



**Volume XIII • No.2 • Spring**

# news 2006

## **Codes of Conduct Paving a Path to Integrity of Local Governments in Serbia**

**Jelena Jerinic, Standing Conference of Towns and Municipalities, Serbia and Montenegro**

Since December 2004, 146 out of 167 local assemblies in Serbia have adopted codes of conduct for local government officials. Adoption of the codes was part of a nation-wide campaign led by the Standing Conference of Towns and Municipalities (SCTM), Serbian local government association. A model code was designed, based primarily on recommendations of the Council of Europe, promoted and presented for consultation to various stakeholder groups and finally recommended for adoption to local assemblies.



### **To restore citizen's trust**

Browsing the vast literature on ethics and integrity of governance and codes of conduct or codes of ethics, we find lots of arguments pro et contra codes – e.g. they create awareness and provide guidance on the obligation to respect standards of ethical behaviour in political life, acquaint officials with the standards and inform the public on what kind of behaviour

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they can expect and demand etc. All of this aside, it needs to be stressed here that the guiding principles which drove the campaign led by SCTM were to enhance citizen's trust in local government. During the years of authoritarian regime, citizen's trust in government and in local government in particular deteriorated up to the level where 80% of those polled had little or no trust in most of representatives of the local executive. Public opinion polls conducted after 2000 still showed resistance to municipalities as alienated, corrupt and privatized feuds of the former regime. According to a poll conducted in May 2003, healthcare institutions, the church, schools, and even the police, enjoyed a lot more trust than any local government institution. Another survey of citizen's opinions on corruption conducted shortly after democratic changes in Serbia, in January 2001, showed that citizens believed that a majority of public officials, at both central and local level, participated in the practices of corruption. Moreover, citizens believed that over 75% of all officials and civil servants were involved in some form of corruption. There wasn't much difference in perception of corruption on the Republic and local level - corruption was viewed not only as widespread, but as a generality. The "corruption project" of the previous regime was so successful that less than a half (45%) of the interviewed Serbian citizens believed that corruption is never justified, 13% believed that it to be sometimes justifiable, while another 12% did not know the answer or were undecided. Finally, at the very inception of the first Serbian democratic government's

term in office 60% of the citizens expected that the new authorities would be less susceptible to corruption than the previous - no doubt, an expectation worth building on. Finally, a survey in January 2005 showed that even though still low, trust in local governments turned out to be much higher than in the Republic Government or Parliament, large national and international companies, the NGO sector and even business sector associations.

## Contents of the Code

The model code offered to Serbian municipalities applies to a wide circle of local government officials, i.e. "all elected, appointed and nominated local government officials". In other words, the code tends to apply all local government actors who are not "employees in local administration", but bear a certain public function on the local level. This includes: presidents, vice-presidents, deputies and secretaries of local assemblies; presidents of municipalities (mayors) and their deputies; members of municipal/town councils; heads of municipal/town administrations, chief architects, other chief experts and other appointed persons in municipal/town bodies; municipal/town public defender; local ombudspersons; managers of public enterprises, institutions and other organisations founded by towns and municipalities and members of managing boards and other persons appointed to them. Differing from codes adopted in other CEE states usually applying to local councillors, the Serbian code aimed at covering the widest possible circle of "officials" and subjecting them to the same or as much similar as possible set of ethical norms and standards. Moreover, it is also wider than,

for instance, the Serbian law on conflict interest prevention, in terms of encompassing bearers of functions in institutions and municipal enterprises.

The suggested Model code consists of a Preamble and 29 articles, separated into three main chapters - Subject and Main Principles; Standards in Performance of Function; and Relations with the Public. The second chapter is divided into six sub-chapters - Basic principles; Conduct prior to taking of office; Holding office; Supervisory measures; Relations with local government employees and Relinquishing of office. After setting basic principles and standards in the performance of a function, the Code practically guides a local official from electoral campaign, through his/her mandate, all the way to termination of mandate, with a separate title on relations with the public. As an act of self-regulation, the Code demands of a public official to familiarise him/herself with its provisions and declare in writing that he/she shall comply with it. Finally, in terms of a first step towards the code's implementation, the SCTM's model recommends that a local assembly may establish a monitoring body with a task to follow-up on the Code's implementations and provide explanation on its subject matter and particulars of its implementation to officials, citizens and the media.

## A unique example

A comparative research of solutions adopted in other countries of Central and Eastern Europe with which Serbia shares a similar communist and authoritarian regime heritage, conducted during 2005 showed that the Serbian example is unique in several respects. In these countries, perhaps more than in other parts of

Europe, ethical norms can serve as tools in attempts to restore citizen's trust in the state and bearers of public functions. First of all, it was concluded that practice of adopting codes for bearers of public functions – often referred as “politicians” or “elected representatives” is not so widespread. On the other hand, codes of conduct for civil servants or “employees in the administration” are seen more often, usually within the wider process of public administration reform. It seems that politicians were reluctant to pose obligations of such nature on themselves.

Local level codes of ethics for local officials appear in isolated cases and apply, almost exclusively, to local councillors. Examples exist in Latvia, Poland and Russia, but only in individual municipalities, without any kind of coordination or initiative from the central level, it seems. It is often stressed that these codes usually originate from projects initiated and funded by international organisations. Similarly, efforts by local NGOs to establish codes for local councillors produced poor results. However, authors have noted that actual implementation of such texts is weak and that their existence does not exert much influence on behaviour of elected officials (or civil servants, to that effect).

### Wider framework – The national level

During public debates organised during drafting of the Model code, it was often stressed that similar codes need to exist for central level authorities as well – especially, for those who bear functions in de-concentrated posts of central level organisations and institutions (e.g. heads of districts, managers of health-

care and social care institutions etc.). Also, the Council of Europe strongly recommends that the states to prepare model codes defining minimum standards which have to be respected by all local governments and on the basis of which individual local authorities should adopt their own codes.

Looking at the central level in Serbia, similar texts do not exist. Some governmental institutions adopted codes of conduct for their employees – civil servants – e.g. the police or the customs, but ethical codes for members of Parliament or the Government are still lacking. They are, however, covered by “anti-corruption” legislation finally completed in 2004. The practice of its implementation is still poor and has been marked by slow establishment of institutions envisaged to monitor its implementation – in particular, the Public Information Commissioner and the Board for Solving Conflict of Interest.

The National Anti-Corruption Strategy came quite late – adopted by the Government in May 2005 and by the National Parliament in December 2005. The Action Plan for its implementation is yet to follow and the present text of the Strategy provides little guidance in perceiving the rules upholding integrity of governance on different levels of government. The local level is not specifically or separately addressed, but in a chapter titled “The system of state administration, territorial autonomy, local self-government and public services”. As far as codes of ethics are concerned, the Strategy does envisage and recommends them for MPs and employees of the National Assembly, bearers of judicial functions, civil servants and the businesses. It left out to recommend codes of

ethics for bearers of executive functions – on all levels - as well as local and provincial elected representatives – local councillors and members of Vojvodina Assembly.

Drawing from the mentioned Council of Europe recommendations, pointing out a specific role for local government associations, it could be said that the SCTM “took over” the state's role and recommended model codes to Serbian towns and municipalities. However, regardless of the initiative and progressive practice coming from the “bottom”, absence of clear guidance from the “above” could harm or marginalise the adopted local level codes.

### And what about the sanctions?

It is often heard, and this is indeed true for Serbia, that even though the contents of codes are unquestionable, their implementation is since they do not contain proper or typical legal sanctions. This can be heard from both officials and citizens. The debate on sanctions is so old that it would be almost absurd to even summarise it at this point. Instead, a conclusion of a recently established Serbian Board for Solving Conflict of Interest might be illustrative. The one-year practice of the Board showed that, in most cases, the mere fact that a procedure has been initiated by the Board was enough for public officials to comply with the Law – e.g. in declaring their property or avoiding accumulation of functions. The fact is not peculiar bearing in mind that due to the fact that the work of the Board is public, the media widely reported on the initiated procedures. In other words, where “proper” sanctions fail, other forms of pressure can succeed.



