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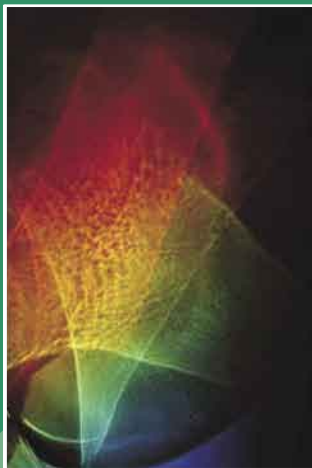
The Requirements of the Modernisation of the Hungarian Local Government System

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Starting point

One of the most significant consequences of the change of the political system in the 1990s was the transformation of the public law system. Owing to this, the operation of some of the former organizations belonging to the state and to the political sphere ceased to exist; others fundamentally changed. Furthermore, some institutions based on the new democratic political requirements were established as well.

The change which was the largest one in respect of its volume and nature took place in the system of local administration and organization, as Act LXV/1990 on Local Governments was one of the first acts accepted by the democratically elected Parliament. This meant that the Soviet-type centralized council system was replaced with the outlines of the local government system which were completely new in their basic values and operation.



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In the Act concerning Local Authorities, the right to local government as a consequent enforcement of the collective fundamental right resulted not only in the doubling of the number of local authorities (nearly 3200), but also in the fact that, in the spirit of freedom and independence, local governments were vested with high responsibility irrespective of the conditions determining their performance. The accomplishment of local autonomy was based on the assumption that local organs would establish direct and intensive relations with the inhabitants, thus representative democracy would be supported by different participation forms and mechanisms.

In retrospect, it can be established that the structure of power resulted in a “sandglass-like” model¹, since along with the still strong central organs, the role of the deconcentrated organs, filling up the established vacuum almost consequently, was appraised by the regional administration due to the significant weakening of the position of public law and competence on the middle level. Along with the uniting and separating, more than three thousand local authorities, mostly in villages and small towns, became stable on a lower level. After the “launch” of the system, the euphoria accompanying the change was curbed by the restrictions which – for obvious reasons – received little or negligible attention during the change of the political system.

Diagnosis

Following the first election cycle, the values and the deficiencies of

the democratic local government system were emphasized by the political² and professional³ evaluations. The original aim of the legislators was properly reflected by local political and municipal autonomy, the accomplishment of independence, the large variety of opportunities in economic freedom and the alternatives ensured by services: cooperating with the whole population, municipalities shall settle the future of their own, relying on a large scale of fundamental rights of local authorities to ensure a higher standard of living. On the other hand, even the best efforts could fall through in a specific case due to some objective circumstances. Substantial improvement in the people’s living conditions in the area was not possible owing to small size (low number of population), limited financial, professional, individual capacity and the obsolescence of the institutional system of the greater part of municipalities. Normally, resources were exploited in the course of the provision of the basic services; thus development became unattainable for the population in smaller towns and villages.

The amendments adopted in 1994 and afterwards did not essentially change the nature of the local government law. The basic constituting element of the system continued to be the local political autonomy and the institutional manifestation of power. Simultaneously, efficiency, as one of the requirements, was gradually marked up based on opera-

tional experience in the light of the limited state resources and the limited economic, entrepreneurial, fundraising ability of the majority of local authorities.

The series of regulation reforms⁴ preferred by the legislators, the rationalization of jurisdiction vesting, the facilitating of organizational, financial, administration and information reforms resulted only in slight changes. Not only because the modernization of legal – standard nature has limited latitude but also because the system of complicated interests developed by the stabilization of the basic structure resisted any sort of large-scale change. The inertia of the organizational structure established previously easily rejected the politically and methodologically immature conceptions of different political powers taking turns in each election cycle. This gives the explanation to the fact that – apart from minor accomplishments – public administration and local government reforms on the agenda for the last 15 years have not really been successful after all.

In terms of public law, the most essential value of the Hungarian local government system is the autonomy of the local, regional governments. Depriving people of that autonomy is not required; what is more, this cannot be implemented. What is inevitable is the change of the foci of the local governments’ operation: political self-determination and autonomy are not complete without high-standard services, good living conditions

1 The comparison became known and used widely by the research made by Pálné Ilona Kovács.

2 ‘The development of local government act’ (1993) 43 *Hungarian Public Administration* 641 thematic issue

3 I. Verebélyi, ‘The main tendencies of the development of local government system’ (1995) 45 *Hungarian Public Administration* 65 or P. Fürcht, ‘Modernisation of local government institutions’ (1993) 43 *Hungarian Public Administration* 709

4 For example: 1100/1996. (X.2.) Government resolution on the reform of public administration, 2198/2003. (IX.1.) Government resolution on the modernisation of public administration or 1064/2004. (VI.28.) Government resolution on the deregulation on government administration and so on.



and the proper quality of life. The role of local governments is decisive both in the above listed and in the accomplishment of local democracy.

The formulation of changes and modifications necessitates making the diagnosis as precise as possible. The local government system, in its present state resembling the liberal political system of the nineteenth century, contains several contradictions. It is essential to record these because comprehensive fact-finding examinations concerning public administration and the local government system are noticeably missing.

- The first delicate issue is the problematical rivalry between the categories of small size and the great variety of tasks and jurisdiction. The organization following the Southern European (French, Italian) model with a large scale of responsibilities applied in the Scandinavian countries (Norway, Sweden, Finland) has become controversial by now. All this has led to the fact that in the case of municipalities general jurisdiction is not more than an elegant gesture or a symbolic authorization. It contains hardly any real rights. The formation of associations, a possible solution to the contradictions mentioned above, is one of the fundamental rights of local government law; yet, according to the facts, the inclination of the Hungarian local governments to

associate is far from being desirable, to a high extent due to the negative experience from the past. It is widely known that the government strived to handle anomalies originating from the dispersion of powers through the financial system⁵ already in the beginning, but practically those measures proved to be inefficient.

- The public sector is expensive, the operational expenses of the local government system are high, the public autonomy is not accompanied by financial autonomy in most of the settlements, and thus these local governments are continually at the mercy of budget resources and distribution

5 The abrogated Government resolution 1026/1992.(V.12.) said: "Holding the autonomy of local governments in respect, incensing integration process based on mutual interest are both significant. During this priority shall be ensured for district notaries, administrative associations and other forms of cooperation in the financing system." According to our judgement, a real autonomy association is based on the recognition of the limits to organisational, professional, financial and personnel capacity as well as the demand for ensuring high standard services. If associations were established just for fundraising, the decrease in or the withdrawal of funds reveals the real situation immediately: these associations are like ad hoc communities of interests, with no real roots.

mechanisms. Due to the state subsidies, their dependency can be considered long-lasting. For example, 39 settlements out of 60 in Csongrád county⁶ are underprivileged owing to the circumstances, several of which suffer from liquidity problems. Not long ago, Ásothalom, a settlement, could avoid going into financial bankruptcy by receiving vis major support from the earmarked funds. The competition for development funds⁷ seems to continue.

