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news 2000

From Repressive Method of Thinking to Social Partnership

Tatyana V. Chernyak, Department of Personnel Management, Siberian Academy for Public Administration, Novosibirsk, Russia

The years of research into the problem of social conflicts at institutions and organizations of the Russian Federation, including government service, as well as the practical training of managers in methods of dispute resolution resulted in the following conclusions:

Public Administrations
Officials in their work in the field of dispute resolution should take into account the specific features of the transitional period in Russia and the particular features of the Russian mentality.

Russian society of transit economy is a simultaneous intensification of all the contradictions in the field of politics, economics, social and spiritual life. This society crisis resulted from deep internal changes within the form and content of life of different groups of the society, and serious violation of the mechanisms of

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control in the economy, politics, and culture. One of the manifestations of the society crisis is a dramatic rise in social tension. Social tension as a negative psycho-emotional condition of the population appears in a wide range of social behavior, ranging from the anxiety, nervous strain, and aggression to social apathy, pessimism and acceptance of an “endure” strategy.

What are the socio-psychological factors of Russian society of a transit period that limit quick and wide introduction of methods of social conflict resolution?

Let us agree to split them to:

- The factors connected with the peculiarities of national character
- The factors connected with the deformation of social interaction and communication
- The factors connected with the

legal estrangement of personality

The first factor – the specific features of the national character. The scientists of the St. Petersburg University in 1998 discovered the psychological orientations and stereotypes of behavior of the Russian people.

Collectivism Orientation

Such stereotypes and features such as generosity, tolerance and a trusting nature are based on this orientation

Spiritual Values Orientation

The stereotypes and personality features of conscientiousness strive for fairness, altruism and truthfulness. The features do not contradict the principles of humanistic psychology

Authority/ Power Orientation

Such stereotypes with respect of ranks, faithfulness, formal obedience to the law, conformity and easy control do not permit the building of equal relations at legal conflicts resolution by making use of

alternative methods.

They reflect apathy, personality weakness and personal interest protection abuse.

Better Future Orientation

Result in: optimism, irresponsibility, and hope that everything will calm down, carelessness, laziness, etc

All these features deny active personal goals achievement, dispute resolution responsibility.

The specific features of the national psychology do not permit the transfer of American (as well as any other) ways of social conflicts resolution without any careful analysis of all productive, efficient and, which is very important, appropriate for the reality of the country. Otherwise, there exists a great probability of rejection.

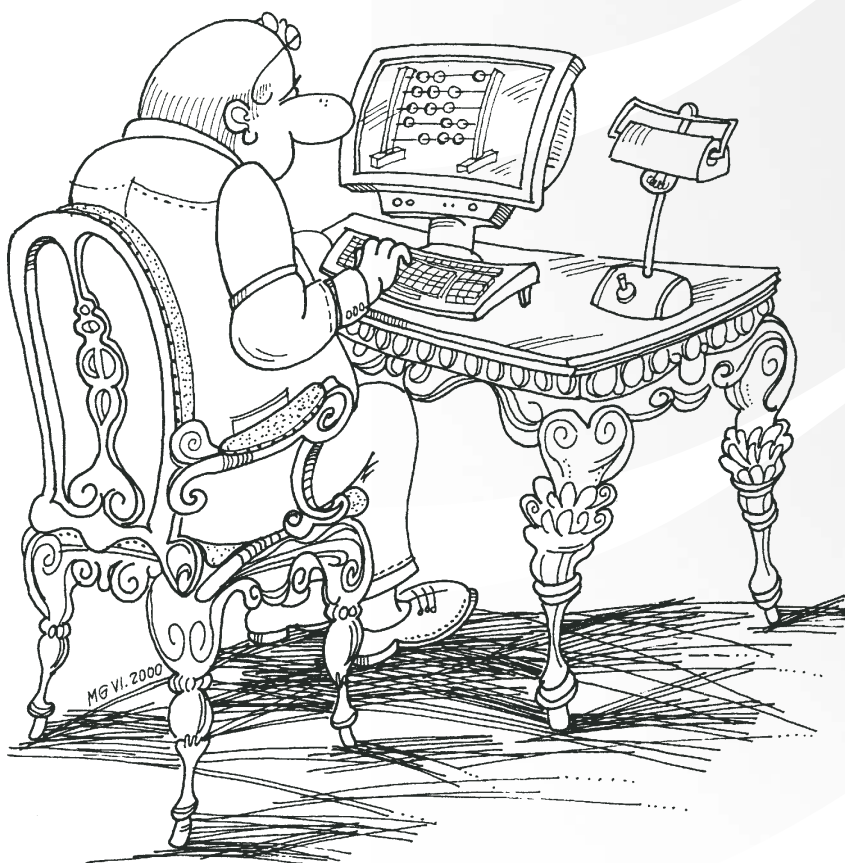
The second factor – social deformation of relationships and communication in present day Russia.