## Adjusting to local circumstances

In 2003, when Serbia and Montenegro entered into full membership of the Council of Europe, SCTM translated the European Code of conduct for the political integrity of local and regional elected representatives and sent it to all towns and municipalities in Serbia, for them to adopt similar ethical standards. However, only four municipal assemblies reacted to this effort and adopted such acts. The reason for this was obvious - the Code was not adapted to the needs and circumstances of Serbian municipalities and, moreover, it was not explained or promoted to them. In order for municipal officials to adopt and later internalise ethical norms, they needed to somehow participate in their definition.

In 2004, SCTM started with the implementation of the project National campaign for adoption and implementation of a democratic code of conduct for elected and appointed representatives in Serbia. Similar to the situation in some other CEE states, the project was widely supported by a pool of international donors. The initial text of the Code was drafted by a working group, appointed by SCTM Presidency, consisting of mayors and experts. The Group used as a basis the model code adopted by the Congress of Local and Regional Authorities of Europe and tried to adapt it to Serbian circumstances and set the maximum of ethical standards possible to be expected from local officials in Serbia. The Draft code resulting from their work was then presented in a series of 20 regional public debates organised during August and September 2004, with participation of local councillors, heads of districts, representatives of

local NGOs, media and citizens from surrounding municipalities. Mayors who participated in the Working Group acted as promoters of the Code. Finally, the Code was unanimously adopted by the SCTM General Assembly, on December 15, 2004, which recommended it for adoption to local assemblies and called upon local officials in Serbia to acknowledge an abide by its rules.

However, preliminary results of a survey conducted during the first months of 2006, show that most municipal assemblies followed the text of the Model code, i.e. adopted the Code in the identical text. Rare instances where texts were altered are more often a result of lack of understanding of the purpose and importance of certain provisions of the code, than adjustment to local circumstances. For instance, one of the assemblies stroke out the provision by which local officials were supposed to undertake to familiarize themselves with the provisions of the Code and provide a written declaration accepting its provisions.

Also, in most municipalities, the codes were adopted unanimously. Even though this could be viewed as an indication of a wide consensus within a local community, it is peculiar that in most instances the codes were also adopted without any or without substantial debate on particular issues covered by the code.

However, there are positive examples in adjusting the proposed model in terms of recognising the fact that the implementation of adopted texts needs to be monitored in some way. Some assemblies, simultaneous to code adoption, envisaged separate monitoring bodies or entrusted existing assembly

bodies with monitoring the Code's implementation.

## First steps in implementation

In most of the 146 local governments which adopted the codes, little practice of implementation has been seen so far. Other than a press clipping on the initial adoption of the codes, there is little tract of someone actually calling upon its contents during debate in the local assembly or reporting cases of supposed breach. Truth be told, many of the 146 did not establish mechanisms for monitoring code implementation, so it remains unclear whom to report to. Some envisaged establishing monitoring bodies, but they haven't been constituted yet or adopted rules of procedure, others have, but are without any practice yet. Composition of these bodies varies - some municipal statutes allow them to include persons other than deputies of municipal assemblies, others do not. This shows that such local bodies need guidance and support both in terms of capacity building and raising awareness on importance of rules of ethics and integrity of governance and the importance of monitoring of these rules.

Actions being instituted in relation to the Code of Conduct are still rare. As an illustration, it might be interesting to paraphrase the first "case" reported. A monitoring board consisting of local assembly deputies - representing all parties and political groups in the assembly - issued a public statement concerning the transition of a deputy from one political party to another. Article 4 of the Code states that a local government official should avoid changing political parties during his/her mandate. The Board announced that "since this was the first



case of non-compliance of a local government official since the Code has been adopted, the Board considered necessary to point the case out to the public, without delving into motives and causes of such a decision of the official in question”.

It is obvious that the only way for these codes to lead to any kind of positive impact is establishment and operation of adequate monitoring mechanisms – either on the level of individual local governments or the central level. Examples by the Standards Board for England – an independent governmental institution – or the Integrity Bureau for Dutch Municipalities – established by the local government association provide enough inspiration and guidance for efforts in that direction.

### What next?

Drawing from the experience of other states, as well as recommendations of international organisations, it is obvious that the Serbian state needs to continue with overall anticorruption efforts – to adopt the necessary strategic and legal documents and provide a greater impetus to their implementation. From the viewpoint of Serbian local governments, some guidance or at least a positive signal from the side of central state would certainly assist the existing local efforts – namely, a confirmation that they should continue with the adoption and implementa-

tion of integrity rules for elected representatives and civil servants.

Even though there are positive examples of efforts in individual municipalities to prepare for concrete code implementation, due to the fact that almost all of the 146 codes of conduct for local officials were adopted in the first half of 2005, it is hard to project their effects to concrete every-day local politics. Until now, instances of reported Code breach or calling upon Code provisions are.

It is certain that much more work needs to be done on the promotion of the Code and ensuring that similar mechanisms to ones described above are in place in order to expect any kind of results from the widely formally adopted codes. Also, it is yet to be seen if the codes adopted during the term of office of present municipal assemblies are going to be respected by the newly elected and appointed officials – after the 2008 elections.

The fact that over 85% of local governments adopted the codes hopefully sends a unique message to the central level – that local officials are ready and willing to adopt and respect a set of ethical standards in the performance of their functions. Finally, by adopting and abiding to the Code, local officials in a great majority of municipalities sent an important message to their citizens that they are prepared

to work on restoring the trust in each of them individually and in local government in general. For that reason, it is important to work further on raising awareness of the Code and educating local officials, media representatives, NGOs and the public at large. Still, until anti-corruption legislation is fully implemented and similar codes for central level officials and central and local level civil servants are in place, the local codes – no matter how widely adopted – remain fragile and their implementation and wider /impact jeopardized.

### Suggested reading:

- Code of conduct for local government officials in Serbia – available in English at [www.skgo.org](http://www.skgo.org)
- Kudrycka, Barbara, *Combating conflict of interest in local governments in the CEE countries*, Budapest: LGI/OSI, 2004
- Rekosh, Edwin (ed.), *The vicious circle: Weak state institutions, unremedied abuse and distrust*, Budapest: LGI/OSI and PILI, 2005
- Annual Review 2004-05, Standards Board for England, [www.standardsboard.co.uk](http://www.standardsboard.co.uk)

## The Coordination of Public Sector Organizations in the Era of Joined-up Government and Marketization

EGPA Study Group on Governance of Public Sector Organizations

Conference of the European Group of Public Administration (EGPA)

September 6 – 9, 2006, Bocconi University, Milan, Italy

**“Public Managers under Pressure: Between Politics, Professionalism and Civil Society“**

The EGPA Study Group on “Governance of Public Sector Organizations“ studies various aspects of public sector organizations. Focus is on different types of public sector organizations (ranging from core governmental units, over different kinds of agencies, to state-owned companies, governmental foundations and public private partnerships, as well as agencies at supra-governmental level). Central issues under study for the period 2006-2009 are the proliferation, autonomy and control of such organizations; their management, identities, roles, performance and accountability; and their coordination.

The New Public Management reforms of the 1980s and 1990s focusing on structural devolution and single-purpose organizations have increased the fragmentation of the public sector. The proliferation of organizational forms in the public sector in OECD countries is probably one of the reasons why several of OECD countries recently launched initiatives to enhance coordination and collaboration between organizations, and to tackle the management of ‘cross-cutting’ and ‘whole-of-government’-issues. For such initiatives - like ‘Joined-up Government’ in the UK and ‘Review of the Centre’ in New Zealand - it seems crucial to strengthen the links between

individual public sector organizations and the larger objectives of government on the one hand, and with other public sector organizations/private organizations on the other hand. *Thus, public sector organizations are subjected to coordinating initiatives. However in some cases, individual public sector organizations are coordinators themselves: they are created in order to coordinate other public and private organizations in specific sectors (e.g. immigration agencies, food safety agencies) and between governmental levels.*

In the 2006 meeting the Study Group, the study of both coordination between and by public sector organizations will be central issues. Interorganizational coordination can be predominantly vertical or horizontal and can be achieved by using hierarchical mechanisms, market incentives, contracts, network-like bargaining mechanisms and multi-level governance approaches. One of the questions is if we can see “beyond NPM trajectories” towards a second generation of reforms in which the pendulum is swinging back by rediscovering hierarchy and bureaucracy and bringing the state back in. Increased focus on Homeland security issues in the aftermath of 9/11 can be an illustration on this trend towards reassertion of the centre.