- Contrary to the expectations, the politically overemphasized transition years and their consequences – understandable at the time – are characteristic of local authorities even today. According to some views⁸, local governments have become the "victims of politics", consequently there is a gap between them and the people. When creating the political structure, appointing the officials and distributing membership in committees, it is the politics and the influence of local

6 Report on the activities of Csongrad County Public Administration Office in 2005. Szeged, 2005.

7 G. Vági, *Competing for development funds: territorial distribution, social inequalities* (1982) Bp. KJK.

8 I. Kerékgyártó, 'Local authorities and the local society' (1995) *Hungarian Public Administration* 186

dominating parties⁹ that play a determining role, sometimes at the expense of expertise. It is to be remarked that e.g. in the Anglo-Saxon countries the situation is the opposite, there the political function of the local governments along with the traditionally strong service practice is to be reinforced by new methods and means.

The excessive emergence of the political parties on the one side, and the indifference and the apathy of the civil society on the other can lead not only to the loss of confidence but it can erode democracy as well, which is the basic value of self-governing.

Under the dominance of representative democracy, the institutions of direct and participative democracy are completely unutilized or less widespread. For the illustration of this, several examples can be enumerated from public auditions cancelled through the unanswered complaints of the public to public initiatives foredoomed due to the lack of support.

- The weakness of the middle level, the emptiness of its functions and the uncertainty of its future role imperil not only the integrity of the local government system, but they also render the implementation of the coherent administrative reforms more difficult and hinder the modernization of the traditionally strong sectoral management.
- In spite of the relatively large number of governmental initiatives, even the local level within the whole public sector shows only few signs of the cultural transformation neces-

sary for successful reforms. Development plans are one-sided, the legal-normative aspect (sollen tradition) is dominant, organizational, administrative and management methods are neglected – with no reason. Attention shall be focused on the fact that the modernization efforts are mostly central initiatives¹⁰ and that the inclination of the local and county authorities to innovate is far from being desirable, among others due to the unfavourable professional, personnel and financial circumstances.

- Within the public sector the dividing line between the state, private and non-profit areas is sharp and the various sectors are hardly transferable. There is no real interaction or stimulus in spite of the fact that marketing methods and means tend to be more widespread in the service practice. Cooperation on a large scale is impeded by the lack of the actual knowledge of consumers' needs, by incomplete service standards and also by the underdevelopment of the monitoring systems. The present static state is inconsistent with the governance-type practice, more and more widespread in Western Europe and facilitated by the EU organs as well, where public tasks are implemented by state-owned, private, non-profit organizations and those of other types.
- Fundamental changes are necessary both in the field of institutional-organizational level and human resources management level as well. Hierarchical structures based on traditional, rule-oriented, resource allocation shall be partly strengthened, partly

replaced by more flexible, economical, achievement – oriented units.

Proposals

When drafting the proposals concerning the development of the local-government system, with regard to Union membership as well, the fact that the narrower- broader environment has fundamentally changed, necessarily leaving its mark on the legal solutions when passing the local governmental fundamental law, shall be taken into consideration.

The tighter relation with the European Community, the direct effect of Union policies, the decisive role of the European regional policy in national development programs and the outlines of the European Administrative Space refer to the fact that in the future modernization programmes shall put emphasis on new dimensions which did not exist in 1990 at all. The so-called mega-trends (regionalization, Europeanization, transparency, liberalization and flexibility), existing at the local authorities in the Western countries, will have their effects also on our country owing to our membership, among others.

The evidently influential but by no means deterministic role of international environment does not give an exemption from the obligation to elaborate on the autonomous reforms adjusting to the county's historical, political, administrative and cultural traditions. The path-dependency winding along tradition and historical development has an effect not only on the acceptance of various reformist attempts, tendencies and in some cases fashionable trends, but on their implementation as well.

In addition to the general trends of development, the variety of national aims and priorities

9 The less perceptible dominance of party policy is to be felt mostly in cities, but it creates a real dividing line between local authorities and the civil society.

10 Such central initiatives are for example CAF, Best Practices and Citizen's Charters.

is also outlined. The heterogeneity of the reform conceptions of some countries indicates reorientation to local requirements, and not to following the general reform-wave without consideration. Undoubtedly, development can be accomplished only by balancing carefully. Simultaneous functional and structural reforms are necessary within a complex state reform, a really significant segment of which is the modernization of the local governments. While the first type of reforms is related to the correction of methods, techniques, expertise and financing, the latter is connected to the reorganization of structure, regulation and main points.

Today it is incremental modernization (functional reforms) which is preferred for the gradual development and adaptation of the existing system. A broad-range change involving several subsystems would possibly target the base of the systems. In addition to it, it is doubtful whether the continual postponement and the rhetoric means disguising it can be replaced with some dynamic measures, the signs of which have not appeared yet.

In any case, the reform-pattern in Europe shows that the last time that a large-scale structural change was required was in the sixties and seventies. Having been characteristic of the 80s and 90s, the strategy focusing on marketization and the diminishing state role is declining these days. At the turn of the millennium, the strategy of modernization and maintenance does not intend to increase the importance of the market at the expense of the state, but – to a certain extent – management instruments are welcomed by the public sector. The frameworks for optimal administration and service management (viable size) can probably be created much

more rapidly and more efficiently by respecting the existing political and power relationships. The only question is whether the Hungarian public sector utilizing the opportunities of marketization and minimalization only partially and controversially is really capable of following the determining line.

It is only a vague proposal that can be put forth in respect of the implementation of modernization. A relatively good answer to the basic issue concerning the right timing of carrying out the reforms can only be given by knowing the specifications of the concrete circumstances. A radical change made by bad timing can have as painful and unwelcome consequences as gradual correction curbed by the missing conditions.

We, democratic citizens with a right sense of justice and dignity, are in favour of integral reforms based on the bottom-up operation. We are of this opinion, hoping that the development of social, economic, political and cultural relations is a mutual interest recognised by all of us.

However, according to historical experience, the chance of the consequent and successful implementation of bottom-up initiatives, at least under politically stable circumstances, is really little. Owing to their structural, controversial and professional complexity, public administration, local government programs and developments can be controlled successfully only by one centre¹¹.

All this cannot mean the negligence of the necessary social

support, all the more so since stubborn resistance against the changes can be shown by the society in the interest of which the reforms are carried out. All the development concerning the government and the local authorities in the Central-Eastern European region (Poland, Slovakia) justifies the fact that the information of and the efficient support by the public are the sine qua non of all modernization.

Before the implementation of reforms, the vague picture of the future (centralized- decentralized state, the dilemma of regionalization – integration etc.) should be replaced by drafting a clear, coherent, well-timed, long-term development program, following a comprehensive survey. Its results depend on the efficiency of the political analyses, the feedback on experimental programs and the opportunities of the reform capacity, which at present are missing or not implemented properly.

What is fundamental is the consensus of the political parties concerning the main tendencies of the changes, as well as the elaboration of the structural and procedural background of enforcement along with the amendment of the Constitution and the laws concerned.

The establishment of the democratic Hungarian local authorities carried the force of revolution in 1990, as a fundamental move of the change of the public law system was the adoption of Act 1990/LXV.

The expectations concerning the fundamental role of local authorities not only in the formation of local politics and public life, but also in determining the voters' and inhabitants' quality of life have been confirmed by the last 15 years.

¹¹ See for example the experiences of Polish public administration reforms. J. Regulski, *Local Government Reform in Poland: An Insider Story* (2003) LGI Studies, pp. 217-229

The adaptability of the system is shown by the fact that – according to the requirements of the changing economic and social environment – the fundamental law has continually been more or less amended since 1990, complying with the requirements of modernization.