Decades of restraint in democratic rights and liberties resulted in deformation of personality and communities, i.e. social pathology, which becomes even more intense at times of destruction of social institutions.

Social pathology in present-day Russia is expressed through the deformation of the scale of values, loss of self-esteem, dignity, and inferiority complex (that is an ability to endure everything whatever it is).

A kind of social deformation and pathology that violates humane methods of dispute resolution which are mediation and negotiation is “Gulag Psychology”. It eliminates any method-implying alternative. The “Gulag Psychology” symptoms are:

- violence as a particular ideology, as a world outlook, as a mode of living



- militarization of public opinion
- servility complex regarding the authorities and a master psychology concerning subjects
- subjectivity deprivation turns man to a part of a State mechanism
- predominance of non-civilized methods of dispute regulation, for example

All the above mentioned deformations refer both to citizens and officials. That is why it is very important that the latter should realize the deformations and overcome them using ideas of the humanistic psychology. It could be featured as follows:

- man is treated as a primary social value, not as a subject
- the general commonality with mankind
- democracy in relations
- non-forcible conflict resolution and problem solving
- creativity
- high internal morals, etc

The third factor – legal estrangement of personality from political construction of the society due to absence of any legal culture and experience of involvement in political life of the State. All the above mentioned factors set back the introduction of alternative methods of conflict resolution in the social sphere among Public Officials.

However the present state of social sphere and economy of the country as well as its politics in general does not permit to take them into account.

The introduction of the non-confrontational methods of dispute resolution in the field of social environment, at present, would result in violence renunciation in:

- politics
- business
- family issues

It seems impossible to achieve these through teaching methods and forms of dispute resolution only. The creative power of personality increases with improvements in the sphere of quality of life and social, economic, political, legal and physical protection of “Ego”.

We suggest the following system of actions necessary to overcome the aforementioned factors:

First, overcoming of the manifestations of crisis in the society, accomplishing civilized conditions, improving the population standard of living.

Second, increasing the conflictological competence of the population through the system of education (studying such subjects as “Conflictology” and “Introduction to the Law”)

Third, the legal cultures enhancement and the overcoming of the legal estrangement of personality to eliminate all the prejudices to the legal system of the society by reformation of the latter.

Finally, to make social relations efficient.

From the legal point of view social relations could become

efficient if the following steps are taken:

1. The new Constitution is adopted, that states all general rights and freedoms and a mechanism of their performance;
2. Division of authorities between the branches of the State;
3. Professional Parliament elected, where representatives of many parties work together;
4. There is a strong Administrative System based and working on the priority of the Law and National Security;
5. Many political parties exist together;
6. There is a Diversified Economy, based on “healthy” competition;
7. Civil Society, based on the humanistic values, priorities and rights, principles of self-government;

And at present, the personality of an average citizen of Russia is not protected in any way. We feel unsafe and unprotected so far as it concerns our rights.

The survey showed that more than 67% of Public Administrations Officials chose competition as a method of disputes resolution.

All the above mentioned socio-psychological limitations could not influence the necessity of alternative methods of dispute resolution study for Public Administrations.

Training Programme for Public Servants and Civic Leaders in Kaliningrad Region, Russia

Ieva Lazareviciute, Municipal Training Centre (MTC) of Kaunas University of Technology, Kaunas, Lithuania

The Municipal Training Centre (MTC) of Kaunas University of Technology, is a multi – faceted independent institution committed to strengthening local governance. Besides the local programmes, the MTC has extended its activities into neighbouring countries – Kaliningrad region, Russia and Belarus. Majority of the international projects is oriented to the development of sustainable training programmes for public servants and NGO leaders as well as consulting support for the non-profit organisations.

Training programme in Kaliningrad region

The main objective is oriented towards the creation of continuous and self-sustainable training programme for public servants and civic leaders using local resources. The goals of this initiative include:

- Creation of a group of active and experienced local trainers who will in turn provide training and consultations for public servants and NGO leaders in the area;
- Creation of a strong programme with well developed courses as well as supporting infrastructure in the form of *Advisory Council* and *administrative unit*;
- Fostering co-operation between the governmental and non-governmental sectors through joint training activities, discussions and the development of joint projects.

Training Programme

The programme will consist of series of seminars, which will provide the participants:

1. With an understanding of the general public administration system in the Russian Federation as well as specific conditions in Kaliningrad region, including national legal environment and

international legislation affecting functioning of public organisations and NGOs as well as individual employees within them.