The first theme is the *coordination of (quasi-autonomous)*

*public sector organizations* in order to ensure that their activities fit with the broader objectives of government and that they are mutually compatible. We encourage descriptive and explanatory papers on the following issues:

- What strategies and instruments do governments in different countries use to coordinate (quasi-autonomous) public sector organizations in the context of increased organizational specialization and proliferation? Are there evolutions or differences between policy sectors? Can we (indeed) observe a reassertion of hierarchical mechanisms, besides market and network-type mechanisms?
- How are the strategies and actions of public sector organizations mutually adjusted by overarching planning instruments, horizontal objectives in performance contracts, joint commissions and other coordination instruments? How is collaboration and integrated service delivery between public sector organizations and other organizations enhanced? How is coordination fostered between public organizations of different levels of government? What is the role of networks of experts and professionals? What is the role of trust?



- What is the focus of the coordination efforts: uniform management, coordinated policy development or integrated service delivery?
- How does the autonomy and control of the public sector organizations affect the choice of coordination instruments that are deployed and *vice versa* (e.g. In Sweden hierarchical coordination of agencies is largely avoided because of their constitutional autonomy)?
- What are the consequences or preconditions concerning coordination roles, procedures, power distribution and capacities at the level of the cabinet, individual ministers, central and line departments?
- What is the effectiveness of hierarchical, market-like and network-like coordination mechanisms and instruments?

Related to our second core theme, we look for papers on the *role of (quasi-autonomous) public sector organizations as coordinators in different sectors and different countries*, (as well as) and the influence of their autonomy and control on their ability to coordinate. Some of the themes that can be dealt with are:

- How do public sector organizations coordinate actions of other actors within and across different levels of government, and which instruments do they use? Are there evolutions or differences between policy sectors or tasks?
- How do they function as market regulator, as network manager or as chain manager? To what extent does their coordination role affect their internal structure and capacities? How do they acquire coordinating power?
- To what extent does the public sector organization 'forge' more autonomy and less con-

trol by referring to or developing its coordination role?

Papers can be descriptive or explanatory, but they should have a clear conceptual and theoretical basis. Comparative papers with cross-time, cross-country or cross-policy focus, either based on case studies or more quantitative oriented papers are particularly welcomed. We welcome papers which improve the contextualized knowledge in this field.

### Practicalities

The permanent Study Group has through its link with the COBRA network (<http://www.publicmanagement-cobra.org/>) the possibility to publish books in a book series on public sector organization with Edward Elgar, after approval by the series-editors Guy Peters and Geert Bouckaert. Moreover, we will aim for publication of high-quality papers in special issues of peer-reviewed journals, as well as creating possibilities for the publication of single papers.

Study Group website: <http://soc.kuleuven.be/io/egpa/org/>

Practical information on the EGPA 2006 conference, and the other study groups: [www.egpa2006.com](http://www.egpa2006.com)

Please submit a short abstract outlining the title of the paper and name, affiliation, and contact information of the author(s); and a short description of the contents of the paper (maximum 1 page) including the research method of your contribution, the theoretical framework and the empirical material to be used. .

The deadline for the abstracts is **May 1st, 2006**. Final acceptance will be notified by the 1st of June 2006. Authors whose drafts have been accepted should dispatch their completed text by mail to [egpa2006@unibocconi.it](mailto:egpa2006@unibocconi.it)

and to the study group convenors by 31st July 2006 at the latest.

Papers will be made available on the Study Group Website. Paper presenters will be expected to prepare a short presentation and to act as a discussant for at least one other paper.

Please mail paper proposals in .doc, .pdf or .rtf format to the study group convenors and to [papers@egpa2006.com](mailto:papers@egpa2006.com) (please mention the study group you are applying for).

### The study group convenors are:

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## Strategic Elites and EU Enlargement

# Reactions by, and the Prospects for, East European States Currently Left Out

### Fourth International Workshop

Kiev, Ukraine, October 6 – 7, 2006

The **Kiev workshop** will be the fourth out of six workshops held by the *International Network for the Study of Strategic Elites and European Enlargement*, sponsored by the British Academy and Academy of Sciences of Ukraine.

The proposed workshop will be focused on the EU and the countries left out: what scenarios for the future they might have and how they relate or not to the EU as perceived by political and economic elites.

It is contended that political and economic elites play crucial intermediating roles in structuring policies towards European enlargement. Political stability, democratic consolidation and further progression of social and economic reforms in central and eastern Europe (CEU) and in European states left out are core conditions of successful European integration and the consolidation of democracy in the EU. They depend vitally on the structure and orientations of the contemporary elites which have played crucial intermediating roles in structuring policies towards European enlargement.

The emphasis of this workshop is on the major differences between groups of European states left out (e.g. Russian Federation, Ukraine, Turkey, Bulgaria, Romania, Georgia) with regard to integration into, or exclusion from, the European Union; and

divisions between these states with respect to the Atlantic Alliance as perceived by political and economic elites. How the excluded countries are viewed by EU elites and vice versa. Why some countries have been successful in the EU and the Atlantic integration while others have not. What are advantages and disadvantages of associate type membership with the EU. What are scenarios for maintaining and extending the political influence and economic well being of countries left out. Whether there are prospective alternative linkages



to the East (‘Eastward looking’ model) and on the global level (e.g. moving towards the ‘Atlanticist’ or the ‘Asian-Black sea’ alliance policies).

**Papers addressed to the general main topic and to the special cases of the East European states currently left out are invited.**

We invite not only senior scholars, doctoral-level students are invited on the basis of their proposed research.

The workshop will be limited in number to 25 persons.

It is intended to publish the proceedings of the conference and final papers should be at a stage requiring relatively little revision. One of the selection criteria is the suitability of the proposed paper to fit into a book from the conference.

### Paper Select Committee

Prof. Max Haller,  
University of Graz (Austria)  
Prof. Olga Kutsenko,  
Kharkiv National University  
(Ukraine)

Dr. David Lane,  
University of Cambridge  
(UK)  
Prof. Gyorgy Lengyel,  
Corvinus University of  
Budapest (Hungary)  
Dr. Jochen Tholen,  
University of Bremen  
(Germany)

### Abstract submission

Abstracts for presentations (not more than 500 words) should be submitted for review by

May 15, 2006 by email attachment to [f\\_ok@iatp.org.ua](mailto:f_ok@iatp.org.ua)

Abstracts will be refereed and contributors will be notified as to whether their proposal has been accepted by the 15th of June, 2006.

### Important Dates:

**May 15, 2006**

Last date for submission of abstracts

**June 15, 2006**



## Executive Master Program in e-Governance

Contributors are notified of their paper's acceptance/rejection  
**Sept. 10, 2006**

Last date of sending the full papers to the organizer and of registration for presenters  
**September 25**

Last date of registration for non-presenting participants  
**October 6 – 7**

Days of the workshop

### Financial Support/Costs

Those who present papers will be provided accommodation (two nights), lunches and refreshments during the breaks, and the conference dinner on Friday.

Contingent contribution towards travel expenses is dependent of further fund raising.

Application is invited for a limited number of places from non-presenting participants at a charge of EURO 40 (students 20) which will include attendance at the conference, lunches and refreshments during breaks.