Thus the sector of local authorities has sufficiently met the challenges of modernization. Nevertheless, it is needless to say that the change of the legal-normative level is a necessary but not a sufficient condition of the reform. The modification of basic values, norms and habits, changes in culture and attitude are also necessary, which are less impressive and rather time-consuming. As for the international experience¹², cultural changes, even under favourable conditions, have their ups and downs, which clearly signify the contradictions and specifications of the transition.

Compared to the former period, the situation has completely changed due to partly internal and partly external causes. One of its characteristics is that the demand for the development of public administration is in close relationship with meeting the expectations and requirements based on our membership in the European Union. The operational experience of the last 15 years unambiguously shows that the requirements of the economical and efficient operation of the local authorities have become equal with the function of the local representation of interest. Figuratively speaking, nowadays political responsibility could be sold only at the expense of service efficiency.

All this means that the obligation of local authorities, specified in the Constitution, is to ensure the same level of services all over the country, as local authorities are part of the structure – system of the state. After all, the provision of proper and quality public services is the responsibility of the state as well, mainly in case of local authorities subsidized by the state. These requirements can be met by the present system only at the expense of serious deficiencies.

A more economical and responsible management can be indirectly facilitated by the supervision of the frequently formal role of financial committees. The more efficient, supervisory supplementation of the weak system of ways of the present-day internal and external controlling forms (Administration Office, State Audit Office) is really necessary, and last but not least the reinforcement of civil control is also needed.

The change in approach is inevitable in the whole local government sector. Besides the engagement in politics based on ideology and value, the significance of local policies justifiable by pragmatic, practical and actual results (investments, environmental protection), has become determining, not least due to the crisis symptoms of the institutions of representative democracy. Or as one of the officials¹³ said: 'autonomy is not a question of quantity, but that of quality'. The quality of the operation of local authorities can primarily be ascertained not through comparing it to the political programs of the parties, but much rather through objective indices (infrastructure, institution network, culture, health care), which

justify the implementation of the local aims of special policy.

Knowing the characteristics of the settlement structure, the traditions of the Hungarian public administration and the institutional forms of municipalities, it is fairly difficult but not impossible to fulfil the requirements of the modern and efficient local government with a system operating with small settlements.

The solution, which may be called modernization, has several alternatives. Currently the reinforcement of integrative, coordinative mechanisms is on the agenda in the form of small region associations, ensuring the prevalence of the professional advantages of the association by financial incentives and interests. The institutionalization of sub-regional associations as integrational junctions raises contradictions¹⁴. As long as horizontal integrations are not achieved, the pressure of expediency, cost-efficiency and efficiency will lead to the fact that after a while tasks and powers will be accomplished one level higher, arising from subsidiarity. Whether that level will be the obligatory association or the small region municipality, is still unknown.

The establishment of regional authorities can be considered a change with consequences on a large scale, for which preparatory work has been carried out by theoretical and practical experts for years. It should be realized that regionalization is not an external pressure from the Union but an internal modernisational and democratic challenge, which shall be responded to fundamentally within the framework of national interests and conditions. In respect of their artificial inter-

12 M. S. de Vries, 'Generations of Interactive Policy-Making in the Netherlands' (2005) 71 *International Review of Administrative Sciences* 577

13 M. Mészáros, 'Small regions experiences' (2004) 6 *Jegyző és Közigazgatás* 10

14 É. Károly, 'On the margin of small regions' (2004) 6 *Jegyző és Közigazgatás* 12

nal participants, unintegrated regions with conflicts are unable to gain the advantage of larger areas. It would be too early to make any kind of prediction for regional reforms. The history of the Hungarian public administration¹⁵ and local governments can exemplify successful and less successful developments in a large number.

When transforming the regional level, the fact should be considered that there are a great number of settlements, consequently there are numerous practice techniques at the county level depending on the conditions, transformations, the institutional structure and mostly on the practice applied. While the operation of part of the counties is narrowed down to the maintenance of the institutions, in other parts the interests of municipalities are served on a high level through coordination. For this reason the differentiated approach to the issues on the county level is justified, simplifications lead only to wrong conclusions if only because restructuring regional governments necessarily has unpredictable consequences for the function and role of the central and local organs.

Apart from the broad range of reforms, control and feedback mechanism in the operation of organs shall be improved. For the enforcement of efficiency and effectiveness¹⁶, the introduction and application of a differentiated, multi-level program and evaluation methods are required. Civil servants are expected to acquire new-type

skills and abilities (management methods and techniques), while preserving traditional values (legitimacy, justice, equity and predictability).

The integration of representative structures with the functions of a "small Parliament", the concentration of the office apparatus of low efficiency would be desirable through professional and public administration rationalization. The compulsory introduction of differentiated office models based on the size and service province of the settlement, compulsory basic exams in public administration for filling the post of mayor of a settlement with a certain number of inhabitants and the employment of service managers in cities would be justified. Municipal affairs as a profession can hardly be practiced today without sufficient qualifications. The local government manager would be in charge of service tasks in the first place, while the notary would exercise traditional public-administrative, official and legal powers.

Along with numerous open questions, one fact is certain. The complexity, the time limits and the contradictory nature of the tasks to be carried out substantiate the view according to which modernization is a continuous task to be fulfilled through the cycles. There are no instructions for their performance as they are determined by national characteristics. In the light of international experience it becomes clear that, in addition to the global approach of institution development, the exact knowledge of the circumstances of a country and the program based on it is the guarantee of success.

The challenge of the future is evident: local governments as important elements of modern public administration could not accept the role of weak, inside-

looking institutions; on the contrary, they should provide a new and active community role¹⁷. In order to implement this goal, they need to have close contacts with local citizens, less influence from parties and reliable, efficient service practices along the European standards.

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17 This role is based on a common vision of future, where there is a partnership among different sectors to implement quality services for all citizens.

15 K. Martonffy, 'The innovation of Hungarian public administration' (1940) Budapest, Királyi Nyomda

16 The explanation of efficiency and effectiveness is provided by A. Ágh from the point of view of public policy. Source: <http://www.idea.gov.hu>

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The MBA Programme of MODUL University Vienna has been specifically launched to strengthen the leadership capacities of mid-career civil servants in Central and Eastern Europe, South-Eastern countries and Russia. We all know that effective human resource management is still an ideal in most public agencies – but usually not a reality. The MODUL MBA Programme therefore puts a strong emphasis on personal coaching and mentoring for each participant. Leading academics of Western and Eastern European countries will provide inputs on cutting-edge public governance and management issues. From the very beginning of the programme, participants will be supported to develop and refine a detailed case study which will identify and evaluate new solutions to the key issues facing their agency.

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Master Programme in European Integration and Regionalism

We have the pleasure to announce you the start of application process for the fifth academic year of the **Master Programme in European Integration and Regionalism** offered by University of Graz (Austria) and implemented in cooperation with European Academy of Bolzano (Italy) and European Institute of Public Administration (Luxembourg and Barcelona).