2. With a knowledge of the main problems of public administration and public policy in the modern environment both at a national and international levels, including modern methods of participatory management, citizen involvement in decision making and partnership building among public organisations and NGOs.
3. With a knowledge and understanding of the main principles of the functioning of the economic systems, the role of regional and local governments in the economy of the country/region, budgeting principles at a national, regional and local level, and fund raising techniques for NGOs.
4. With a knowledge of European Union and US policies regarding the Russian Federation and specifically Kaliningrad region, and their institutional structures, EBRD, UN (World Bank and UNDP), USAID, and other international organisations' strategies regarding Kaliningrad region as well as opportunities for co-operation with those organisations for local governments and NGOs in the region.
5. With knowledge and skills in such areas of public management as personnel management, organisational development, program management and evaluation, project development and team building, for example.

Training seminars and discussions

Seminar programme includes the following topics:

Principles of Public Administration; Strategic Management of Public

Institutions; Public Finance Management and Budgeting; Public Policy Formulation and Analysis. Citizen Participation in Decision-making; Legal Framework for Local Governments; Human Resource Management; Project and Programme Development: Implementation and Evaluation; Economic Development of Regions and Cities; European Integration and Self-government

Pilot training programme

Pilot training programme will consist of two series of nine seminars and will take place in Kaliningrad region early in September and December. All the seminars are to take place in the locations convenient to the participants and most of them will be organised outside of the city of Kaliningrad in order to meet professional development needs of the staff of the more remote municipalities and NGOs.

The participants in both seminar series will be a mixed group of employees from public institutions and non-governmental organisations so as to encourage co-operation between the two sectors through common learning process as well as the discussions of joint projects and initiatives. The experience of the MTC shows that joint work and open discussions creates the best environment for the new initiatives. This particular programme itself is the result of such cross-border co-operation and a good example of the joint work of Lithuanian and Russian local government and NGO counterparts.

Contact persons:

Jurgita Siugzdiniene, Director, Jovita Tirviene, administrator, KTU Municipal Training Centre, Donelaicio 20, Kaunas, Lithuania,
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European Master of Public Administration

Objectives

The European Master of Public Administration programme is an English taught, one year advanced academic training programme in comparative public administration, public policy and public management. The European orientation includes the institutions of the EU, but the programme focuses primarily upon the comparative analysis of questions of public administration, public policy and public management in different European countries in the context of processes of internationalisation and European integration.

Programme structure

The programme is organized by the Institute for European Policy in cooperation with the Public Administration and Management Center.

The Leuven EMPA programme is part of a wider network comprising the following universities: Budapest University of Economic Sciences (Hungary), Deutsche Hochschule für Verwaltungswissenschaften at Speyer (Germany), Institut d'Etudes Politiques de Paris (France), University of Tartu (Estonia), University of Vaasa (Finland), University of Liverpool (United Kingdom). In addition, the Departments of Public Administration of the Erasmus Universiteit Rotterdam and the Rijksuniversiteit Leiden (Netherlands) are also involved in the programme.

Study Programme

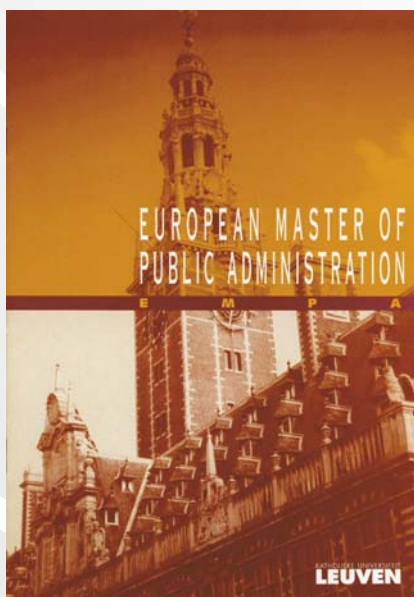
The EMPA programme consists of three blocks. During the first semester students attend courses at the Katholieke Universiteit Leuven. During the second semester students can attend courses either at one of the participating institutions or at the Katholieke Universiteit Leuven.

Courses

First Semester

Comparative Public Administration
Regional Institutions, Politics and Policies; Federalisation: Dynamics of

Governmental Structures in Europe;
The Economics of European Integration; Seminar: Comparative Public Administration; Constitutional Law of the European Union (optional); Political Anthropology (optional); History of European Integration (optional); Managerial Aspects of European Integration (optional); European Social Security Law (optional)



Second Semester

Comparative Public Management; Political Problem-solving in Culturally Divided Societies; European Policy- and Decision-making: advanced course; Political Problems of European Integration; Judicial Protection in the European Union (optional); Political and Legal Changes in Central and Eastern Europe (optional); Sociology of Social Welfare (optional); Social and Political Philosophy (optional); Pressure Groups in the European Union (optional); Selected Problems of the Law of International Organisations (optional)

Entrance Requirements

Academic Background

The European Master of Public Administration programme is open to the European and non-European students. The programme, in the first place, is directed towards graduate students of Humanities and of Social

Sciences, in particular, who have already had a training or professional experience in public management, public policy and public administration. Students without training in these fields can only be admitted after passing an entrance examination.

