West, did not exist during the Soviet era.

With the encouragement of GIPA's leadership, the association provides opportunities for continuing education, sharing job-related experiences, exchanging information about public administration, and social affairs that maintains the relationship of graduates and the institute. The association last year published the *English-Georgian Dictionary of Public Administration Terms*.

Humanitarian-Technical Faculty

Another centre for education in public administration and related fields is the Humanitarian-Technical Faculty of Georgian Technical University. Founded in 1992, its major mission is to train young people for the changed post-Soviet

environment, development of a free-market economy and new political, economic and social systems in the country. With up to 5,000 students, the faculty provides full and part-time undergraduate and graduate programmes in 15 different specialities, including public administration. The faculty has 1,700 graduates to date, among them are up to 100 graduates of the public administration programme. The faculty tries to help the graduates locate jobs. For this purpose a long-term agreement has been concluded with the Ministry of Foreign Affairs, where students and graduates are sent for



internships and future collaboration. A Political Research Centre has been founded to attract the best undergraduate and graduate students to work closely with faculty on the real-life problems and to conduct political-economic research work and write Georgian texts.

TIAA

A few other Georgian institutions have begun to offer courses in public administration as a distinct discipline. Prominent among them is The Institute of Asia and Africa (TIAA), which grew out of the Georgian Academy of Science's Institute of

Oriental Studies at the time of independence.

TIAA has adopted an interesting structural model based on departments centred on various national and international identities, such as the Japan Department, the India Department, the Semitic Department, and the like. Within each department undergraduate and graduate students study not only the language and culture, but also select a track of specialisation such as public administration, journalism or diplomacy. Public administration courses have been offered by both Georgian

professors and visiting international professors.

As these programmes and others in public administration are strengthened and new ones are created, a fruitful basis is being laid for the introduction of new traditions and knowledge, new ways of thinking and acting, while maintaining the

expertise and experience already present in Georgia. Gradually, a new and even stronger Georgian society and state are emerging.

The Role of Environmental Non-governmental Organisations for a Better Quality of Administration for the Public in Bulgaria

Petja Radovanova, New Bulgarian University, Sofia, Bulgaria

The Environmental Protection Law from 1991 stated the general rules for environmental policy and gave many rights to local self-government and local administration. The Bulgarian Environmental Strategy from 1994 and National Environmental Action Plan (NEAP) formulated the overall environmental policy of the country. There is wide spread concern that the Local Environmental Action Plan (LEAP) could easily adopt some general recommendations from the NEAP. However, as the environmental action plan dealing with local level environmental protection activities, LEAP should be an integrated initiative, undertaken by local government, citizens, or NGOs. Environmental non-governmental organisations (NGOs) continue to influence the process of democratisation directly and strongly due to their varied activities. Because people usually consider environmental issues in their local context, the relationship between local administration and civil society organisations dealing with environmental protection and improvement in the quality of life have to be constantly in the focus of public policy professionals and researchers. However, in Bulgaria there is still not enough information, field research and practical experience in that field.

An investigation of both obstacles and possibilities for better co-operation between local authority and environmental non-governmental organisa-

tions in Bulgaria in order for an improvement in the services for the public to be achieved has been conducted. The analysis of the results from interviews with eleven environmental NGOs and representatives from eleven environmental experts from local administration in Sofia, allowed more general conclusions.

Research findings from interviews with environmental NGOs.

a) Programme activities of environmental NGOs

The primary data that was collected through questionnaire survey carried out in 1999 could be discussed according to groups of questions in the questionnaire. According to the information gathered for programme activities of environmental NGOs in Bulgaria, there is a clear tendency of the increase in the variety of programme activities. Environmental education, community development and improvement of environmental legislation became more important for environmental organisations in the last two years. The predominant level of common activities of NGOs is the national level. Smaller environmental organisations used to work on local or regional level.

b) Organisational problems and the relationship with local authority.

A big problem for the majority of environmental NGOs interviewed is the lack of financial resources, relevant laws and

regulations and lack of wide public support. In general, it is clear that raising public awareness and further development of laws and regulations concerning third sector became very important for self-sustainable future development of environmental NGOs in Bulgaria.

c) Evaluation and vision to the future work in environmental NGOs.

In general, the majority of environmental NGOs have more or less developed ideas for alternative organisational operation. They would continue their work in environmental protection and believe that environmental education is very important.

d) Assessment of experts.

The most important factor for successful future development are strong leadership skills, readiness for co-operation with different institutions and with other NGOs and availability of business skills, public support and understanding by the society and availability of relevant legislation and regulations.

Research findings from interviews with representatives from local authority.

a) Relationships with environmental NGOs.

All eleven local districts in Sofia claimed that there are no relevant laws that are able to regulate their relationship with not-for-profit organisations. The majority of interviewed NGOs'

have no clear idea where to find information about environmental not-for profit organisations. Majority of interviewed representatives of local administration claimed that they have no well-developed relationships with environmental NGOs.

Some of the reasons for that lack of good relationships:

- 1) Environmental NGOs have no clear ideas, goals and motivation to work with local authority;
- 2) Environmental NGOs did not show constant interest to environmental conditions, community problems and conflicts on local level;
- 3) There is no strict control by the donor organisations over implementation of the NGOs' projects and expenditure.

b) Evaluation and vision to the future work with environmental NGOs.

In general, there is an urgent need for different types of training. For example, training programmes for the introduction and analyses of new legislation and further education and professional exchange have to be developed. It became clear that there is a gap in trust and understanding between both parties – environmental NGOs and local authority.

However, there is also sign of improvement in their relationship. On one hand, leaders and activists from environmental NGOs in Bulgaria realised that successful institutional development requires wide public support and local community involvement. On the other hand, over half of the local authority representatives stated that they also have to be more active in working and establishing a good partnership with environmental NGOs.

Conclusions and recommendations.

The data and analysis made allowed more general recommendation to be provided:

1. There is a need of changes in the existing legislation in order for the relationship between environmental NGOs and local administration to be encouraged.
2. There is an urgent need for the further investigation of relationships between local authority and NGOs and the wide dissemination of received information about their problems, needs and institutional development.
3. The central government and local authorities have to pay more careful attention to the problems and needs of environmental NGOs, mostly by providing valuable information, financial support, and by involving them in the reality of the decision-making process.
4. According to the local authority, environmental NGOs have to demonstrate higher motivation in work with local administration and a clear interest in their problems.
5. Local administration representatives interviewed proved that they also need to be more pro-active in co-operation and contacts with environmental NGOs.
6. For the majority of environmental officers, environmental education and training for the local community, young people and children are a very important factor for the further development of a relationship between local administration and public, and for the improvement in public services.
7. About half of those interviewed proved that officers at ministries in Bulgaria, and in particular in the Ministry of Environment and Water, need to constantly improve the

quality of their services towards the public and environmental NGOs.

8. Only a small part of interviewed representatives of local administrations were able to see the role of environmental NGOs for improving their work for a better public service. They thought that environmental NGOs could help local administration in several ways. For example, NGOs could assist local administration in the collection and dissemination of environmental information and not-for-profit organisations could also help the local administration in their efforts to organise regular public hearings and meetings.

Finally, the information gathered and analysis presented in this paper was a result of extensive field research in 1999. It was interesting and promising to see that in spite of the financial difficulties in the period of transition in Bulgaria, the lack of financial resources does not seem the only important factor for the future development of the relationship between environmental non-governmental organisations and local administration. Public participation, understanding from society, support by local administration and availability of relevant legislation became very important in last two years. The paper presented could be seen as general recommendation for a further understanding of the current processes of institutional development of environmental not-for-profit organisations in Bulgaria and strengthening their relationship with the local administration in order to improve the quality of service to the public to be achieved.