The core topics are:

- Module I: European Integration (2 residential weeks in September 2007, Bolzano, Italy)
- Module II: EU Law (2 residential weeks in November 2007, Luxembourg)
- Module III: Federalism and Regionalism (2 residential weeks in January 2008, Graz, Austria)
- Module IV: Regional and Social Cohesion (2 residential weeks in April 2008, Barcelona, Spain)
- Module V: Minorities and Diversity (2 residential weeks in June 2008, Bolzano, Italy)

Applications can be made either to the full Programme or to single modules. In the latter case attendance of a module will lead to the award of a certificate.

Degree

Successful participants of the Master Programme will be awarded by the University of Graz the academic degree of a "Master of European Studies" (M.E.S.).

Target group

- Civil servants from local, regional or national administrations who are dealing with EU

affairs and therefore require both theoretical and practical training in EU and regional issues;

- Lawyers, economists, social scientists and others in the employment of non-governmental organisations wishing to enhance inter-disciplinary skills and to specialise on different aspects of European integration, regionalism and diversity;
- Graduate students wishing to acquire a more in-depth understanding of EU and regional issues, beneficial for a future career in the academia or even practice-orientated work.

Deadline for application

The deadline for application for the academic year 2006/2007 is **1 June 2007**.

Start of the programme

The first module of the academic year 2005/2006 will start on **3 September 2007**.

Further information about the Programme as well as the application forms can be found at <http://www.eurac.edu/meir>

We would appreciate if you would disseminate information about the Masters Programme to anyone who may be interested in participating.

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Study trip to the Netherlands on social inclusion, integration and safety, 26 – 27 April 2007

The new Urban Policy programme of the Dutch central government puts a strong emphasis on “social aspects, integration and safety” in Dutch cities. Indeed, the Dutch government has been praised by the EU Commission for its implementation of the National Action Plan against Poverty and Social Exclusion. This has given rise to a myriad of successful approaches to tackle these problems from from different angles, such as fighting discrimination, education, promoting labour participation and stimulating integration.

The study trip will showcase the a number of projects which succeeded in improving the social participation and access to services of ethnic minorities in The Hague, the partnership-oriented approach of the Haaglanden police forces in dealing with

cases of honour and a civic street policing scheme in districts with high proportion of ethnic population in Rotterdam.

The issues to be explored on this trip will be:

- How to develop partnership approaches improving the objective and subjective perception of safety of citizens
- How to improve access to decent housing of socially disadvantaged groups
- How to improve integration to the labour market of vulnerable groups
- How to overcome particularly high levels of exclusion and discrimination experienced by ethnic groups

Study trip to the Stuttgart region on citizen participation, 10 – 11 May 2007

The South-Western state of Baden-Württemberg is at the top of the league in Germany in terms of citizen engagement. Our visit will take you to several very impressive organisations – an award-winning local authority, a private sector company which has won acclaim for its involvement of staff in social responsibility programmes and several other champions of good governance in the region. The programme will conclude with a session on how to develop a joined-up approach to citizen engagement.

The issues to be explored on this study trip will be:

- How to develop a community of active citizens
- How to make local councillors part of participatory processes
- How to get local companies and the press engaged in supporting citizen engagement

- How to sustain citizen engagement
- How to develop and implement a co-ordinated strategy of citizen engagement, not just a set of separate initiatives

Study trip to Finland on E-government, 7 – 8 June 2007

According to the OECD, Finland is No. 1 in e-government. Our visit will show you why and focus on latest developments.

The issues explored on this study trip will be:

- How to overcome the digital divide
- How to join-up public service delivery with e-government
- How to use ICT effectively in education and adult learning (e-learning)
- How to develop and implement a coherent strategy for the information society, not just a set of separate initiatives

The study trip will give you the opportunity to explore innovative e-government projects in Helsinki and Tampere which involves a 2 hour train journey.

Study trip to Tuscany on sustainable development, 18 – 19 June 2007

The Province of Siena has a long-standing tradition of sustainable rural development. Unlike other famous regions of Italy, it has been eager to protect its rich endowment of idyllic rural landscapes, artistic and cultural assets, as it recognised at an early stage that it can only be a successful tourist destination if it manages to balance the ever increasing demands for car traffic with the desire of tourists and local residents to live in a quiet and peaceful environment. At



the same time, the low density and very dispersed pattern of towns provide a major challenge to efficient service delivery at local level – a challenge which has necessitated imaginative use of e-government approaches.

This challenge is particularly acute for waste management. Consequently, the Province of Siena set up in 1996 a Waste Management Observatory to carry out environmental analyses, to keep citizens informed about changes in the local environment and engaged in improving that environment, and to integrate the system of waste management.

However, sustainable development in Siena goes well beyond environmental issues, focusing also on public health and community safety issues.

The issues to be explored on this study trip will be:

- Innovative e-government solutions to providing public services in a rural area
- How to set-up and manage an integrated waste management system in an area with urban sprawl and low population density
- How to involve citizens in sustainable development initiatives
- How to develop and implement an action-oriented strategy of sustainable development

Study trip to the United Kingdom on Quality and Performance

Management, 18 – 19 October 2007

UK public agencies have had more than 20 years of experience with quality and performance management tools and approaches. This makes the UK a particularly interesting case to explore the practical impacts of tools and approaches which are now spreading to the public sectors of other European countries and beyond. This is your chance to hear from senior officials and front-line staff what lessons can be learnt from the UK. The study trip will include visits to the Cabinet Office, the Audit Commission and other public agencies in the London area.

The issues to be explored on this study trip will be:

- How to improve customer orientation through service charters
- How to design and run a Balanced Scorecard
- How to carry-out self-assessments based on the EFQM model
- How to organise effective benchmarking circles

Study trip to the Paris region on participative budgeting, 6 – 7 December 2007

The recent riots in France have shown how important it is to give citizens a say and to listen to them. Our visit will lead you to local government champions with a long-standing experience in participative budgeting.

The issues explored on this trip will be:

- Three different approaches of running participative budgets
- Giving citizens a role in holding the local council to account
- Mobilising ethnic minorities to get involved

Participation fee

The fee for each individual attending a visit is EUR595 or £395. This covers all briefings during the visits, the written materials prepared by Governance International (including a post-trip CD ROM of all important documents related to the case studies), travel during the visits, meals and refreshments. Participants will cover their own travel to and from the venue and their accommodation costs. (All participants will have the opportunity to stay in a good hotel at which we have negotiated a preferential rate).

Note: There is a discount for the second person registering from the same organisation and a larger discount for each further person. **There is also a 20 percent discount for participants from public sector organisations in Central and Eastern Europe.**

Registration

If you are interested in our study visits please download the registration form at <http://www.govint.org/english/fprodgln.html> or get in touch with us (email: elke.loeffler@govint.org).



to Web Sites



<http://www.nwfreform.org>

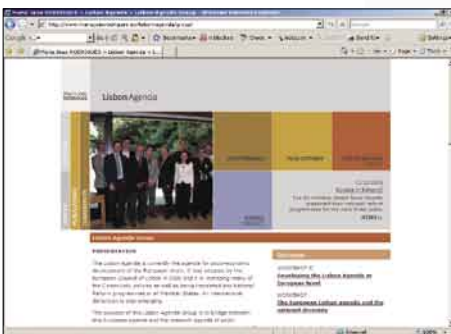
The Nicolaas Witsen Foundation is an independent, not-for-profit organisation that seeks to promote public administration reform in transitional countries through research and publications, policy and legal advice, management support and training, project management.