Updated programme information will be available on <http://www.sociology.kharkov.ua> and <http://www.i-soc.com.ua/>

### Organizer

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Information and communication technologies (ICTs) are changing the economy, society, and culture in increasingly pervasive and complex ways.



Developing efficient, reflective, sustainable governance mechanisms and corresponding tools to master and steer their underlying dynamics ? in both public and private organizations ? has become a necessity. To respond to this need, the Chair MIR at the College of Management of Technology of EPFL has designed a one-year Executive Master program in e-Governance, with its 2nd edition starting on September 4th, 2006.

Join the Executive Master in e-Governance 2006/07 and you will learn how to make use of ICTs for effective action and to steer your business, your organization or your agency. Join a group of highly motivated executives to clear your mind for decision-making globalized and fast-changing networked world. With our Executive Master in e-Governance, you will go through a challenging “learning journey” in which you can sharpen your

leadership competences. The program is international and conducted in collaboration with highly renowned partners worldwide, with residential classroom modules in Switzerland, Europe, North America and Asia.

Join the Executive Master in e-Governance and you will learn how to make use of ICTs for effective action and to steer your business, your organization or your agency.

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The program is international and conducted in collaboration with highly renowned partners worldwide, with residential classroom modules in Switzerland, Europe, North America and Asia.

**Deadline** for final registration is May 31, 2006.

For **more information** and to apply to the unique e-Gov Program, visit <http://egov.epfl.ch/>

**Contact:** [egov@epfl.ch](mailto:egov@epfl.ch)

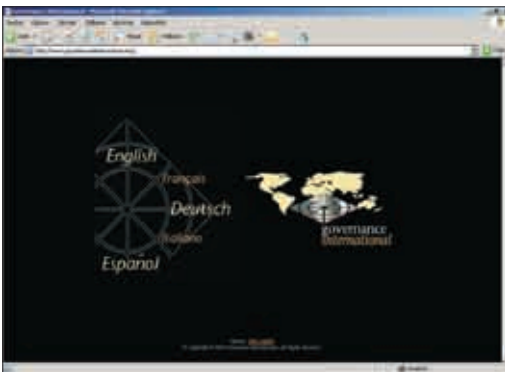


## to Web Sites



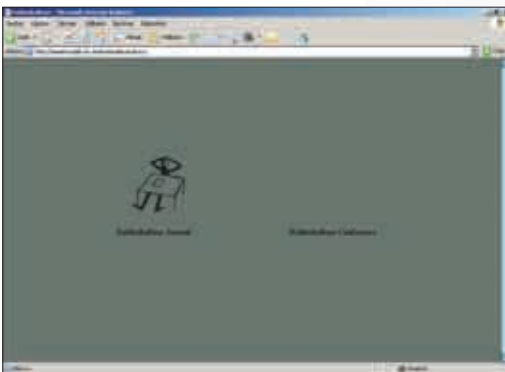
<http://www.step.no/publin>

Publin has been a research project under the EU Fifth Framework Programme. Publin has studied policy learning and technical and administrative innovation in the public sector, and tried to get a better understanding of behavioural changes, learning processes and the implementation of new or improved technologies in public organisations. The study covers innovation in policy-making organisations, regulatory agencies and public enterprises, and takes into consideration the influence cultural traits, politics, management, networks and co-operation, entrepreneurship and evaluations has on innovation.



<http://www.govint.org>

Governance International is a non-profit organisation committed to activating public agencies and their key stakeholders to achieve better service delivery and quality of life. The website gives you information about good governance practices from around the world. It also highlights innovative methods to evaluate the quality of public governance in your organisation. Governance International welcomes suggestions for interesting interviews with 'governance champions' in Central and Eastern Europe.



<http://www.ttu.ee/hum/halduskultuur>

*Halduskultuur*, Tallinn University of Technology's annual publication in Public Administration, has recently been completely transformed into a fully peer-reviewed multi-language interdisciplinary journal of administrative studies. From the last, 6<sup>th</sup> issue on, it is publishing contributions in all the languages of the region: Estonian, Finnish, German, Russian, and also in English. For the time being, the journal continues to appear annually. Focusing on administrative culture, the journal has a wider scope than usual and. Articles can be submitted to: [kattel@staff.ut.ee](mailto:kattel@staff.ut.ee).



<http://www.governance.unimaas.nl/>

The Maastricht Graduate School of Governance invites you to participate in its international, research related and policy oriented summer school in Governance and Social Protection. The Summer School is organized every other year and is part of the PhD programme in Social Protection Policy. This six days summer school is organised from 26 June to 1 July 2006. All courses and the course-materials are offered in English.

## Calendar of Events

**May 5 – 6, 2006, Conference**  
**“Promoting Democratic Values in the Enlarging Europe: The Changing Role of the Baltic States from Importers to Exporters”**

Working languages: English

Contact:

Heiko Paabo,  
 EuroCollege, University of Tartu,  
 Estonia,  
 e-mail: [heiko.paabo@ut.ee](mailto:heiko.paabo@ut.ee),  
 web site: <http://ec.ut.ee/conf06/>

**May 6, 2006, The 6<sup>th</sup> scientific conference of students' research**  
**“Urgent Issues of Economics and Management”**

Working languages:  
 Lithuanian, English, Russian

Contact:

Siauliai University,  
 Faculty of Social Sciences,  
 Architektų Str. 1, Siauliai, Lithuania,  
 phone: +370 41 595 880,  
 E-mail: [viesasis\\_administravimas@mf.su.lt](mailto:viesasis_administravimas@mf.su.lt),  
 web site: [www.smf.su.lt](http://www.smf.su.lt)

**May 24 – 25, 2006, Conference**  
**“Vital problems of modern socio-economic development”**

Working language: Russian

Contact:

Alexey Makaron,  
 International Market Institute,  
 ul. Jelyabova, 21, Russia, Samara,  
 phone: 7 846 338 07 08,  
 Fax: 7 846 266 47 77,  
 e-mail: [imi@imi-samara.ru](mailto:imi@imi-samara.ru),  
 web site: [www.imi-samara.ru](http://www.imi-samara.ru)

**May 31, 2006, Conference “Transforming Public Administration System in the Context of Political Reform in Ukraine”, Ukraine**

Working languages:  
 Ukrainian, English

Contact:

National Academy of Public Administration, Kiev, Ukraine,  
 e-mail: [beznosenko@academy.gov.ua](mailto:beznosenko@academy.gov.ua),  
 phone: +380 44 456 36 24,  
 web site:  
<http://academy.gov.ua/anons3.html>

**June 12 – 30, 2006, Training**  
**“Albania Academy on Community Policing”**

Pittsburgh, Pennsylvania, USA

Contact:

Michele Garrity,  
 Graduate School of Public and International Affairs, University of Pittsburgh, USA,  
 phone: +1-412-648 7598,  
 web site: [www.gspia.pitt.edu](http://www.gspia.pitt.edu)

**June 1 – 2, 2006, Conference**  
**“Quality of Governance in the New European Administrative Space”**

Working language: English (Simultaneous translation will be provided)

Contact:

Bronislava Pinterova,  
 Faculty of Social and Economic Sciences, Institute of Public Policy, Odbojarov 10/A, 820 05 Bratislava, Slovakia,  
 e-mail: [bronapinterova@yahoo.com](mailto:bronapinterova@yahoo.com),  
 phone: + 421 905 352 067,  
 fax: +421 2 5443 4041

**June 7 – 8, 2006, Alumni Conference in Belgrade for Alumni and Project Participants of the Academy on Local Government for Serbian Professionals**

Contact:

Jacqueline Saslawski  
 Graduate School of Public and International Affairs,  
 University of Pittsburgh, USA,  
 phone: +1-412-383 8970,  
 fax: +1-412-648 7040,  
 e-mail: [saslawski@gspia.pitt.edu](mailto:saslawski@gspia.pitt.edu),  
 web site: [www.gspia.pitt.edu](http://www.gspia.pitt.edu)