Leonardo Da Vinci Programme "Skills for the Future"

The overall purpose of the project is: (a) to develop a set of 'European' standards of performance for elected representatives, and (b) to produce a range of learning and resource materials for use by local government training organisations to develop elected representatives.

Background

This 20-month project has been in progress for some time and it will deliver all of its outputs by 31 March 2001. It has been managed through a Technical Committee consisting of the following member organisations:

Improvement and Development Agency, I&DeA (United Kingdom)

Local Government Training Centre of Denmark

Fund for Assistance to Local Self Administration (Czech Republic)

European Network of Training Organisations

GPG Services (United Kingdom)

The I&DeA is the overall manager of the project and contractor with the European Commission.

Standards of Performance for Elected Representatives

3.1 Structure of the Standards

The Technical Committee has produced a comprehensive set of standards of performance for elected representatives. These standards (competences) have been collated into 16 units or areas of activity. Each unit consists of a number of elements. Each element then consists of a number of performance indicators and a description of the context in which the standard can reasonably be expected to be performed by elected representatives.

3.2 Summary of Content of Standards of Performance

Rather than provide the full detail for all of the elements, the list of all units and element titles is set out below in order to provide an overview of the content of these standards of performance for elected representatives as follows:

- Unit 1 - Managing And Participating In Meetings And Committees
- Unit 2 - Using Information And Communication Technology
- Unit 3 - Working With Others
- Unit 4 - Commission, Provide And Improve Service Delivery
- Unit 5 - Working With Communities
- Unit 6 - Enhancing Local Democracy
- Unit 7 - Advocating And Representing Individual And Communal Interests
- Unit 8 - Providing Information, Advice And Help To Citizens
- Unit 9 - Working In Networks
- Unit 10 - Contributing To Managing The Local Authority
- Unit 11 - Communication
- Unit 12 - Finance
- Unit 13 - Managing Performance
- Unit 14 - Human Resource Management And Development
- Unit 15 - Influencing/Lobbying
- Unit 16 - Personal Effectiveness

Learning and Resource Materials

To support the use of these standards of performance for elected representatives, the Technical Committee is currently working to produce a set of learning and resource materials which will be published for use by local government training institutions and providers.

These materials will include the following:

- A self-development audit for use by elected representatives
- Policy, strategy and decision making
- Financial management
- Personal effectiveness
- Communication
- Managing quality and service development
- Working with business, the private sector and promoting economic development

Next Steps

The results of this project will be promoted to local government training providers during the Summer of 2001 and it is intended that the outputs will make a real contribution to the development and training of elected representatives throughout Europe.

This project will build on the outputs of the current project and it is proposed that this will:

- Develop further learning and resource materials for use by local government training providers.
- Concentrate on disseminating the outputs through the use of the INTERNET, promotion at conferences, workshops and seminars

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Research Project at the University of Pittsburgh: International Relations, Integration, Diplomacy and Negotiations

Dr. Dusan Soltes

Faculty of Management, Comenius University, Bratislava, Slovakia

The main purpose

The main theme of this research project has been chosen as one of the most important aspects of the current overall development not only in Slovakia but also in the Czech Republic. This is combined with all other Central and Eastern European countries in their current quest to become future members of the European Union. The results of this research will directly become a part of and will be utilised for the further research, lecturing and consulting activities not only at the Faculty of Management and its graduate, postgraduate studies in the European Integration. In addition, it is also for the particular Executive MBA Programme as well as for the author's all-university course in the European Integration given during the next semester for the third time in the row.

The Main Results

1. The Eastern Expansion of the EU: The View from Slovakia

This part of the research has been focused on the current problems of the enlargement of the EU by the CEEC. The candidate countries have now been in many aspects (especially by the economic performance) become further from the EU requirements and/or criteria for accession than in 1989. It had then achieved 65% of the GDP per capita average of the EU (the 60% level has been considered as a threshold for the joining the EU) while now it has been only 45-55%, etc.

2. Foreign Direct Investments in East-Central Europe

The research in this field has documented that the CEEC among various other factors have not achieved any substantial progress in their sub-regional co-operation and integration as being nowadays one of the main factors for attracting FDI in the era of globalisation with its almost unlimited investment opportunities in the world. Then there is no surprise that so far the CEEC countries have attracted less FDI.

3. Modern Diplomacy, International Negotiations and Enlargement of the EU

This part of the research has been focused on the current trends in the modern diplomacy which during the last decade due to the on-going globalisation and regionalisation has been dominated by such new features as activity, economic dimension, multilateral orientation, high-tech utilisation, all-comprising multi-layer coverage, for example.

4. The other closely related areas of the research

Have covered such issues as comparison between the EU and its enlargement complexities and the NAFTA, some aspects of Trans-Atlantic co-operation between the EU and NAFTA.

5. Within the research the following two new courses were prepared in co-operation with the GSPIA:

- **“Globalisation, Regional Economic Integration:**

Their Impact on the Changing Business Environment in the CEEC”

- **“International Regional Economic Integration as a Part of Globalisation”**

Both of the above courses will be offered as graduate and/or post-graduate or executive MBA course at the Faculty of Management, Comenius University, Bratislava, Slovakia.

One of the results of this research provide that the future potential co-operation is also the forthcoming and consequently has scheduled a new programme of the Centre for Russian and East European Studies, “Summer Study Abroad in East-Central Europe” which is supposed to be conducted in July-August 2001 in Bratislava.

Dr. Dusan Soltes - Visiting Scholar/ Professor at the GSPIA - Graduate School of Public and International Affairs at the University of Pittsburgh, USA is an Assoc. Professor/ Lecturer at the Faculty of Management, Comenius University, Bratislava, Slovakia. During the period of August 4 - December 14, 2000 he has conducted a particular research stay at the above GSPIA as a winner of the prestigious international Ruth Crawford Mitchell and J. Nehnevajsa Memorial Fellowship 2000 awarded by the University's Nationality Rooms to the leading Slovak and Czech scholars. The following is the summary of his particular research project.



to Web Sites



<http://www.cspp.strath.ac.uk/>

A new and expanded web site with the addition of the fifth round of the New Democracies Barometer covering the following countries: Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovakia, Slovenia, Estonia, Latvia, Lithuania complemented by www.russiavotes.org with monthly updates of Russian survey data, and by www.socialcapital.strath.ac.uk – an innovative in post-Communist countries with special reference on how people cope with organisational failure.



<http://www.oecd.org/oecdirect/>

The OECD has introduced a new e-mail alert system, OECD Direct, which allows to sign up in one place to receive e-mail alerts and electronic newsletters produced across the Organisation. The site has registrants from academia, governments, the corporate sector, NGOs and trade unions. They include researchers, business analysts, legal professionals, students, government officials, information professionals, librarians, public makers and civil servants. Why not register today and be one of the first to see the report!

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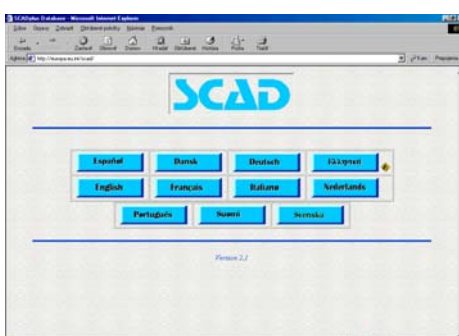
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<http://www.sourceoecd.org/>

A brief introduction to SourceOECD and the books, reports, periodicals and statistical databases available.



<http://europa.eu.int/scad>

SCAD is a bibliographical database containing references of more than 300 000 documents divided in 4 sectors - Community legislation; Official publications; Articles from periodicals; Opinions from the two sides of industry. A special "News update" section gives you access to a selection of the most recent documents on the activities of the European Union. A table gives you details of the date of the latest update and the references of the most recent Official Journals in the database.