We undertake strategic assignments, large and small, and deliver them to the highest standards of international donors and national, regional and local governments in Central and Eastern Europe.



<http://www.developmentandtransition.net/>

The site provides the Newsletter on Development and Transition which is published three times a year as a joint enterprise between UNDP (United Nations Development Programme) and LSE (London School of Economics). The Newsletter aims to be a forum for policy-oriented discussions and debates about how the nature, evolution and challenges of development and transition intersect in Central and Eastern Europe and the former Soviet Union and also Turkey.



<http://www.mariajoaorodrigues.eu/lisbon-agenda/group/>

The site contains the synthesis report of a recent Workshop held in Brussels on "Developing the Lisbon Agenda", gathering European experts who are proposing some interesting new insights. The full version of the papers prepared for this Workshop are available.



<http://www.eu-online-academy.org>

European Online Academy (EOA) – Inscription for the next Academic Year (October 2007 – July 2008). EOA offers profound information on recent developments of the European integration as a more and more relevant and complex issue. E-learning modules with workshops alternate during the academic year and thus adequately allow participants to study while continuing with professional activities. The programme is directed at academics, postgraduates and those working in public as well as private institutions who need well-founded information on European integration on a daily basis and delivered by experts with extensive academic and business experience.

Deadline for application for the next academic year 2007/08 is 5 September 2007.

Grants / Studies / Internships

PhD programmes in Social Sciences

Organiser: Masaryk University, Faculty of Social Studies

Support: Scholarship in the form of one-year tuition waiver

Duration: three years

Place: Brno, Czech Republic

Topics: The faculty opens doctoral study programmes in the fields of Sociology, Psychology (General, Developmental and Social Psychology), Political Science and Environmental Humanities. The standard duration of study is 3 years, both for candidates based at the Faculty (full-time form) and those intending to study via an agreed distance-learning including several visits (part-time form). Individual PhD study programmes will be designed to fit respective students' requirements. Teaching begins in the end of September 2006 and in the half of February 2007. The annual tuition fee is 1,600 EUR.

Eligibility: Applicants are required to have a Master's or equivalent degree in social sciences or humanities (preferably).

Deadline: May 31, 2007

Contact:

Vice-dean Prof. Petr Macek,
macek@fss.muni.cz,
int@fss.muni.cz.

Common questions Office for International Relations,
Mgr. Jolana Navrátilová,
jnavrati@fss.muni.cz,
web: <http://www.fss.muni.cz/Eng>

International Master in Social Policy Analysis by Luxembourg, Leuven and Associate Institutes

Organiser: Centre d'Etudes de Populations, de Pauvreté et de Politiques Socio-Economiques /

International Networks for Studies in Technology, Environment, Alternatives, Development

Work: fellow

Duration: Academic year 2007 – 2008

Place: The larger part of the courses (8 months) is taking place in Luxembourg/Differdange, while the overall plan foresees a three-month stay at the University of Leuven, for complementing teaching, training and documentation.

Topics: The academic program has three major objectives: to offer a solid theoretical foundation in comparative socio-economic policies, at the European level and beyond, to provide a thorough training in advanced research methodology, to give a well-founded expertise in policy evaluation, while developing corresponding technical skills.

Deadline: May 31, 2007

Contact:

MPALLA Programme,
B.P. 48, L-4501 Differdange,
Grand-Duchy of Luxembourg,
phone: +352-58 58 55 1,
fax: + 352-58-55 60,
e-mail:
impalla.secretariat@ceps.lu,
web:
<http://www.impalla.ceps.lu/index.cfm>

Interdisciplinary Social Science MA programme

Organiser: Centre for Social Studies, Graduate School for Social Research, Institute of Philosophy and Sociology Polish Academy of Sciences, Warsaw

Work: Interdisciplinary MA programme taught wholly in English. On successful completion of the programme, graduates receive the degree of MA awarded by Lancaster University (UK).

Duration: 12 months full time, 2 years part time

Place: Warsaw, Poland

Topics: Four MA tracks available: MA in Society and Politics, MA in Economy and Society, MA in Culture and Society, MA in Media and Society

Eligibility: Applicants should have, or be about to receive, a diploma equivalent to BA or higher, and be capable of intensive study in English.

Deadline: Financial aid deadline April 30, 2007; general application deadline October 1, 2007.

Contact:

Piotr Binder,
phone: +48 22 6572758,
fax: +48 22 826 48 21,
e-mail: pbinder@css.edu.pl,
web: www.css.edu.pl

Doctoral fellowships in Social Sciences

Organiser: Heinrich-Heine-University Düsseldorf, Germany

Work: fellow

Duration: July 01, 2007 – June 31, 2010

Place: Düsseldorf, Germany

Topics: The Heinrich-Heine-University Düsseldorf offers two three-year doctoral fellowships within the Ph.D. program "Governing by law and social norms" of the Department for Social Sciences. The Ph.D. program is designed so that its graduates are familiar with major themes and research concerns in social science and able to conduct theoretically-based and methodologically correct research. During their dissertation, the doctoral students will work together with German doctoral students in tandems. A three-month internship in a public institution or a private enterprise will also be

part of the program. The fellowship includes: Monthly grant of 1000 plus transfer costs to Germany/to Russia. The University offers to assist in finding accommodation for the successful candidates.

Eligibility: The prerequisite for admission to a graduate program is an excellent master's degree in Political Science, Sociology or Law, very good knowledge of German and English and of methods of empirical social research. Candidates should send their applications (CV, certified transcripts/diplomas) and an abstract of three to five pages. Abstracts should deal with modes of policy-making on federal or regional level in Russia (or in comparative perspective). Thereby, outlines should reflect the role of law and social norms for contemporary governance. An official transcript from each college or university is required. The degree certificate is not sufficient. The transcript should show courses, grades and degrees received, mentioning rank or distinction if applicable. A certified translation is required for any transcript in a language other than English or German.

Deadline: May 15, 2007

Contact:

Prof. Dr. Sabine Kropp,
Heinrich-Heine-Universität Düsseldorf,
Philosophische Fakultät,
Sozialwissenschaftliches Institut,
Lehrstuhl Politikwissenschaft I,
Universitätsstr. 1,
40225 Düsseldorf,
phone: +49-0211/81-14555. fax:
+49-0211/81-12875,
e-mail: kropp@phil-fak.uni-duesseldorf.de,
web: <http://www.sowi.uni-duesseldorf.de/HHU/fakultaeten/phil/sowi/politik/pol1>

Calendar of Events

May 17 – 19, 2007, 4th CEE Citizens Network Civil Society Conference “Citizen’s Action, Power and Politics”

Place: Tallinn, Estonia

Contact:

General info: Helmut Hallemaa,
phone: + 372 513 1241,
e-mail: helmut.hallemaa@mail.ee

Registration: Agu Laius,

phone: + 372 508 2997,

e-mail: agu@jti.ee

web: www.emy.ee/4ceecn

May 25, 2007, Annual Conference “State and Prospect of Regional Economic Development under Conditions of Enhancement of Institutional System of the Community”

Language: Ukrainian, Russian

Contact:

*Prof. Akhlamov Anatoliy,
Head of Department of Economy and Financial Policy,*

Odessa Regional Institute of Public Administration, Ukraine,

phone: +380-482-639 356, 639 514,

fax: +380-482-639 249,

e-mail: atas_25@ukr.net

May 25–27, 2007, The 3rd CEU Graduate Student Conference in Social Sciences “Challenges for CEE States in an Enlarging EU and a Globalizing World”

Place: Budapest, Hungary

Language: English

Contact:

*Central European University,
Budapest, Hungary,*

e-mail: gradconf2007@yahoo.com,

web: <http://www.gradconf.ceu.hu>

June 3 – 6, 2007, Summer School “Global Governance, Regionalisation and Regulation: the Role of the EU”

Place: Ljubljana, Slovenia

Language: English

Contact:

*Sabina Kajnc,
Faculty of Social Sciences, University of Ljubljana,*

e-mail: see_summerschool@fdv.uni-lj.si,

web: http://www.mednarodni-odnosi.si/cmo/docs/Call%20GARNET%205_1_2%20Summerschool%202007.pdf

June 3 – 7, 2007, 3rd MMCP Diversity Management Training Jamboree

Location: Budapest, Hungary

Workshop 1.