**June 12 – 30, 2006, Training**  
**“Albania Academy on Community Policing”**

Pittsburgh, Pennsylvania, USA

Contact:

Michele Garrity,  
 Graduate School of Public and International Affairs,  
 University of Pittsburgh, USA,

phone: +1-412-648 7598,  
 web site: [www.gspia.pitt.edu](http://www.gspia.pitt.edu)

**June 24 – 29, 2006, Training – 2<sup>nd</sup> Managing Multiethnic Communities Program Diversity Management Jamboree**

**Workshop 1:**

**Ethnic Diversity and Power Sharing in the Local Policy Process**

**Workshop 2:**

**Ethnic Diversity, Conflict and the Local Public Policy Process**

Working language: English

Contact:

Ms Angela Radosits,  
 Local Government and Public Service Reform Initiative,  
 Open Society Institute, Budapest, Nádor u.11. Hungary,  
 phone: +36-1-327 3100,  
 fax: +36-1-327 3105,  
 e-mail: [aradosits@osi.hu](mailto:aradosits@osi.hu),  
 web site: <http://lgi.osi.hu/>

**June 26 – 30, 2006, the 2nd Public Management Summer Institute in Latvia for young public administrators**

Working language: English

Contact person:

Ms. Dace Upite,  
 Latvian State Chancellery,  
 Riga, Latvia,  
 phone: +371 7082973,  
 +371 6555848,  
 fax: +371 7213505,  
 e-mail: [Dace.Upite@mk.gov.lv](mailto:Dace.Upite@mk.gov.lv)

**July 5 – 8, 2006, IASIA Annual Conference “In Search of the Best : Attracting, Developing and Retaining for Public Service”**

Contact:

Juan Cabrera-Clerget,  
 e-mail: [iasia@iiasiisa.be](mailto:iasia@iiasiisa.be),  
 Registration:  
 Gail Darge,  
 e-mail: [darge@iiasiisa.be](mailto:darge@iiasiisa.be),  
 phone: +32/2-536.08.80,  
 fax: +32/2-537.97.02, web site:  
<http://www.iiasiisa.be/schools/aeconf/aewarsaw/aewarsa.htm>



**July 16 – 20, 2006, IAS 3rd Regional International Conference  
"Transparency for Better Governance"**

Contact:

Catherine Coninckx,  
e-mail: [coninckx@iiasiisa.be](mailto:coninckx@iiasiisa.be),  
registration:  
Veronique Fagel,  
e-mail: [fagel@iiasiisa.be](mailto:fagel@iiasiisa.be),  
phone: +32/2-536.08.80,  
fax: +32/2-537.97.02,  
web site: <http://www.iiasiisa.be/iias/aiconf/monterrey/aimexico.htm>

**September 6 – 9, 2006, EGPA Annual Conference "Public Managers under Pressure between Politics, Professionalism and Civil Society"**

Contact:

Fabienne Maron,  
e-mail: [maron@iiasiisa.be](mailto:maron@iiasiisa.be),  
phone: +32/2-536.08.84,  
fax: +32/2-537.97.02,  
web site:  
<http://www.iiasiisa.be/egpa/agconf/agmilan/agmilan.htm>,  
[www.egpa2006.com](http://www.egpa2006.com)

**September 20 – 22, 2006, Conference "9<sup>th</sup> Annual Conference on Economic Transformations in Transition, High-income and Developing Countries"**

Working language: English

Contact:

Iva Djakova,  
St. Kliment Ohridski University,  
Faculty of Economics and Business,  
Sofia, Bulgaria,  
phone: +35-92-87 38 310,  
fax: 35-92-87 39 941,  
e-mail: [ivankad@feb.uni-sofia.bg](mailto:ivankad@feb.uni-sofia.bg), web site:  
<http://www.feb.uni-sofia.bg/FEBA/>

**September 20 – 24, 2006, Conference "National Identity and its Relationship to Citizenship"**

Working language: English

Contact:

Jiri Musil,  
CESES, Faculty of Social Sciences,  
Charles University, Prague,  
Czech Republic,

phone: +420 224 491 493,  
fax +420 224 227 950,  
e-mail: [ceu.musil@volny.cz](mailto:ceu.musil@volny.cz)

**September 21 – 22, 2006, Conference "Globalization, Public Policy and Multi-jurisdictional Governance"**

Working language: English

Contact:

E-mail: [siroen@dauphine.fr](mailto:siroen@dauphine.fr),  
web site:  
<http://www.dauphine.fr/globalisation/callenglish.html>

**September 22 – 23, 2006, Conference "Space and Time in World Politics and International Relations. The 4th Convention."**

Working language: English

Contact:

Andrei Yu. Melville,  
Russian International Studies  
Association (RISA),  
e-mail: [risa@mgimo.ru](mailto:risa@mgimo.ru),  
web site:  
[http://convention2006.risa.ru/index\\_eng.php](http://convention2006.risa.ru/index_eng.php)

**Events of Masaryk University, Brno, Czech Republic**

**June 21 – 23, 2006, IX. International Colloquium about Regional Sciences**

Working language:  
Czech, Slovak, English

Contact:

Viktorie Klimova,  
Faculty of Economics and  
Administration,  
e-mail: [klimova@econ.muni.cz](mailto:klimova@econ.muni.cz)

**September 13 – 14, 2006, Conference "The Czech Economy in the Globalisation Process"**

Working language:  
Czech, Slovak, English

Contact:

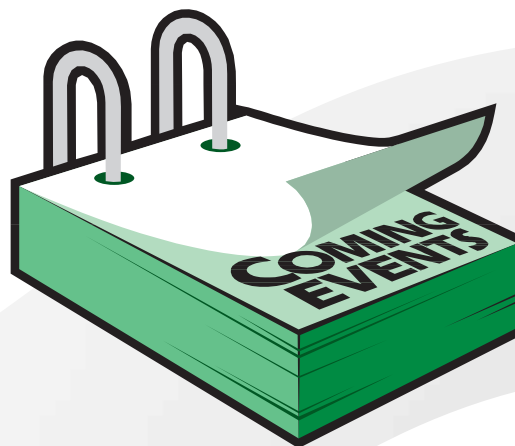
Martin Svoboda,  
Faculty of Economics and  
Administration,  
e-mail: [svoboda@econ.muni.cz](mailto:svoboda@econ.muni.cz)

**Autumn semester 2006, Course "Transformation of Public Sector"**

Working language: English

Contact:

Robert Jahoda,  
Faculty of Economics and  
Administration,  
Department of public economics,  
e-mail: [jahoda@econ.muni.cz](mailto:jahoda@econ.muni.cz)



**Events of the Center for Policy Studies, Central European University, Budapest, Hungary**

**April 25 – 30, 2006, Workshop "Anti-Americanism in Comparative Historical Perspective"**

Working language: English

Contact:

Ivona Malbasic,  
phone: +36-1-327-3000/ext. 2027,  
fax: 36-1-235-6170,  
e-mail: [malbasici@ceu.hu](mailto:malbasici@ceu.hu),  
more information:  
<http://cps.ceu.hu/events.php>

**May 6, 2006, Workshop "Is the World Flat?"**

Working language: English

Contact:

Ivona Malbasic,  
phone: +36-1-327-3000/ext. 2027,  
fax: 36-1-235-6170,  
e-mail: [malbasici@ceu.hu](mailto:malbasici@ceu.hu)

**May 6, 2006, Workshop "Committee Governance in the Enlarged European Union"**  
Working language: English

Contact:

*Uwe Puetter,*  
phone: +36-1-327-3000/ext. 2335,  
fax: 36-1-235-6170,  
e-mail: puetteru@ceu.hu,  
more information:  
<http://cps.ceu.hu/events.php>

**May 19, 2006, Workshop “First Annual Roundtable on Fiscal Affairs in the Former Soviet Union and Central and Eastern Europe**

Working language: English

Contact:  
*George Guess,*  
phone: + 36-1-327-3000/ext. 2493,  
fax: 36-1-235-6170,  
e-mail: ggguess@osieurope.org