Calendar of Events

April 10-12, 2001, Seminar “Strengthening Civil Society from “Below” – Local Self-governance and Local Population for Democracy” - Teaching Trainers for Civic Education and Public Orientation Programme of TAMISS

Working Language: Tajik

Contact:

Hofiz Boboyorov, Dushanbe, Tajikistan,
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April 18-19, 2001, Bilateral meeting of Slovenian and Hungarian economists – “EU Enlargement”

Working language: English

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Dr. Peter Stanovnik, Institute for Economic Research,
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April, 2001, “TOT Programme in Financial Management”

Working language: English

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Bucharest, Romania, Oana Tiganescu,
phone: +40-1-310 0177,
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May 7-9, 14-15, 2001, Special Course “What Europe is: CEE’s History, Economy and Institutions”

Working language: Italian

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May 7-8, 28-29, 2001, Special Course “Lisbon’s Agreements: Public Administration Comparison among EU Members Countries”

Working language: Italian

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May 17, 2001, Conference “Non-profit Organisations in Russia: Problems and Perspectives”

Working language: Russian

Contact:

School of Public Administration of Moscow State University,
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May 24, 2001, Seminar „Civil Service Development in Latvia“

Working language: Latvian, English

Contact:

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May 25, 2001, Seminar “Strategic Planning and Regional Development”

Working language: Czech

Contact:

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May 29, 2001, Conference „Social Reforms and Formation of Civil Society in Ukraine“

Contact:

UAPA, Kiev, Ukraine,
Volodymyr Kniazev,
phone: +380-44-441 7696,
Valeriy Bakumenko,
phone: +380-44-441 7665,
fax: +380-44-455 6899

May 2001, Seminar „Territorial-administrative division of Ukraine: Major Directions for Development and Improvement“

Contact:

UAPA, Kiev, Ukraine,
Volodymyr Vakulenko,
phone: +380-44-446 8277,
fax: +380-44-455 6899

June 2001, Special Course “Summer School on Civic Education and Public Orientation”

Working Language: Russian

Contact:

Hofiz Boboyorov,
Dushanbe, Tajikistan,
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June 18-20, 2001, Seminar “ Who’s Afraid of European Information?”

Working language: English, French

Simultaneous interpretation will be provided.

The aim of this seminar is to provide those working in the field of European affairs on a daily or occasional basis, with the skills to trace and use European documents, by offering them a complete overview of major European information sources, and methods of gaining access to it. The seminar is open to all those working in the field of European affairs, Community officials, legal experts and information specialists from the Member States of the EU and the candidate countries.

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July 5-7, 2001, Annual Conference of the European Institute “Quo Vadis Europa”

Working language: Polish, English, French

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fax: +48-42-6370 586,
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pmaro@ie.lodz.pl

July 23-29, 2001, Summer School “Quality Management in Local Administration”

Working language: Romanian, English

Contact:

Alex Tanase, Black Sea University Foundation, Bd. Primaverii Nr. 50, sector 1, 71297 Bucharest, Romania,
phone/fax: +40-1-222 4118, 222 7001,
e-mail: bseau@rnc.ro

July 29 August 4, 2001, Summer School “The European Union after the Summit of Nice”

Working language: English

Contact:

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September, 20001, Conference "Human Resource Management – Theory and Practice"

Working language: English

Contact:

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October 11-12, 20001, Conference "Modern Trends in Management"

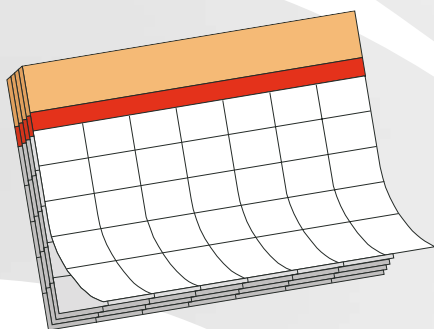
Working language: English, Slovak

Contact:

Faculty of Management, Comenius University, Bratislava, Slovakia, e-mail: anna.bujnova@fm.uniba.sk

Events of the Academy of Civil Service, Astana, Kazakhstan

Working language: Kazakh, Russian



May-June, 2001, Conference "Conceptual Issues of Civil Service Improvement in Kazkhstan"

September, 2001, Conference "Issues of Training Process Improvement on Retraining Courses, Qualification Promotion & Methodological Provision of Regional Centres of the Academy"

April 9-13, 20001, Seminar "Forecasting and Planning of Socio-economic Development of the State: Modern Approaches and Issues"

April 23-27, 2001, Seminar "Legal Provision of Market Changes in Kazakhstan"

May 30 – June 1, 2001, Seminar "Civil Service Personal Management Reforming"

May 30 – June 1, 2001, Seminar "Public Administration Mechanism's Improvement"

June 11-15, 2001, Seminar "Investment Policy of Kazakhstan at the Present: Issues and Realisation Ways"

June 25 – 27, 2001, Seminar "Securities Market: Tendencies and Prospective"

Contact:

Zulfi Jarkesheva, phone: +7-3172-217 015, 216 201, fax: +7-3172-216 019, e-mail: acadgs1@nursat.kz

Events of the Training Center for Elected and Appointed Officials, Craiova, Romania

Working language: Romanian

April 9-12, May 21-25, 2001, Course "Co-ordination and Planning in Urban Facilities and Infrastructures Management - A Way to Safe Money"

April 30 – May 4, 2001, Course "The Reform of Local Public Administration in Romania"

May 7-11, 2001, Course "Management of Human Resources" Target group - personnel inspectors (salary, recruiting, selections, motivations and professional integration)

May 7-11, 2001, Workshop "Strategic Planning in Local Public Administration" Target group - Specialists in Urbanism

May 14 – 18, June 4 –9, 2001, Workshop "Credits from Romanian banks, Assurances and Reassurances"

May 14-18, 2001, Course "Acquisitions and Auctions, Problems Related to the Legal Frame"

May 21-25, 2001, Workshop "Management of Public Relations" topics: communication, negotiation, conflict management, relations with media and other organisations, etc."

June 11-15, 2001, Workshop "Project Management. Program for Elected and Appointed Officials"

June 25-29, 2001, Workshop "Financial Management - Programme for Auditors"

Events of the Moscow Public Science Foundation, Moscow, Russia

Working language: Russian

April 17-22, 2001, Training for Local Government elected officials „Elected leader as a representative of authority“

June 2001, Training for trainers „Strategic partnership in planning and organisation of municipal development“

September 2001, Training for trainers „Strategic planning in municipal government“

Contact:

A.E. Balobanov, D.I. Veniaminova, Russia, Moscow Center 101000, Central Post Office, PO Box 245, phone: +7-095-280 0254, fax: +7-095-280 7016, e-mail: locgov@mpsf.org

Events of the Training Centre for Public Administration, National School of Political Studies and Public Administration, Bucharest, Romania

Working language: English, French

April 2-6, 2001, Seminar "Statute of Civil Servants and Human Resource Management"

April 23-26, 2001, Seminar "Civil Services Management"

May 14-17, 2001, Seminar "Public Marketing"

Contact:

Lucica Matei, phone/fax: +40-1-314 6507, e-mail: lmatei@snsnpa.ro

Visiting Professors

Gabriel Fiamboli Prof., Field of Expertise: Total Quality and Crisis Management, University of Toronto, Ontario, Canada, Period of the visit: June-August

Contact:

Black Sea University Foundation, Bd. Primaverii Nr. 50, sector 1, 71297 Bucharest, Romania, phone/fax: +40-1-222.41.18, 222.70.01, e-mail: bseau@rnc.ro