Power-sharing in the local policy process

Workshop 2.

Mainstreaming minority rights into the local public policy process

Workshop 3.

Conflict management through the public policy process

Contact:

Angela Radosits,

phone: +36-1-327 3835,

e-mail: aradosits@osi.hu

June 7 – 10, 2007, Dynamics of National Identity and Transnational Identities in the Process of European Integration

Place: Sofia, Bulgaria

Organiser: The Jean Monnet Fond, Support for Study and Research Centres 2006, Program of the European Commission by The Balkan Ethnology Department of Ethnographic Institute and Museum, Bulgarian Academy of Sciences.

Language: English

Contact:

e-mail: balkan_ethnobj@yahoo.co.uk,

web:

<http://212.72.210.65/sr-www/JMC.html>

June 14 – 15, 2007, First International Symposium on the Development of Public Administration in South-east Europe

Place: Ljubljana, Slovenia

Organiser: University of Ljubljana, Faculty of Administration

Contact:

Barbara Grošelj,

e-mail:

sspa2007@fu.uni-lj.si,

barbara.groselj@fu.uni-lj.si,

web: <http://www.fu.uni-lj.si/SSPA2007/submission.asp#call>

June 14 – 15, 2007, VIth International Congress on Public and Non-Profit Marketing

Place: Braga, Portugal, University of Minho

Languages: English, Spanish.

Contact:

Prof. Jose Carlos Pinho,

e-mail: aimpn2007@eeg.uminho.pt,

web: <http://www.eeg.uminho.pt/gestao/VIAIMPNI/>

June 16 – 18, 2007, Academy of Business and Administrative Sciences Annual Conference

Place: Cluj Napoca, Romania, Babes Bolyai University, Public Administration Department

Language: English

Contact:

web: <http://www.sba.muohio.edu/abas/2007Conferences/default.php>

June 17 – 22, 2007, Training Program on Leadership and Change: Innovations in Governance

Place: The Hague, The Netherlands

Organizer: Centre for Government Studies at Leiden University, Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government

Contact:

e-mail: fvandijk@campusdenhaag.nl,

phone: +31 6 52 33 72 51,

web: www.cgs.leidenuniv.nl

June 20 – 22, 2007, 10th Colloquium on Regional Sciences

Place: Pavlov, Czech Republic

Languages: Czech, Slovak, English

Contact:

Ms. Viktorie Klimova,

Faculty of Economics and Administration, Masaryk University, Lipová 41a, Brno, Czech Republic,

phone: +420 549 491 784,

fax: +420 549 491 720,

e-mail: klimova@econ.muni.cz,

web: <http://www.econ.muni.cz/katedry/KRES/kolokvium2007/english.mht>

June 26 – 29, 2007, The 7th Global Forum on Reinventing Government: "Building Trust in Government"

Place: Vienna, Austria

Contact:

G. Shabbir Cheema,

United Nations, New York,

e-mail: 7thglobalforum@un.org,

phone: +1-212- 963 8746,

fax: +1-917-367 0624,

web: www.7thglobalforum.org

June 28 – 30, 2007, International Conference: Institutions of Tertiary Education in Central and South East Europe

Working language: English

Place: Graz, Austria

Contact:

Dr. Hedwig Kopetz, University of Graz, Faculty of Law, Graz, Austria,

phone: +43-316-380 3603,

e-mail: hedwig.kopetz@uni-graz.at

July 2 – 14, 2007, Jean Monnet Summer School "International Environment and European Integration"

Place: Rijeka, Croatia

Organiser: The Faculty of Economics and Jean Monnet Chair of the University of Rijeka

Language: English

Deadline: June 4, 2007

Contact:

Natasha Rupcic,

e-mail: efri-summerchool@efri.hr,

web: http://www.efri.hr/english/prikaz.asp?txt_id=3113

July 2 – 28, 2007, International Summer School

Place: Zagreb, Croatia

Organiser: Faculty of Economics & Business, University of Zagreb

Language: English, Croatian

Deadline: July 20, 2007

The concept of ISS is to offer a variety of courses in English and Croatian which are taught within the undergraduate economics and business programs: Accounting, Econometrics, Information Technologies, International Economics, Macroeconomics, Principles of Economics, Statistics and Advanced English.

Contact:

International Summer School,

Faculty of Economics & Business, Zagreb, Croatia,

phone: +385 1 238 3160,

fax: +385 1 238 2618

July 12 – 14, 2007, 5th ICAFT – International Conference on Accounting and Finance in Transition

Place: London, UK

Organiser: University of Greenwich, UK

Contact:

Dr. Edouard Mambu ma Khenzu,

University of Greenwich,

Business School, Greenwich, London, England, UK,

e-mail: ICAFT-2007@gre.ac.uk,

web: <http://www.icaft.org.uk>

July 12 – 15, 2007, The 5th International Conference on Politics and Information Systems, Technologies and Applications: PISTA 2007

Place: Orlando, Florida, USA

Contact:

web: <http://www.cyber-inf.org/pista2007>

July 12 – 15, 2007, The 5th International Conference on Education and Information Systems, Technologies and Applications: EISTA 2007

Place: Orlando, Florida, USA

Contact:

web: <http://www.cyber-inf.org/eista2007>

July 14 – 24, 2007, European Summer School 2007 "Central Europe in the EU: Old Europe – New Europe"

Place: Prague, Czech Republic

Organiser: Institute for European Policy (EUROPEUM)

Language: English

Contact:

EUROPEUM

Institute for European Policy, Rytirska 31, Prague 1, Czech Republic,

phone: +420-221-610 206,

+420-221-610 207,

fax: +420-221-610 204,

e-mail: ess2007@europeum.org,

web: <http://www.europeum.org/ess2007>

August 12 – 25, 2007, PhD Summer School 2007 on Governance and Democracy in Central Eastern Europe

Place: Luneburg, Germany

Organiser: Center for the Study of Democracy, University of Luneburg

Target group: Master and doctoral students with a special interest in comparative research on governance and democracy.