**July 3-12, 2006, Course “Strategic Corruption Control and Organizational Integrity”**

Working language: English

Contact:  
*Lilla Jakobsz,*  
phone: + 36-1-327-3132,  
fax: 36-1-235-6170,  
e-mail: jakobs1@ceu.hu,  
more information:  
[http://cps.ceu.hu/sun\\_corruption\\_control\\_06.php](http://cps.ceu.hu/sun_corruption_control_06.php)

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

**May 22 – 23, 2006, Seminar “The Common Assessment Framework and the Balanced Scorecard”**

Contact:  
*Ms. Ann Stoffels,*  
phone: +31.43.3296317,  
e-mail: a.stoffels@eipa-nl.com,  
fax: +31.43.3296296)  
web site: <http://www.eipa.nl>

**June 1 – 2, September 18 – 19, November 27 – 28, 2006, Seminars “European Public Management Programme”**

Contact:  
*Araceli Barragan,*  
e-mail: a.barragan@eipa-nl.com,  
phone: +31 43 3296 325,  
fax: +31.43.3296 296,  
web site: <http://www.eipa.nl>

**June 14 – 16, 2006, Seminar: Democratic Changes and Economic Constraints – The Transition of Welfare States in Europe:**

Contact:  
*Roger Hessel,*  
EIPA-CEFASS European Training Centre for Social Affairs and Public Health,  
Via Copernico 38, Milano, Italy,  
phone: +39 02 / 67.100.600,  
E-mail r.hessel@eipa-it.com  
web site: <http://www.eipa.nl>

**June 15 – 16, 2006, Seminar “Implementing Plan-D – How to Communicate Europe Effectively”**

Contact:  
*Ms Eveline Hermens,*  
phone: +31.43. 3296259,  
e-mail: e.hermens@eipa-nl.com,  
fax: +31.43. 3296296,  
web site: <http://www.eipa.nl>

**Seminars on European Negotiations:**

**June 14 – 16, 2006, October 9 – 11, 2006, European Negotiations I: Techniques to Manage Procedures, People and Package Deals to Survive European Negotiations**

**April 27 – 28, 2006, November 16 – 17, 2006, European Negotiations II: You and the EU: Techniques to Manage Interpersonal and**

Contact:  
*Noelle Debie,*  
phone: +31.43.3296 226,  
fax: +31.43.3296 296,  
e-mail: n.debie@eipa-nl.com,  
website: [www.eipa.nl](http://www.eipa.nl)

**Events of the National Institute of PA, Bucharest, Romania**

**May 2006, October 2006, International Conference “The Role of Prefects and Sub-prefects within the New Regional Public Administration from Romania”**

Working language: French

Contact:  
*Daniela Badea,*  
e-mail: daniela.badea@ina.gov.ro,

*Mariana Bucur,*  
e-mail: mariana.bucur@ina.gov.ro,  
phone/fax: +402-1-314 5056

**June 15 – 16, 2006, International Seminar “European Social Fund”**

Working language: English

Contact:  
*Leonard Ionița,*  
e-mail: leonard.ionita@ina.gov.ro,  
phone/fax: +402-1-314 5056

**July 6 – 7, 2006, International Seminar “European Public Procurement and Public Private Partnerships”**

Working language: English

Contact:  
*Daniela Feraru,*  
e-mail: daniela.feraru@ina.gov.ro,  
phone/fax: +402-1-314 5056

**September 11 – 16, 2006, Training of Trainers “Enhancing the Absorption Capacity regarding EU-Funds in Romania 2005 – 2006”**

Working language: English

Contact:  
*Leonard Ionița,*  
e-mail: leonard.ionita@ina.gov.ro,  
phone/fax: +402-1-314 5056

**September 2006, International Forum of Institutes and Schools of Public Administration from EU countries, Member States, Associated and Observers within the International Organization of the Francophony from Central and Eastern Europe and from Canada**

Working language: French

Contact:  
*Mariana Nastase,*  
e-mail: mariana.bucur@ina.gov.ro,  
phone/fax: +402-1-314 5056

## Recent Publications

### Local Authorities and Media. Information Management - Public Relations - Local Government Promotion

Editors: S. Michałowski, W. Mich  
Publisher: Wydawnictwo Naukowe UMCS, Lublin 2006,  
Language: Polish.  
PRICE: PLN 32 (app. 8 euro)

#### Resume:

The book consists of almost thirty articles referring to information policy of local governments; citizens access to public information; relations between local government and mass media; marketing and PR in local government.

### Democratic Transition: Senior Civil Servants and the Political-Administrative Interface



Proceedings from the XVIII International Congress on the Training and Development of Senior Civil Servants held in Kyiv, Ukraine, 15 – 17 June 2005

Editor: Svitlana Sokolyk  
Publisher: Kyiv: K.I.S., 2005  
Language: Ukrainian and English

#### Resume:

This publication includes keynote speeches and presentations of the prominent scholars and public administration practitioners, heads of national civil services and training institutions, representatives of international organizations – participants of the XVIII International Congress

on the Training and Development of Senior Civil Servants, as well as summaries of the issues discussed during plenary and working group sessions, Congress findings and recommendations on improving civil service standards, elaborating common principles of good governance and modern innovative approaches to training and professional development of senior executives.

The book's main target groups are civil servants and politicians, policy makers and consultants, as well as trainers, students and researchers in the field of public administration.

The full text of the publication is available at:

[http://www.academy.gov.ua/pdf/Congress\\_eng.pdf](http://www.academy.gov.ua/pdf/Congress_eng.pdf)

[http://www.academy.gov.ua/pdf/Congress\\_ukr.pdf](http://www.academy.gov.ua/pdf/Congress_ukr.pdf)

#### Contact:

Svitlana Sokolyk, National Academy of Public Administration, Kyiv, Ukraine, phone/fax: +380 44 456 67 84, e-mail: [sokolyk@academy.gov.ua](mailto:sokolyk@academy.gov.ua)

### The Visegrad States on the EU's Eastern Frontier. Consular and Visa Co-operation in East Central Europe for Residents of Ukraine and Moldova

Authors: Piotr Kazmierkiewicz, Dora Husz, Juraj Misina and Ivo Slosarcik

Publisher: CPS Policy Studies series, Center for Policy Studies, Central European University

Language: English

More information: [http://cps.ceu.hu/polstud\\_consularvisa.php](http://cps.ceu.hu/polstud_consularvisa.php)

#### Resume:

This study takes a close look at the visa and consular policies of the Visegrad countries (V4) - the Czech Republic, Hungary, Poland and Slovakia - in the context of recent EU accession and the requirements of full integration into the Schengen system. For the Visegrad countries'

Eastern neighbours the requirement to obtain a visa, introduced by the V4 to comply with the EU's Justice and Home Affairs acquis, in order to travel to the new member states was the single most disruptive aspect of EU enlargement. The principal aim of this study, undertaken by four research institutes from the four countries, is thus to assess the feasibility of closer co-operation among the Visegrad governments and authorities in order to improve access for the citizens of Ukraine and Moldova.

### Managing Government Property Assets: International Experiences

Editors: Olga Kaganova, James McKellar

Price: 32.50 USD

#### Resume:

The book dissects a topic of lasting significance to mature and reform economies, given the extent of public ownership of land and buildings throughout the world. The book, representing the work of 16 scholars and practitioners from 7 countries, is directed toward reform-oriented governments, offering a framework to help them meet a challenge that other reformers have overcome. For professionals working with public property, this book is an invaluable resource on conceptual thinking, best practices, lessons learned, and new ideas, some successful and others not. It bridges the gap between two seemingly disconnected universes: those few countries that have implemented public property management reforms and the majority of countries only now beginning to struggle with the task. The book also offers insights into management experiences below the national level, about which little have been previously written.