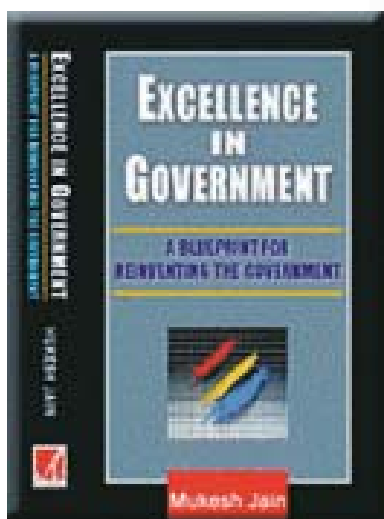
Recent Publications

Public Administration Reform in Latvia

Authors: Edvins Vanags,
Inga Vilka
Publisher: University of Latvia,
2001
Language: English

The purpose of this booklet is to show the creation of the new state administration and local government system in the Republic of Latvia

Contact:
Edvins Vanags,
Faculty of Economics & Management,
University of Latvia, Riga,
Latvia,
phone: +371-7-286 876,
225 039,
fax: +371-7-286 876,
225 039,
e-mail: lsi@acad.latnet.lv



Excellence in Government

Author: Jain Mukesh
Price: 12 USD
Language: English

The book incorporates the latest research in management concepts applied to the public systems. The book is about studying success in this reinvention movement and exploring common characteristics of success. This book lays out the

strategies that have proven the most effective and describes how the world's most successful reinventors have used them. The vision the book seeks is that of a government that works for people, cleared of useless bureaucracy and waste and freed from red tape and senseless rules.

Contact:
I.P.S , AIG , Police Head Quarters,
Bhopal,
phone : 91-755-596530 ,
e-mail: mukeshjainips@hotmail.com,
orders at:
atlantik@rediffmail.com
http://www.geocities.com/atlantic-publishers/

European Integration: Selected Chapters

Authors: Karek Lacina et. al
Publisher: University of Pardubice
Language: English
Contact:

Faculty of Economics and Administration,
University of Pardubice,
Pardubice. Czech Republic,
phone: +420-40-6036 232,
fax: +420-40-604 6010

Publications of the University of Economics, Prague, Czech Republic

Language: Czech
Finance of Nonprofit Sector
Author: Bojka Hamernikova

Public Sector and Effective Decision Making

Author: Frantisek Ochraha
Tax Policy
Author: Kveta Kubatova
Contact:
phone: +420-2-240 951 08,
fax: +420-2-242 208 20,
e-mail: bojka@vse.cz

Publications of the European Institute, Lodz, Poland

State Aids in EC Law
Author: Ewa Wojtaszek-Mik

Language: Polish
Price: Free distribution (limited)

Legal Protection System and the Proceeding Before the ECJ

Author: Agnieszka Liszewska
Language: Polish
Price: Free distribution (limited)

European Company Law

Author: Zbigniew Swiderski
Language: Polish
Price: Free distribution (limited)

Public Procurement in the SEM

Author: Agnieszka Liszewska
Language: Polish
Price: Free distribution (limited)

European Social Funds – Rules for Utilisation of the Structural Funds for Human Resources Development

Author: Kazimierz Sobotka
Language: Polish
Price: Free distribution (limited)

Sovereignty versus European Integration – Debate over the Nature of Sovereignty and Integration

Author: Antoni Marszalek
Language: Polish
Price: Free distribution (limited)

Accession Negotiations – Selected Results. Interim report. Conference Papers

Author: Janusz Cewiekocki
Language: English
Price: Free distribution (limited)

Political Science and EU-Related Studies

Author: Kazimierz Sobotka
Language: English
Price: Free distribution (limited)

EU Assistance for Employment and Human Resources: short guide to the European Social Fund for Future MS

Author: A. Jedrzejewska, P. Maro,
M. Pluta, K. Sobotka
Language: Polish
Price: Free distribution (limited)

Publications of the Civil Society Development Foundation, Bucharest, Romania

Language: Romanian

“Review of the Romanian NGO Sector: Strengthening Donor Strategies” – translation

Price: free of charge

“Budgeting and Policy Making” – translation of PUMA publication

Price: 75 000 Lei

“Directory of Civil Society in Romania, 2000 Edition”

Price:

110 000 Lei (book),

95 000 Lei (CD-ROM)

The directory contains over 4 000 listings of Romanian non-profit organisations, including contact people, addresses, range of activities, ongoing projects.

Contact:

Civil Society Development Foundation, Bucharest, Romania, phone: +40-1-310 0177, fax: +40-1-310 0180, e-mail: oana@fdsc.ro

Publication of the Moscow Public Science Foundation, Moscow, Russia

Language: Russia

Price: free of charge

Gilchenko - Council of Local Self-government in Russian Federation, vol. V, - Materials of meetings and official documents of Council

A.E. Balobanov, O.I. Genisaretsky (Eds.) - Strategic Planning in Municipal Government - Conceptual and methodological basis of strategic planning in municipal government

V.J. Lubovniy (Ed.) - Programs for regional development: recommendations for

improving of development, financing and implementation

- Methodical recommendations for elaboration of regional development programs

O.B. Alexeev, A.E. Balobanov (Eds.) - Local self-government through eyes of municipal managers - Materials of sociological survey of local-self-government issues



A.E. Balobanov (Ed.) - Local communities in local self-government - Different aspects of organisation of participation of local communities in local self-government in Russia

V.V. Vagin (Ed.) - Urban sociology Textbook for students and municipal managers

E.S. Shomina (Ed.) - “Dialogue” Tell how? translation from Polish Experience of Polish „Dialog“ program for including of citizens in local-selfgovernment

L.V. Gilchenko, F.F. Zamotaev, V.V. Pashentsev - Federal laws of local-selfgovernment, comments and analysis of practice of law

A.L. Alferov (Ed.) - Local Self-government, Libraries, Local Community: Development of Cooperation - Materials of seminar

M.J. Plusnin - Small towns of Russia - Materials of sociological surveys of situation in small towns of Russia

D.A. Levchik - Civil Self-government Committees in Russia (1988-1993) - History and analysis of activity of civil self-government committees in Russia in 1988-1993

V.M. Zubaev, S.M. Saul - What Governor should know about budget Code of Russian Federation - Practical textbook for Heads of Subjects of Federation and Municipalities

S.I. Rizhenkov (Ed.) - Local Self-government: Strategy of Development - Materials of conference of Moscow Public Science Foundation

Local finance in European Countries - translation of reports of Council of Europe „Restrictions of local fiscal resources“ and „Local finance in Europe“

Contact:

A.E. Balobanov, Russia, Moscow Center 101000, Central Post Office, PO Box 245, phone: +7-095-280 0254, fax: +7-095-280 7016, e-mail: locgov@mpsrf.org

Publication of the UAPA, Kiev, Ukraine

Language: Ukrainian
Translations

„European Principles of Public Administration“ - SIGMA Papers No. 27

„Sustainable Institutions for European Membership“ - SIGMA Papers No. 26

„The Internationalization of Policy-Making: Institutional and Organizational Options to Integrate Domestic and International Aspects of Policy-Making“ - SIGMA Papers No. 6

„Training Civil Servants for Internationalization“ - SIGMA Papers No. 3

Public Opinion Surveys as Input to Administrative Reform – SIGMA Papers No. 25

Monographs

Bakumenko V. “Decision Making in Public Administration: Theory, Methodology, Practice”

Mordvinov O. “Agrarian Environmental Management under Transformation to Market Economy”

Mayboroda S. - “Higher Education Administration in Ukraine: Structure, Functions, Development Trends”

Yurchyshyn V. - “Currency Risks for the Countries in Transition”

Textbooks

Rebkalo V., Tertychka V. - “Public policy: analysis and implementation mechanisms in Ukraine”

Shapoval V., Bordeniuk I., Zhuravliova H. - “Parliamentarism and legislative process in Ukraine”

Plotnytska I. - “Ukrainian for public administration”

Voronko O. - “Executive managers: public policy and the system of management”

Yurchyshyn V. - “Monetary and currency markets in the countries under transition”

Farenik S. - “The logic and methodology of scientific research”

Ryvak O. - “The labor market: economic aspects”

Hoshko A. - “Activities of local self-governments”

Hoshko A. - “Strategic and tactical planning in local self-governments”

Protasova N. - “Fundamentals for public servants training and professional development”

Zhukov V., Skurativsky V. - “Social partnership in Ukraine”

Zhalilo L. - “Protection of public health: managerial aspect”

Rebkalo V. - “Political management”

Collection of Research Papers

“Improving Performance and Efficiency of Public Administration: Current State, Future Perspective, International Experience”, Kniazev V. (Ed.)