Language: English

Deadline: May 31, 2007

Contact:

Prof. Ferdinand Muller-Rommel,

Universität Luneburg,

Scharnhorststr. 1, Luneburg, Germany,

e-mail: muero@uni-lueneburg.de,

web: www.uni-lueneburg.de/lfb2/zdemo/summerschool/

September 4 – 6, 2007, International Academic Conference "Increasing the Competitiveness or New Challenges for the Development of Regions, States and International Markets"

Place: Ostrava, Czech Republic

Organiser: Faculty of Economics, Technical University of Ostrava, Czech Republic

Contact:

Ms. Ivana Rostkova,

e-mail: ivana.rostkova@vsb.cz

September 27 – 29, 2007, International Conference "Global Challenges for Competitiveness: Business and Government Perspective"

Date: September 27 – 29, 2007

Place: Pula, Croatia

Organiser: University of Rijeka, Faculty of Economics and Tourism

Language: English

Contact:

Ms. Sandra Krtalic,

phone: +385 52 37 7049,

fax: +385 52 21 6416,

e-mail: conference@efpu.hr,

web: www.efpu.hr/conference

Events of the New Bulgarian University, Sofia, Bulgaria

May 21 – June 13, 2007, Course "Globalisation and Sovereignty"

May 21 – June 13, 2007, Course "The New Public Management"

Contact:

Mrs. Veselka Nesterova,

e-mail: vnesterova@nbu.bg,

phone: +359-2-8110-281,

fax: +359-2-8110-381

Events of the Siauliai University, Lithuania

May 3, 2007, 7th Scientific Conference for Junior Researches "Urgent Issue of Economics and Management"

Deadline: April 25, 2007

November 22, 2007, E. Galvanuskas International Scientific Conference "Economics and Management: Current Issues and Perspectives"

Deadline: October 1, 2007

Place: Siauliai, Lithuania

Language:

Lithuanian, English, Russian

Contact:

Faculty of Social Sciences,

Siauliai University, Siauliai,

Inesa Suvorova,

e-mail: inesa@smf.su.lt,

phone: +370 41 595 880

Events of the National Institute of Administration, Bucharest, Romania

April – September, 2007, Specialized Training Program for the Civil Servants in Management Position

Language: French

Contact:

Carmen Hartoceanu,

e-mail: carmen.hartoceanu@ina.gov.ro,

phone/fax: +40-21- 314 5056

April – June, 2007, Training for Romanian High-ranking Civil Servants

Language: Romanian

Contact:

Catalin Constantin,

e-mail: catalin.constantin@ina.gov.ro,

phone/fax: +40-21-314 5056

September 2007, International Conference "High-Ranking Civil Servants 2007 – epilogue"

Language: English

Contact:

Catalin Constantin,

e-mail: catalin.constantin@ina.gov.ro,

phone/fax: +40-21-314 5056

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

May 7 – 8, 2007, Public Procurement Policy Seminar on European Defence Procurement

Place: Maastricht (NL)

May 21 – 22, 2007, International Conference "The European Social Fund and Progress 2007 – 2013: Making Best Use of EU Funding for Developing the Labour Market"

Contact:

Roger Hessel, EIPA-CEFASS European

Training Centre for Social Affairs &

Public Health, Milano, Italy,

phone: +39-2-67 100 600,

e-mail: r.hessel@eipa-it.com,

web: <http://www.eipa.nl>

May 31 – June 1, 2007, Seminar: Understanding Decision-Making in the European Union: Principles, Procedures and Practice

Place: Maastricht (NL)

June 4 – 5, 2007, Seminar "Managing Change in Public Administration"

Contact:

Ms. Nicolette Brouwers,

e-mail: n.brouwers@eipa-nl.com;

phone: +31-43-329 6245,

web: <http://www.eipa.eu>

June 4 – 5, 2007, Towards the Completion of the Internal Market for Services

Place: Luxembourg (L)

June 5 – 6, 2007, Seminar: How Can Member States Effectively Influence Community Decision-Making: A Practical Guide for Preparing a Winning Strategy

Place: Brussels (B)

June 6, 2007, One-day Seminar: European Information and Communication Management – Who's Afraid of European Information? EU Policy-Making and Information Implications

Place: Brussels (B)

June 12 – 14, 2007, Seminar: European Negotiations I, Techniques to Manage Procedures, People and Package Deals to Survive in European Negotiations

Place: Brussels (B)

June 13 – 15, 2007, Seminar: CAF (Common Assessment Framework) and BSC (Balanced Score Card)

Place: Maastricht (NL)

June 14 – 15, 2007, Seminar: Managing Culture in Public Administration

Place: Maastricht (NL)

June 21 – 22, 2007, Interactive Workshop: How to Communicate Europe Effectively

Place: Maastricht (NL)

June 25 – 26, 2007, Seminar: Financial Management of EU Structural Funds

Place: Maastricht (NL)

June 28 – 29, 2007, Workshop: The Governance of Immigration Policy in EU Member States: A Comparative Approach

Place: Barcelona (E)

June 28 – 29, 2007, Seminar: Tools for National Implementation

Place: Maastricht (NL)

June 28 – 29, 2007, Workshop: The Governance of Immigration Policy in EU Member States. A Comparative Approach

Place: Barcelona (ES)

Working language: English and Spanish with simultaneous interpretation

Contact:

Natalia Doménech,

phone: +34 93 567 23 89,

fax: +34 93 567 23 56,

e-mail: n.domenech@eipa-ecr.com

Contact:

Ms Joyce Groneschild,
e-mail: j.groneschild@eipa-nl.com,
phone: +31-43-329 6357,
fax: +31-43-3296296

Events of the University of Economics in Bratislava, Slovakia

October 10 – 13, 2007, 2nd Central European Conference in Regional Science

Place: Nový Smokovec – High Tatras, Slovak Republic

Registration and further information
web: <http://www.cers.tuke.sk/>

Summer school PREPARE “Priority European Programme in Advanced Regional Economics”,

More information
web: www.ersa.org/prepare

Events of the Center of Excellence in Finance, Ljubljana, Slovenia

Language: English

May 9 – 11, 2007, Workshop on Policy Coordination and Financial Stability

May 21 – 22, 2007, Workshop “Health Financing, Competition and Strategic Purchasing”

May 23 – 25, 2007, Workshop “Medium-Term Budgeting, From Concept to Reality”

June 7 – 9, 2007, Conference “International Forum on Pension Reform: Exploring the Link to Labor and Financial Market Reforms”

June 18 – 22, 2007, Introduction to Public Finance Management – Summer School

- for junior governmental officials assigned to public finance management positions

September 24 – 26, 2007, Workshop “Payment and Securities Settlement Systems”

Contact:
phone: +386 1 369 6190,
fax: +386 1 369 6244,
e-mail: info@cef-see.org,
web: <http://www.cef-see.org/>

Recent Publications

Management of Regional and Municipal Administration

Authors: Selesovsky, J. et al.
 Masaryk University 2006, ISBN 80-210-4141-2.

Price: not for sale by now

Language: Czech

Resume:

This publication serves as a handbook of the currently emphasized public management instruments. It introduces instruments particularly from the field of finance and quality management.

Contact:

David Spacek, Masaryk University, Brno, Czech Republic,
e-mail: 77120@econ.muni.cz

Regional Development: Newer Theoretical Concepts

Author: Bucek M. at all

Publisher: EKONOM, Bratislava, Slovakia, 2006

Price: 189 Sk

Language: Slovak

Resume:

In this monograph authors try to present, from different angles, an idea that in current globalised economy a ratio between knowledge and other resources has been changed. In other words, knowledge has probably become the most important development factor and welfare of a country. The book is divided into 5 chapters. Introductory chapter Task of the Knowledge in Regional Development and Research is followed by the chapter Regional Dimension of Knowledge - Based Economy, where concepts like learning regions, clusters, actors of regional innovations systems and others are presented.