Orders - Urban Institute Press online at <http://www.uipress.org>, phone: +1-202-261 5687, or +1-877-847-7377



## Recent Projects

### **Center for Policy Studies, Central European University, Budapest, Hungary**

#### **Research on Roma Women's Unemployment**

In cooperation with the Open Society Institute's Network Women's Program and the Roma Women's Initiative (RWI), a small-scale research project has been established in order to contribute to a more gender-sensitive strategic discourse on Roma issues at the national and European Union level. The objective is to collect information on the employment situation of Roma women in Albania, Bosnia and Herzegovina, Bulgaria, the Czech Republic, Croatia, Hungary, Kosovo, Macedonia, Romania, Serbia and Montenegro, and Slovakia.

Contact:

Lilla Jakobsz, e-mail: jakobsz@ceu.hu, Angela Kocze, e-mail: angelakocze@romawomensinstitutes.org

More information: <http://cps.ceu.hu/romapolicyfellowship.php>

#### **Social Capital and Socio-economic Cohesion in the Enlarged European Union (SOCCOH)**

The Center for Policy Studies is one of seven partner institutions in an international consortium working on the SOCCOH project, funded through the European Commission's 6<sup>th</sup> Framework Program. The project is coordinated by the London School of Economics and Political Science in the United Kingdom. This research investigates how social capital and civil society may stimulate social partnerships, improve administrative capacity and so help meet European development goals. The work will look at

patterns of interactions between social capital levels, civil society capacities and the effectiveness and efficiency of development policy processes in cohesion countries, new members states and candidate member states.

Contact :

Andrew Cartwright, phone: +36-1-327-3000 ext. 2397, fax: 36-1-235-6170, e-mail: cartwrighta@ceu.hu, more information: <http://cps.ceu.hu/soccoh.php>

#### **European Coalition for Community Living**

The European Coalition for Community Living (ECCL) is a Europe-wide initiative working towards the social inclusion of people with disabilities by promoting the provision of comprehensive, quality community-based services as an alternative to institutionalization.

Contact:

Ines Bulic, phone: +36-1-235-6184, fax: 36-1-235-6170, e-mail: coordinator@community-living.info, more information: <http://cps.ceu.hu/eccl.php>

#### **Municipal Training Centre, Kaunas University of Technology, Lithuania**

##### **Implementing Local Development Strategies in Lithuania: Improving Public Service Delivery through Strengthening the Capacity for Partnerships and Sound Financial Management"**

Objective: to provide target beneficiaries – municipalities in Lithuania - with technical assistance and practice-oriented training in the areas of municipal partnerships and program budgeting.

The project's primary targets are small and medium-sized

Lithuanian municipalities that will receive technical assistance and practice-oriented training.

The project is funded by United Nations Development Programme, participating 17 Lithuanian municipalities (out of 60).

Contact:

Rimantas Rauleckas, phone: +370 37 40 77 20, e-mail: konsultacijos@savivalda.lt

##### **Strengthening of Community Activism in Belarus through Development of Communal Property Management Skills and Strengthening of Local Communities through their Involvement in Regional Development Strategy Preparation"**

Objectives of the project are to promote community activism in Belarus through involvement in communal property management initiatives; to improve knowledge and skills of pilot community members in effective management of communal property; to promote closer cooperation between different community groups of pilot communities; to advance cross-border contacts of Belarusian and Lithuanian organizations; and to initiate the development of local/regional development strategies in Belarus, to strengthen the public participation in local decision making, transfer best Lithuanian practices and methods in regional/local development planning and development, to strengthen relations between Lithuanian and Belarusian local activists and expert groups.

Contact:

Liudas Andrikis, phone: +370 37 40 77 20, e-mail: projektai@savivalda.lt

# 2<sup>nd</sup> National Conference on Quality in Public Administration

**Ms Irena Recinová, Mr Pavel Kajml, Ministry of the Interior, Modernisation of Public Administration Department, Czech Republic**

**December 5 – 7, 2005, Plzeň, Czech Republic**

The Conference, which welcomed more than 200 participants from all levels of public administration in the Czech Republic, focused on the increase of the quality of services in the public sector in the Czech Republic. In parallel discussions, not only individual methods of quality management in the territory of the Czech Republic were introduced, but foreign experts introduced also the current innovative methods and European trends in public administration quality, in the so called “Master Class”. The Conference program included seminars on various models of quality in an organization or public authority, as well as information about the projects on quality in public administration in the Czech Republic implemented in the years 2005 – 2006. The Conference provided the opportunity for all participants to exchange experience in increasing the quality in an organization at the level of local public administration and central state administration, as well as in public sector organizations.

The starting day of the seminar was dedicated to parallel seminars. Participants could acquire information about the CAF model (Common Assessment Framework), representing the first step in the increase of efficiency of an office, and

about benchmarking in public administration.

In 2005, The Ministry of the Interior announced the first year of a competition for an award of the Ministry for quality in public administration, in order to support those municipalities or regions which not only realize the importance of quality in their work but also look for ways to achieve it. The Ministry Section of Public Administration supports these activities in terms of organization and methodology as much as possible. The efforts to achieve quality are giving rise to a quality movement involving mutual exchange of good practices.

The second day of the Conference began with a plenary session, during which the results of concrete projects implemented in the Czech Republic and Slovakia in the past year were presented. Concrete examples of good practices were presented, and experience of the application of various instruments discussed.

Simultaneously with these sessions, Master Class seminars took place with leading foreign experts. Elke Löffler, a scientific rapporteur of the 3<sup>rd</sup> and 4<sup>th</sup> Conference on Quality in Public Administration in the EU States and the Chief Executive of Governance International, chaired the discussion on the topic “the Citizen’s Char-

ter” and on the project to be piloted in the Czech Republic under the support of the Sigma program (common program of the EU Commission and the Organisation for Economic Co-operation and Development – OECD).

The Citizen’s Charter is a public document prepared by a public service provider who comes into direct contact with citizens. In principle, the document informs citizens how to make use of the concrete services provided; what are their rights when dealing with authorities and how to proceed when attending to the relevant requirements; who are the contact persons competent to deal with the specific problems; how to acquire information or file complaints etc. The Charter should be posted wherever the citizens have free access to it; i.e. at the respective authorities or institutions providing public services or at their web pages. The aim of the Citizen’s Charter is, first of all, to clarify and improve the services provided for citizens by public administration, by ensuring that they are informed of what they can request, as well as where and under what conditions they can do so.

In her presentation, Elke Löffler also acquainted the audience with practical experience of the implementation

and functioning of these charters in several European countries, e.g. in the United Kingdom, Spain or France. She also mentioned the successes and challenges accompanying the creation of individual Citizen's Charters. She emphasized that wherever these charters had been implemented, not only formally, but in actual practice, they had always brought positive results and an increase in the quality of the provided services, consequently also increasing the satisfaction of citizens as well as the employees of the given institution or authority.

The last day of the conference was assigned to presentations of the ideas and approaches awarded by the Ministry of the Interior by awards for innovations in the local public administration for the year 2005. Altogether 9 awarded solutions were introduced, each being followed by a short discussion. The winners received the awards from the Deputy Minister of the Interior for Public Administration Dr. Josef Postránecký, who in conclusion pointed out that awards handed out at the Conference could only formally acknowledge the invested efforts, for the real reward for all officials and employees in public administration was a satisfied citizen.

The 3<sup>rd</sup> National Conference on Quality in Public Administration in the Czech Republic is going to be held in Liberec on 17<sup>th</sup> to 19<sup>th</sup> January, 2007.

## Translation of Selected Publications into CEE National Languages

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

### How to apply:

Eligibility is limited to members of NISP Acee 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; Please send letters of inquiry and applications to NISP Acee Secretariat.

### The deadline:

May 31, 2006

## NISP Acee 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. Those authors whose papers are selected for publication will receive a modest honorarium.