“Public Administration Reform”, Kniazev V. (Ed.)

“Ukraine: Headway to the XXI century”, Luhovy V. (Ed.)

“State Power in Ukraine: Formation and Functioning”, Nyzhnyk N. (Ed.)

Teaching Materials

“People as the Source of Power”, Kniazev V. (Ed.)

“Practical Assignments and Guidelines for Test in „Economic Analysis of Public Policy“, Kiliievych O.

“Practical Assignments and Guidelines for Tests in „History of Public Administration in Ukraine“, Tymtsunyk V.

“Syllabi and Guidelines for the Module „Education Administration Abroad“, Kalashnykova S.

“MS Excel application for decision making“, Panchuk A.

“Priorities in Economic Policy of Ukraine“, Rozputenko I.

“Collection of Documents for Internship of UAPA Students“, Babak O., Kolomiets O.

“Test for Assessment of Professional Readiness of MPA Students“, Babak O., Kolomiets O.

Periodicals

UAPA Journal “Visnyk Ukrayinskoyi Akademiyi Derzhavnoho Upravlinnia“ Volumes 1-4

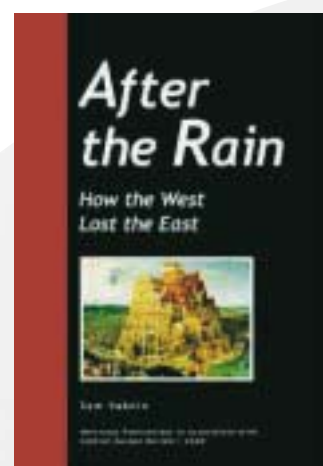
Contact:

E. Kulenkova,

UAPA, Kiev, Ukraine,

phone/fax: +380-44-456 6784,

e-mail: ekulenkova@academy.kiev.ua



„After the Rain - How the West Lost the East“

The book contains 51 articles and essays published in many countries and by „Central Europe Review“. Paperback, 280 pages, 2 parts: „The People“ and „The Economies“.

The first part of „After the Rain“ is a social, political and geopolitical critique. The author’s main thesis is that the West missed a unique historical opportunity to unite Europe and that the peoples of Central, Eastern and Southern Europe are beyond salvation, deformed and pathologized by communism irreconstructibly.

The second part comprises articles about the economies of the region.

Quite a few articles deal with the history of the region with emphasis on Yugoslavia, Albania and the disputed regions in-between (Kosovo).

Contacts:

e-mail: palma@unet.com.mk,
samvak@briefcase.com,
phone: +389-70-254 282

Sample Chapters:

<http://www.geocities.com/vaksam/atpdf.zip>

<http://www.geocities.com/vaksam/after.html>

The Entire Book:

<http://www.realread.com/open-demo/browse.cgi?book=!802385173X>

The book is available through Barnes and Noble here:

<http://barnesandnoble.bfast.com/booklinkclick?sourceid=481444&ISBN=802385173X>

The book is also available in its electronic version (e-book) at Booklocker's - HERE:

<http://www.booklocker.com/bookpages/samvaknin02.html>

<http://www.realread.com/open-demo/browse.cgi?book=!802385173X>

SIGMA Public Expenditure Manual

Author: Richard Allen and Daniel Tommasi, OECD

Language: English

Price: 491.97 FF or 65 USD

Contact:

OECD online shop:

www.oecd.org/bookshop

The Public Expenditure Manual, a reference book for budget officials in transition countries.

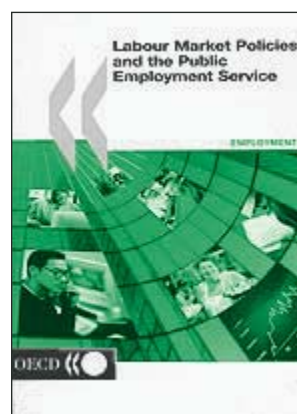
This book fills an important gap in the literature on public expenditure management both in terms of its depth and breadth of coverage - which will be of interest to all countries whatever their stage of development - and its specific orientation towards the needs of developing countries and countries in transition. This book will be useful as a basic reference text, whether in practitioners' offices or as part of

training programmes or distance learning courses.

The structure of this book is as follows. After an introductory chapter that includes a section on managing change, Part I (Chapters 1-3) deals with the legal and institutional framework for budgeting. Part II (Chapters 4-6) explains the procedures used to prepare the budget so as to ensure an efficient allocation of resources. Part III (Chapters 7-10) looks at the budget execution process, cash management and internal control (or management control). Part IV (Chapters 11-15) deals with accounting and reporting arrangements, information systems, external audit and the evaluation of government policies and programmes. The first of four annexes is a questionnaire that will be useful for budget practitioners in transition countries to identify the strong and weak elements in their budget systems so that they can take the necessary remedial action. The book ends with a comprehensive glossary, bibliography and index, and a short list of selected Internet sites.

Target group

This book as a whole is designed primarily for technicians and practitioners working, for example, in the budget department of the ministry of finance or a line ministry, or the budget committee of parliament, or in a supreme audit institution or government control office, or the technical services of the European Commission. Such readers could include senior officials in the prime minister's office or university professors or journalists with an interest, general or specific, in fiscal policy, budgetary issues or European integration.



Labour Market Policies and the Public Employment Service:

Language: English

Price: 452.61 FF or 60 USD

Contact:

OECD online shop:

www.oecd.org/bookshop

This book presents the proceedings of the Prague Conference, July 2000 on Labour Market Policies and the Public Employment Service organised jointly by the OECD and the Czech Ministry of Labour and Social Affairs. Among the themes addressed are: front-line employment service operations, one-stop offices and decentralised management; customer service and employer service; the advanced use of information technology; eligibility conditions for unemployment benefits; job guarantees for the long-term unemployed and other strategies of intervention in the unemployment spell; and improving the accountability of the Public Employment Service through external audits, the use of performance indicators, appropriate financing mechanisms, and contestability in the provision of services. The papers reflect the views of key actors - politicians, senior officials from national labour ministries and employment services, front-line managers, and prominent academic experts - on these important issues.

Call for Papers

The 6th International Conference on Global Business & Economic Development States and Markets: Forging Partnerships for Sustainable Development

Bratislava, Slovakia, November 7-10, 2001

Presented by the Faculty of Management, Comenius University, Bratislava, Slovakia and the Center for International Business, School of Business, Montclair State University, NJ

Nature & Scope of the Conference:

The theme of the conference as well as its location provide an appropriate setting for the sharing of knowledge and information on a range of management and organisational issues that have an impact on structural changes and sustainable development of emerging economies. In many countries, the opening of domestic markets for international trade and investment and privatization are viewed as potential threats to organised labor and to the survival of hitherto protected domestic enterprises that must now face international competition. In view of the significance of these issues, the conference welcomes submission of research papers, case studies and panel proposals on a broad range of global business topics.