Contact:

Eva Belvoncikova, *e-mail:* esekeres@euba.sk

Publications of the European Centre for Minority Issues, Flensburg, Germany

ECMI Issue Brief #15, 2007

Wheatley, Jonathan “The Economic Dimension of Minority Participation in Europe”

web: http://www.ecmi.de/download/brief_15.pdf

ECMI Working Paper #37,

2007, Protsyk, Oleh, Andrei Volentir and Igor Bucataru “Addressing the Transnistrian Conflict: Competing Stances of Moldova’s Political Parties and Expert Community”

web: http://www.ecmi.de/download/working_paper_37_en.pdf

“Implementing Human Rights in Serbia and Montenegro”, 2007

Materials in English and Serbian of joint ECMI-Danish Institute of Human Rights project

web: http://www.ecmi.de/doc/Implementing_Human_Rights/

Minority Issues Mainstreaming. A Practical Guide for European Agency for Reconstruction Programmes, 2006

web:

http://www.ear.eu.int/sectors/main/documents/EAR_Practical_Guide_on_Minority_Issues_Mainstreaming.pdf

ECMI Report #59, 2006

Guide to the Enhancement of Minority-Majority Relations in Kosovo

web: http://www.ecmi.de/download/Report_59.pdf

Contact:

European Centre for Minority Issues, Schiffbruecke 12, D-24939 Flensburg, Germany,
web: <http://www.ecmi.de>

NISPAcee Summer School 2007

Public Administration Education and Training: Innovations in the Teaching Techniques and Process of Education

Joint activity of NISPAcee and School of Public Administration, Lomonosov Moscow State University, Russia

Dates: 25th to 30th June 2007

Language: The Summer School 2007 will be run in the **Russian language**

Place: School of Public Administration, Lomonosov Moscow State University, Moscow, Russia

Target group

The summer school is primarily intended for people who wish to become deeply acquainted with the newest teaching techniques in the field of PA education. It is especially hoped that the summer school will serve to transfer knowledge to the university teachers and trainers from CIS and former Eastern Block countries. All courses are targeted at professionals and practicing teachers who wish to enhance their current skill set.

Aims & Scope

To raise the quality and availability of education in Public Administration, NISPAcee in cooperation with School of Public Administration of Lomonosov Moscow State University is organizing the *Summer School 2007* program. This program is designed as rigorous, challenging summer "train the trainers" education program that enable faculty and trainers from different educative centers all over the Eastern Europe and CIS to acquire additional knowledge and skills in the best-of-arts of teaching methodology and teaching techniques as well as gain additional interests in the education and training.

Summer School 2007 program offers several advantages for quality PA education & training by providing:

- Challenging and engaging PA education & training opportunities during one saturated week.
- Immersion experiences where participants spend consecutive hours each day.
- Comprehensive education & training instruction that otherwise would not be available because of lack of time and possibilities.

A summer school in the PA education & training is one that:

- Provides instruction in different types of teaching techniques.
- Offers a comprehensive curriculum where participants actively create and/or perform as well as respond to the PA educational process.
- Culminates in presentations, simulations, or other demonstrations of the participants' achievements in the PA education & training.
- Distributes best individual attainments and expertise between trainers and participants.
- Creates the net of personal professional contacts.

Content will deal with all the newest active teaching methods and techniques: distance learning; group training, business games, case studies and simulations.

Distance learning courses will be described first of all in terms of the courses design, allowing teachers to tailor "attendance" of students to maximize learning. Secondly we will investigate schemes on creating convenient and interesting interactive educational courses combining contemporary, creative technologies, and professional services.

Participants will shortly come across theory in the areas of experiential learning theory, educational taxonomy, group development theory, interpersonal relations theory, team-building models, motivation theory, and personality theory as a foundation for group training designs and will receive suggestions on how specific theories might be used.

Business games are the area where faculty of Lomonosov Moscow State University is especially strong and innovative. Participants will discover how business games can be used in teaching process to warm up meetings, improve training, and liven up conferences. Business games ideas and rules will help participants to design and to use games and exercises for training sessions, meetings, workshops, seminars or conferences, for adults and young people.

Case studies will be viewed in the focus of how they could be used in performing the work of teachers. Participants will study different applications of case study methods, including purposes and pitfalls of each. Our Professors will present also an evaluation perspective on case studies, determining their appropriateness and usefulness.

Infrastructure

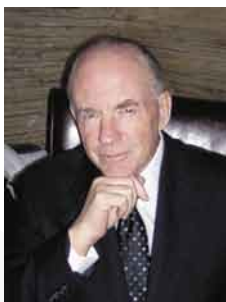
The teaching mode will be interactive lecture sessions, presentations, simulations and computer exercises. The School will take place at Lomonosov Moscow State University, located in the most prestige and marvelous district of Moscow city.

Winner of Alena Brunovska Award 2007

William N. Dunn

Professor of Public Policy and Management at the graduate School of Public and International Affairs, University of Pittsburgh, he joined the faculty in 1969. In addition to policy papers prepared for national, state and local governments he has published more than 100 articles, papers and reports in areas of strategic planning and policy, policy analysis and evaluation, planned organizational change and the dissemination and use of scientific and technical information. His consulting and public service activities include assignments with the World Bank, the National Science Foundation, the U. S. Department of Education, the

Pennsylvania General Assembly, General Motors Corporation, the International Chamber of Commerce and the National Institute for Occupational Safety and Health and the Southeast Regional Vocational Education Lab, University of North Carolina. He teaches in areas of policy analysis, program evaluation, research methods, applied statistic and knowledge utilization/dissemination/social marketing. For ten years he directed the University of Pittsburgh Program for



the Study of Knowledge Use and also a University of Pittsburgh-Pennsylvania House of representatives program that involved graduate students and faculty in developing more than 150 policy papers for Pennsylvania legislators. He is a member of the University of Pittsburgh Russian and East European Studies Committee. As founding Director as the University of Pittsburgh's Graduate Center for Public Policy and Management in Skopje, Macedonia he started a program of teaching public administrators that provides public service professionals in Macedonia with an education in Public Policy and Management.

NISPAce Yearbook in Public Administration and Public Policy 2007

Call for Papers

NISPAce is working on launching its academic peer-reviewed publication series which will be published yearly and distributed starting from the spring of 2008.

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.

Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief

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Manuscripts should be sent in electronic form.

More information: www.nispa.sk

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 NISPAce member institutions from CEE countries.

How to apply

Eligibility is limited to members of NISPAce and other institutions with professional inter-

est in public administration in Central and Eastern Europe; Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs; Priority will be given to institutions, which will distribute the publication at their own expense; Applicants should determine

clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

Please send letters of inquiry and applications to NISPAce Secretariat.

The deadline:

May 31, 2007

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 125 Institutional members (from 23 countries), 34 Associate members (from 20 countries).

New Institutional members of the NISPAcee

Faculty of Management, Technical University, Sofia, Bulgaria

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The deadline for the next issue is May 31, 2007.



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