## Winner of Alena Brunovska Award



### Tiina Randma-Liiv

Tiina Randma-Liiv is Professor of Public Management at the University of Tartu, Estonia. She has graduated from the Faculty of Economics, University of Tartu and obtained her Master's degree in Public Administration from New York University. Tiina defended her PhD at the Department of European Studies, Loughborough University in 1999. Before committing herself to the academic career in 1995, she worked for the World Bank and as a management consultant. She has been a visiting professor at the Catholic University of Leuven and at the University of Gdansk. Tiina is a co-founder of PRAXIS - the biggest and most influential policy think-tank in Estonia. She is a member of the Academic Council of President of Estonia (Committee of the Development of Local Governments) and a member of the OSI Sub-Board for transforming national foundations in new EU member states. She served in the NISP Acee Steering Committee in 1997-2000. Her main research interests include civil service reforms, performance management, policy transfer and small state administration. Tiina is a member of editorial board of the Journal of Comparative Policy Analysis and a journal Halduskultuur. Administrative Culture.



# „HOW TO BE A BETTER POLICY ADVISOR in Public Administration Reforms – Training of Young Professionals“

Written by Ms. Lesya Il'chenko-Syuyva, NISPAcee trainer



The joint project „How to be a better policy advisor in Public Administration Reforms - training of young professionals“ which was started in December 2005, has been launched by NISPAcee in co-operation with **The Faculty of Political Sciences of the University of Belgrade, Serbia and Montenegro** under funding facilities of **Slovak Aid, Bratislava-Belgrade Fund**.

The main goal of the project is to provide policy advice for the successful reform of public administration in Serbia and Montenegro. The objective of the project will be achieved by the incorporation of the NISPAcee training course, “How to be a better policy advisor” into the teaching curricula of The Faculty of Political Sciences of the University of Belgrade by implementation of the series of the training courses for advisors, “How to be a better policy advisor” and special trainings of local trainers.

Within the implementation process, a number of interim aims have been already successfully achieved. Thus, in the framework of the overall project were **trans-**

**lated into Serbian language the manual for advisors and manual for trainers** on “How to be a better policy advisor” that covers but is not limited to the main components of the advisory process, policy cycle issues and its correlation with policy documentation, problems and milestones of the work with the client.

A further logical step of project implementation was

conducting a series of training for trainers courses that covered first part of the **Training of Serbian Trainers (February 16 – 18, 2006)** in terms of methodological part and training skills led by **Slovak trainers Ms. Luba Vavrova and Ms. Krasimira Lackova**. The introduction was made by the **Dean of the Faculty - Prof. Milan Podunavac, Third Secretary of the Embassy of the Slovak Republic - Mr. Tomas Ferko** and NISPAcee representative **Ms. Elena Zakova**.

The second part of the **Training of Serbian Trainers, February 27 – March 2, 2006**, was, in fact, the course “**How to be a better policy advisor**” led by international team of NISPAcee trainers **Ms. Lesya Il'chenko-Syuyva, leading trainer (Ukraine), Mr. Georgi**





**Shopov (Bulgaria) and Mr. Alfredas Chmieliauskas (Lithuania).**

Within the Training of Trainers component of the overall project, a team of Serbian trainers was trained. Finishing successfully the training on advisory process and having a broad experience in teaching and training as well as wide advisory experience in international institutions and Serbian central and local government bodies let Serbian trainers to be fully involved as trainers into the next step of the project. It covered conducting “**How to be a better policy advisor**” course, **April 5-8, 2006**, for two groups of selected Serbian trainees, mainly PhD students, who are fluent in English. This



pilot training was successfully led by two teams of Serbian trainers. 1<sup>st</sup> team: **Ms. Snezana**



**Djordjevic, Ms. Tamara Dzamonja Ignjatovic, Mr. Zoran Krstic and Mr. Aleksandar Panovski.** 2<sup>nd</sup> team: **Ms. Dragana Mitrovic, Ms. Maja Kovacevic and Mr. Dejan Pavlovic.** The pilot training and the work of trainers were supervised by **Ms. Luba Vavrova**

and **Ms. Lesya Il'chenko-Syuyva**, who were responsible for training of Serbian trainers. As a result of the training 23 Serbian trainees representing various government bodies, academic institutions and NGOs were trained and awarded by certificates.

During and after the training, participants have repeatedly highlighted their high interest in the training and its importance for their further career development. A considerable amount of time was spent developing interpersonal communications as well as sharing experience of working for the central and local government bodies, internation-

al institutions and NGOs. The trainees expressed their willingness to continue their advisory carriers to the benefit of their country.

Last project activity - training course for selected participants in Serbian language is planned to be held on June 29 – July 2, 2006.

Call for applications available on [www.nispa.sk](http://www.nispa.sk).

## **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 127 Institutional members (from 23 countries), 34 Associate members (from 19 countries), and 220 Observers (from 35 countries).

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

Academy of Economic Studies,  
Bucharest, Romania

"AdInfoSys" Management  
Institute, Yerevan, Armenia

### **New Associate members of the NISPAcee**

EAPAA (European Association for Public Administration Accreditation),  
Twente, The Netherlands

Maastricht Graduate School of Governance,  
Maastricht, The Netherlands

Aston Business School, Aston University,  
Birmingham, UK

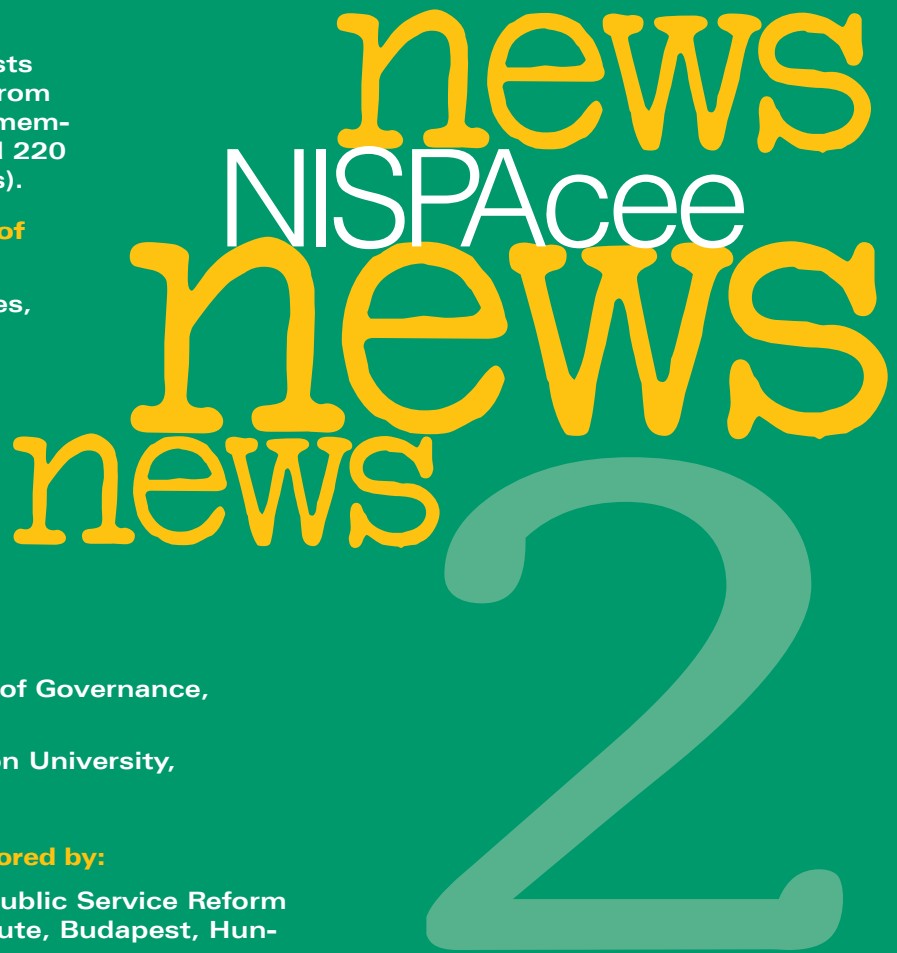
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