Suggested topics:

A. Recent Trends in Management:
Management Challenges of Transitional Economies
Ownership, Corporate Governance & Organisational Strategies
Managing Mergers & Acquisitions
Development of Human Capital: OB & Human Resource Management
Management of Knowledge; Learning Organisations
Management Education and Training for Sustainable Development

Marketing & Communication Across the Cultures
International Retailing & Franchising
Capital Markets: Banking and Currency Management
Venture Capital, Entrepreneurship & Enterprise Development
International Accounting Standards, Transparency & Disclosures

B. Digital Economy:

E-Governance
Global Networks & Supply Chain Management
E-Business, Online Trading, Information Exchange & Regulatory Issues
Pricing Transaction Costs & the Internet
Managing Virtual Enterprises
Virtual Universities, E-Learning Models
Privacy, Security & Ethical Issues

C. Role of the State & Development Issues:

Role of the State in Establishing a Market-Driven Economy
Public and Private Partnerships in Business & Service Sectors
Tools for Developing Small & Medium Sized Enterprises (SMEs) in Transitional Economies
Infrastructure: Energy, Education, Health Care, Telecom. & Transportation
Financial Crises: Role of Multilateral Agencies (World Bank, IMF, etc)
The MNCs, FDI & Sustainable Development

Structural Changes, Corporate Failures and Bankruptcy Issues
Regional Trade Pacts, WTO and Global Trade Issues
The EU, the EURO and the Global Economy
Legal Framework, Intellectual Property Rights & International Code of Conduct
Environmental & Ethical Issues
Other topics related to the theme of the conference.

Submission Format:

The initial proposal should not exceed one page. Final papers, including case studies should not exceed 10 pages.
Please visit conference website for more details:
<http://blake.montclair.edu/~cibconf>

Dates:

Submission of Research Abstracts/proposals: April 1, 2001

Acceptance Decision Mailed: May 1, 2001

Registration Deadline: June 1, 2001

Submission of Final Papers, Case Studies & Panel Proposals: August 1, 2001

Conference Coordinators:

Prof. Jan Rudy
Tel: +421-7-5556 6705, 5556 6701,
Fax: +421-7-5556 6703
e-mail: jan.rudy@fm.uniba.sk
Prof. C. "Jay" Jayachandran
Tel: +973-655-7523,
Fax: +973-655-7715/7673
e-mail: jayachandranC@mail.montclair.edu

International Conference: „Creating the Wider Public Understanding of the Civil Society Idea“

February 15-18, 2001, Sarajevo, Bosnia & Herzegovina

The international conference was organised by the Civil Society Promotion Centre and Open Society Fund in BiH with the moral and financial support of East-East Programme - Budapest, with the participation of a number of the most prominent scholars and civil society leaders and activists. These were mostly from the country and a few representatives of the partner organisations from Croatia, Serbia, Poland and Hungary, and local government and business community representatives.

The Overall Goal of the Workshop

- To gain a clearer understanding of the very concept, character, role and functions of civil society among local civil society leaders and activists, thus giving a tangible contribution to the improvement of Bosnia and Herzegovina's civil society self-consciousness and creating a positive public image.

In the course of three working days, mainly in plenary sessions and roundtable discussions, there were discussed in detail the most important issues of democracy and civil society building in Bosnia and Herzegovina and beyond, as well as the role and importance of the Third sector in this ongoing long-lasting process. On the agenda were the issues such as:

1. Various Conceptual Approaches to the Civil Society;

2. The Attributes and Dimensions of a Strong and Healthy Civil Society;
3. Civil Society Role and Functions;
4. Basic Civil Society Values;
5. Present Picture of the Civil Society in Bosnia and Herzegovina and the Whole of the Region, with a Special view on the Stability Pact Countries;
6. Specific Contours and Elements of NGOs Community in Bosnia and Herzegovina;
7. Viability of the NGO Sector in BiH;
8. Organisation and Management Capacity of NGO Sector in BiH;
9. BiH NGO Sector-Consciousness and Public Image.



Plenary Session: Prof. Makreen Taylor, Rutgers University, USA, Milan Mrdja, Secretary of the Civil Society Promotion Center, Prof. Jelena Vockic-Avdagic, Sarajevo Faculty of Political Science, Prof. Asad Nuhanovic, Sarajevo Faculty of Political Science (from left to right)

Results of the Conference:

- According to unanimous assessment of the participants attending the conference, the conference debate gave a tangible contribution to a better and a clearer conceptual grasping of a civil society notion which will lead to more

productive behaviours, orientations and practices of all members of civil society. In addition, it was more appropriate to the needs of citizens, their local communities, and for society as a whole;

- Conference discussions showed some level of differentiation within the main members and actors of the civil society both in Bosnia and Herzegovina and in the region as a whole on the basis of who is closer and committed to the genuine civil society idea, and those who found themselves in it for some other reasons. It also contributed to increased government awareness of political and social capital of the Third Sector

Follow-up and long-term benefits of the Conference:

- It is expected that the public debate on the issue of a civil society and related civil society building issues will gradually broaden in our country, and that in the process, greater attention will be directed to the constructive role and functions of civil society as both a goal in itself and an effective instrument for strengthening democracy in society at large;
- It is also expected that the Conference results will give a new impetus to NGOs and other members of civil society to reconsider their mission.
- During the conference some new project ideas were born, and to be implemented in the forthcoming months.

First Announcement and Call for Papers Many Cultures, One World: Local Development and Globalisation

September 5 – 9, 2001

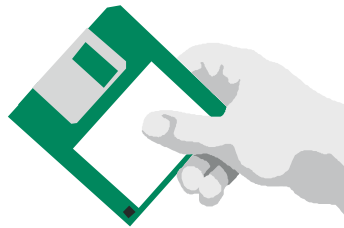
World Futures Studies Federation XVII World Conference, Brasov, Romania
in conjunction with the Black Sea University Foundation

The challenges of maintaining cultural diversity while enhancing universal values, and ensuring local development in the new era of globalisation, will be the central theme of the XVII World Futures Studies Federation Conference in Brasov, Transylvania, Romania. Futures oriented thinkers and researchers from around the world will lead the discussion in daily plenary sessions and concurrent, themed workshops. The conference theme is intended to compare the trends to globalism with the countervailing trends to regionalism and localism.

The conference will also join the past to the future. A meeting of futurists in Bucharest, Romania in 1972 agreed to form the WFSF, which was registered in Paris in 1973. The Romanian organisers will invite founders and past presidents to return to Romania for a panel discussion with new, young futurists. They will explore the futures of futures studies in one of the plenary sessions. Another session will explore the futures of community and social development.

Local organisers, the Black Sea University Foundation, plan to bring together futures institutions in Romania with others in Europe. The integration of Europe and the futures of the Two Seas – the Black Sea and the Caspian Sea – will be on the agenda.

Participants from all continents will meet in the medieval



town of Brasov in the Carpathian Alps and close to the legendary Bran (Dracula's) Castle. Intending participants from developing countries are invited to apply for partial financial assistance. Early registration fees of US\$200 apply until 30 June 2001.

Most recently, world conferences have been held in Bacolod City, Philipines (1999), Brisbane, Australia (1997), Nairobi, Kenya (1995), Turku, Finland (1993), Barcelona Catalonia, Spain (1991), Budapest, Hungary (1990), Beijing, China (1988).

For registration and further details, continually updated, visit: www.WorldFutures.org or contact the organisers.

Workshop topics

- Futures Studies Methodology: Researching, searching and creating the future
- Humankind on the Throne of God: Reinventing and replacing humans
- Futures of Social Development: Local and global
- Futures of Europe: Integration in a global world
- Gender and Leadership: Alternative social organisation

- Cultural Identity and Social Roles: Changing relationships and ourselves
- Scale and Nature of Future Conflicts: From resolution to prevention
- New Century of Knowledge and Learning: Knowledge and education for all
- States, Markets and Democracy: Futures of Civil Society
- Futures of the Two Seas: The Black Sea and the Caspian Sea
- The Long Millennial Journey Begins with One Small Step: Vision into immediate action

Deadlines:

- for receipt of Abstracts: April 30, 2001
- for informing you of the acceptance of Abstracts: May 31, 2001
- for receipt of your complete Paper: June 30, 2001

Contact:

Black Sea University Foundation (BSUF)
50 Primaverii Blvd.
71297, Bucharest – 1, Romania
Tel./Fax: +40-1-222 4118
+40-1-222 7001
E-mail: BSEAU@RNC.RO

Attention of:

Irina Chirpisizu, Programme Coordinator
Geanina Cretu, Programme Coordinator

Summer School Cultural And Organisational Change In University Teaching

July 9 – 14, 2001, Mangalia, Romania

Organised by the Black Sea University Foundation, Bucharest, Romania with the financial support of the Higher Education Support Programme (HESP) of the Open Society Institute (OSI), Budapest, Hungary

Programme Description

The programme promotes the advancement of higher education within the environmental-related sciences throughout the region of the Central and Eastern Europe, the former Soviet Union and Mongolia. The goal of the Programme is to provide young university teachers with the tools to update the courses they teach, both in terms of content and teaching methods.

Participants in the summer school are addressed as teachers. The summer school presents two courses which can become models of how and what should be taught, in addition to providing teaching materials, practice and support that will enable the participants to adapt the courses to the needs of their home country and university.

Who Should Attend?

It is proposed that the programme should recruit 25 participants working in groups. It is important that there should be a mix of nationalities on the training programme and it is essential that ten (10) places be provided for participants coming from Central and Eastern Europe, the former Soviet Union and/or Mongolia.

Suggested breakdown:

Romania (15), CEE countries (5), The former Soviet Union and Mongolia (5)

Selection Criteria for Scholarships:

Applicants should

- currently teach at a university level (junior faculty);
- teach in environmental-related sciences;
- come from countries of Central and Eastern Europe, the former Soviet Union and /or Mongolia;
- be aged between 22 and 32 years;
- possess a solid knowledge of the English language;

Interested applicants should send the Application Form together with Curriculum Vitae, Letter of Intent and Two Letters of Recommendation.

School Structure

The Summer School will be developed in two parts:

- a) Curriculum Development (Course C1)
- b) Teaching Techniques (Course C2)

Those who successfully complete the programme will be awarded the Black Sea University Foundation attendance certificates.

Topics

- Interpersonal and Interactive Skills at Work (C1)
- Group Bonding (C1)
- Curriculum Development (C1)
- Barriers to Change (C1)
- Action Research as a Means of Developing Professional Practice (C1)

- Developing an Action Research Plan (C1)
- Teaching Techniques to Develop Competencies (C2)
- Techniques for Developing Motor Skills (C2)
- Using the Environment for Developing Creativity and Team Skills (C2)
- Implementing Outside Activities in the practice (C2)
- Developing Creativity in the Classroom through games and simulation (C2)
- “The Way Ahead” (C2)

The full participation fee of 500USD includes attendance fee, printed materials, accommodation and meals. Participants from Central and Eastern Europe, the former Soviet Union and Mongolia who meet the selection criteria could apply for scholarships.

The working language is English. Deadline for application: July 1, 2001

For more information, please contact:

BSUF Office
50 Primaverii Blvd.
71297 Bucharest-1, Romania
Tel./fax: +40 - 1 - 222 4118;
+40 - 1 - 222 7001

E-mail: BSEAU@RNC.RO

For the attention of: Alexandru Tanase, Course Coordinator

Announcement Joint NASPAA - NISPAcee Project

Grants Opportunities

NISPAcee (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe) announces a new NASPAA - NISPAcee project: „The Co-operative Governance Improvement and Technical Assistance Project“ which has been developed in co-operation with NASPAA (National Association of Schools of Public Affairs and Administration), USA and is funded through a grant by USAID for a three year period.

The primary activity of the project is to implement a programme of applied policy research and management studies, linking governments and high education in Central and Eastern Europe (CEE) and the NIS. Project teams have to be composed of individuals associated with NISPAcee institutions and a partner NASPAA institution. An application for project support will have to come from a NISPAcee member institution (from the CEE or NIS countries). There could be approximately 10 projects awarded with about 12 000 USD total for each. Applications are to be developed according to the A. Call for Project Proposals.

The second activity which could be supported within this project involves the provision of technical assistance to CEE/NIS programmes of NISPAcee member institutions to help build curricula, establish and evaluate missions, market academics programmes, and locate and develop teaching materials. The applications for support will have to come from a NISPAcee member institution/programme which will apply for the technical assistance. Technical Assistance teams

will be composed of individuals associated with NISPAcee institutions and/or NASPAA member institutions. Support could be provided for four technical assistance efforts with about

7 500 USD total for each. Applications are to be developed according to the B. Call for Applications for Technical Assistance.

The Advisory and Selection Committee of the project is composed of three members each from NASPAA and NISPAcee and 2 members from another relevant organizations. It will select projects and technical assistance for support based on a competitive selection process after each deadline announced in the CALLS. Because the resources of the project are limited, as mentioned above, we encourage those who are interested in applying for support to do it within the nearest deadlines. Additional deadlines for each activity will be announced again if there are still some resources left.

A. Call for Project Proposals Deadlines for applications:

Project proposals including all items listed in the project guideline will have to be delivered to the NISPAcee Secretariat in an electronic Richtext format (nispa@nispa.sk) and also a hard copy (address below), within two regular deadlines in the year 2001:

- April 15, 2001. The Selection Committee will select projects for support by May 15, 2001.
- October 1, 2001. The Selection Committee will select projects for support by November 1, 2001.

B. Call for Applications for Technical Assistance

Deadlines:

Applications for Technical Assistance including all requested information listed in the guidelines will have to be delivered to the NISPAcee Secretariat in an electronic Richtext format (nispa@nispa.sk) and also a hard copy (address below) within two deadlines in the year 2001:

- September 1, 2001. The Selection Committee will select projects for support by October 1, 2001.

Non completed applications will not be considered. Completed applications received after the deadline will be considered for any future competitions – should they occur.

Consultation opportunities:

All requests or questions dealing with project proposals should be directed to:

Ludmila Gajdosova, NISPAcee
Executive Director ,
Gajdosova@NISPA.sk, or
Michael Brintnall, NASPAA
Executive Director,
Brintnall@naspa.org

Contact:

Ludmila Gajdosova
Executive Director
NISPAcee Secretariat
Hanulova 5/b , P.O.BOX 163
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<http://www.nispa.sk>

Announcement

New Nispacee Project

„Building Advisory Capacities in Cee & Cis States“

NISPAcee (The Network of Schools and Institutes in Central and Eastern Europe), with the support of the UNDP REBC regional Support Centre, is initiating the advisory training programme focused on fostering successful implementation of public administration reforms throughout the region through the development of the indigenous advisory capacities.

Countries of Central and Eastern Europe and Commonwealth of Independent States are going through complex processes of systemic transformation. The transformation concerns three main spheres:

- a) transformation of the state (public administration reform related to decentralisation and devolution of power),
- b) transformation of economy (establishment of the basis for market driven economy, privatisation, and reforms in the sector of communal economy),
- c) transformation of society (establishment of the basis for development of civil society, conditions that ensure social participation in decision making processes).

The role of the state under the communist system was to achieve goals set out by the communist party's authorities. In a democratic system the role of the state is different. The state does not represent interests of one political option and is not supposed to micromanage economy and to impose aggressive control over society. The state under new conditions should create stable environ-

ment for broadly defined social and economic development.

Thus the organisation of the state, economy and society should be very different from what was practised during the communist era. In order to implement new rules of organisation new solution and institutional infrastructure to implement these solutions are needed. The basic problem of countries that experience systemic transformation is the lack of ready solutions how to address and solve specific problems. Advisory and consulting services are very strongly needed to find workable, under very specific circumstances, solutions. In the past decade the gap between the demand and supply of policy advice in the region was covered by the foreign consultants representing various international organisations and initiatives such as the EU/Phare programme, UNDP, USAID, and others. However the need for the development of indigenous advisory capacities has become apparent throughout the decade.

This programme, designed by the NISPAcee project consultants as well as the core team of consultants-trainers comprising of the representatives from various parts of the region, will target both those currently working within the governments on policy development in public administration reform area, and those in academia who are interested in taking part in mapping out policy alternatives and providing policy advice to governments.

Within the framework of this project a manual for advisors will be developed and published and an advisory training programme will be designed and tested in two pilot runs.

The programme will target both those currently working within the governments on policy development in public administration reform area, and those in academia who are interested in taking part in mapping out policy alternatives and providing policy advice to governments. Within the framework of this project a manual for advisors will be developed and published and an advisory training programme will be designed and tested in two pilot runs.

Training of Trainers programme
Date: May 17 - 22, 2001
Place: UNDP RBEC Regional Support Centre
Grosslingova 35, Bratislava, Slovakia

The main objectives of the ToT programme are:

- To discuss and reach an agreement on the general framework for the development of the 'Manual for Advisors';
- To discuss and reach an agreement on the format and approach to the advisory training in the region;
- To review action training methodology and its application for the advisory training; To agree on the work plan for the development of the manual and advisory training modules.

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.

SIGMA and Other Publications – Translation into CEE National Languages

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>

The deadlines:

- May 31, 2001
- August 31, 2001

Winner of the Alena Brunovska Award 2001



WOLFGANG DRECHSLER has been with the University of Tartu since 1993. He was a founder of the Department of Public Administration and Social

Policy in 1995, and was elected Professor and Chair of Public Administration and Government in 1996. Professor Drechsler has graduated from Bridgewater College (BA), University of Virginia (MA), University of Marburg (PhD), German Post-Graduate School of Public Administration Speyer, Habilitation University of Tartu. Professor Drechsler has served as Advisor to the President of Estonia for Administrative Organization, as Executive Secretary with the German Wissenschaftsrat during German Reunification, and as Senior Legisla-

tive Analyst in the United States Congress. He has headed, and is heading, several large-scale research projects; he has also done extensive consultancy work, particularly for governance institutions. Professor Drechsler has taught at the Universities of Marburg, Gießen, and Frankfurt/Main, and as visiting professor in Lund and Rio de Janeiro. He received the 1997 Estonian National Science Award, Social Science category.

Among Professor Drechsler's areas of scholarly interest are the theory and history of Public Administration, Political Philosophy, the epistemology of Economics, the role of the State in economic growth, academic administration, and municipal autonomy. His publications include *Die selbstverwaltete Gemeinde* (1999, ed.), *Paradiama* (Otto Kaiser 75), *Trames* (1999, ed.), *On the Eminence of the Social Sciences* at

the University of Dorpat (1998, also in Estonian), *Foundations of Public Administration* (1997, ed., in Estonian; some translations forthcoming), *Johann Ulrich v. Cramer's Opuscula* (5 vols., 1996, ed.), *Andrew D. White in Germany* (1989), and theme issues of *World Affairs on Estonia in Transition* (1995) and *Reforming Higher Education and Research in Eastern Germany* (1992), as well as over 50 scholarly articles. He is on the editorial board, i.a., of the *European Journal of Law and Economics*, of Estonia's main social sciences and humanities journal *Trames*, of Kluwer's "The European Heritage in Economics and the Social Sciences" book series, and of NISPAcee's own Occasional Papers in Public Administration and Public Policy.

NISPAcee Summer School 2001

Call for Applications – Extension of Deadline

“Ethics and Responsibility”

Poland, Bialystok, August 20 – 30, 2001

The purpose of the international course is to encourage new methods of teaching the “Ethics and Responsibility within Public Administration Programmes” and to provide a forum for the exchange of ideas and the development of curricula.

Language: English

Participants: The course is designed specifically for young university teachers of public administration from CEE and NIS countries and focused on teaching and curricula development.

Costs

The School is supported by Higher Education Support Programme

(HESP) of the Open Society Institute, Budapest, Hungary and participating organising institutions. Participants should find sources to cover their own travel costs, other costs of the selected participants will be covered by the organisers of the Summer School.

Application procedure

Those interested in attending should send the following by APRIL 20th, 2001 to the NISPAcee Secretariat:
Completed application form;
Curriculum vitae and the Letter of motivation and expectation;
Proof of English proficiency;
Information on the course taught in their institutions (please

include – a number of lessons per term, a number and the age of the students in the course)

Application

All relevant information and Application Forms for the Summer School 2001 are available from the NISPAcee Secretariat upon request and on the web site <http://www.nispa.sk/news/ss01.html>

Deadline: April 20th, 2001

Contact person

Viera Wallnerova
Tel: +421 - 7 - 6428 5558
Fax: +421 - 7 - 6428 5557
E-mail: Viera@nispa.sk

The 9th NISPAcee Annual Conference:

„Government, Market and the Civic Sector: The Search for a Productive Partnership”

Riga, Latvia, May 10 - 12, 2001

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

The Main Theme

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

The Conference Format

The conference will be structured in several plenary sessions,

working groups meetings and specialised meetings, which would run either in parallel or in a consecutive way according to the needs shown after the selection of papers. The conference will be focused on the main conference theme and will also be broken up into several working groups:

1. Politico-Administrative Relations
2. Better Quality Administration for the Public
3. System of Social Security with Special Emphasis on Problems of Unemployment, Poverty and Gender
4. Governing Multi-ethnic Communities
5. Public Finance and Accounting

In addition, specialised meetings focused on topics generated by NISPAcee members could be

organised during the conference. A meeting focusing on NISPAcee development will take place during this conference.

Conference Schedule

Conference Venue: Hotel Riga, Aspazijas bulvaris 22, Riga, Latvia
Registration Forms / Hotel Reservation Forms are available on the Internet or from the NISPAcee Secretariat.

Contact person:

Viera Wallnerova,
E-mail: viera@nispa.sk
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<http://www.nispa.sk/news/conferences.html>

NISPAcee

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

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 110 Institutional members (from 21 countries), 32 Associate members (from 17 countries), and 190 Observers (from 27 countries).

New Institutional members of the NISPAcee

Civil Society Promotion Center, Sarajevo, Bosnia & Herzegovina
Faculty of Economics, Technical University of Liberec. Liberec, Czech Republic
Technical-Humanitarian Faculty, Georgian Technical University, Tbilisi, Georgia
Faculty of Economics & Business Administration, "A.I. Cuza" University of Iasi, Iasi, Romania
Dept. of Public & Municipal Administration, International Market Institute, Samara, Russia

New Associate members of the NISPAcee

Finnish Institute of Public Management, Helsinki, Finland

NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:

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

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

The deadline for the next issue is May 31, 2001.

From July 1, 2001 the city code of phone/fax numbers to the NISPAcee Secretariat are changed from "7" to "2" i.e. +421-2-6428 5357, 6428 5557



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