Language Proficiency

Students should give proof of proficiency in English. Minimum TOEFL score is 550.

Application Deadline

EU-students who want to register for the EMPA programme should apply before 1 September. Non-EU-students should apply before 1 August.

Tuition fee

The tuition fee for EU students amounts to 1,250 ECU. For non-EU-students the tuition fee is 2,500 ECU.

Application Forms

The completed application forms should be accompanied by: copy of university diploma(s); detailed transcripts of academic records in English, Dutch, French or German or a certified translation in one of these languages; proof of proficiency in English (i.e. TOEFL-test result); two letters of recommendation.

The EMPA programme and the Department of Political Sciences do not grant any scholarships. The K. U. Leuven gives a limited number of scholarships to Third World students, covering the living expenses for a single student during one year. Deadline for applications is November 30 of the year preceding the beginning of the EMPA programme.

Contact

K. U. Leuven, EMPA Secretariat, Mrs. Yulia Chernova, E. Van Evenstraat 2b, B-3000, Leuven, Belgium,
phone: +32-16-323 101,
fax: +32-16-323 144,
e-mail: yulia.chernova@soc.kuleuven.ac.be,
<http://www.kuleuven.ac.be/facdep/social/pol/ieb/iebe.htm>

New Trends of Education in Tajikistan

Bahrom R. Isoev, Khurshed Karibabaev, Kairakkum, Tajik Institute of Management, Tajikistan

The Tajik Institute of Management is responsible for professional programs in specialties: International Business, Business Administration, Marketing, Agricultural Business, Information Technology, Mining Industry Economy and Management. The Institute's teaching mission is distinguished by its comprehensiveness. Offering instructional programs in the aforementioned disciplines and professions the Institute provides a high degree of specialization at all levels within its educational programs.

In October 1999, the Tajik Institute of Management was awarded with the Eurasia Foundation's grant. The aim of the grant is working out and realization of new curricular, including basic, principal and elective subjects. The project is devoted to the development and implementing new curricular in training Bachelors in Economics, Finance, International Business education in conditions of Tajikistan. The validity of the grant is 12 months, terminating in October 2000.

Project

Within the framework of the given project, the institute will be engaged in questions of transition on a new elective system of education and the opening of master's degree courses.

The given project will solve a problem of realization in the whole American system of education in conditions of Tajikistan on the basis of the Tajik Institute of Management.

The Ministry of Education approves the curriculum, on which the educational process is

organized. This educational plan covers two steps of education: training of the younger specialists and training to a level of a Bachelor's degree.

Before the institute there is a task of transition on the American system of education. That is purpose - realization of the American system of education in conditions of Tajikistan and revealing the advantage of the new system under the attitude of the old. Drawing up of the new educational plan on block system with the instruction of elective subjects therefore, is necessary which further determine a direction of training of the specialists.

The Aim of the Project

The aim of the given project is working out and realization of new curricular, including basic, principal and elective subjects in the following majors: International Business, Management, Business Administration, Agribusiness, Marketing, and Finance. And the realization of the transition from the current plans to new ones. The approval of the new academic plans at the Institute can serve as a basis for the formation of a new standard of economic education in training of Bachelor of Economics in the Republic of Tajikistan.

The goals of the project are:

1. Innovations of curriculum in all subjects taking into consideration the relations between subjects.
2. Creating new studies, computer labs and others and the realization of new educational materials.

3. Arranging conferences, seminars with participants from abroad (USA and others) concerning the improvement of the academic process.
4. Composing new curricular programmes, academic plans and their approval with further discussion and their realization.
5. Transition to training Bachelors and Masters of Economy according to American curricular plans adapted to conditions in Tajikistan.

Expected Final Results

The realization of the given project will allow offering economic high schools the new approach to training of the bachelors of economy. With the successful distribution of ideas of the given project the new standard of economic education comparable to the world requirements can be formulated. It in turn will allow all high schools in the republic having one approach to Bachelor level to prepare a basis for the creation of the new curriculum at a higher level, i.e. Master's courses at a level comparable to world standards.

It is a unique way which will result in the convertibility of the diplomas presented by high schools of Tajikistan. As a result, it is possible to consider an opportunity for students from Tajikistan to freely continue studying to both Bachelor and Master's level in similar high schools in Europe and USA.

International Civil Service in Local and Regional Government (Leonardo da Vinci Project)

Sylvia Koldras, Malopolska School of Public Administration, Krakow University of Economics, Krakow, Poland



The Malopolska School of Public Administration in co-operation with the Association Supporting Creation of Self-Government Voivodships and Powiats (Poland), the Association of German Counties (Germany) and the Pyrenees Department (France), launched in December 1998 the Leonardo da Vinci project on „International Civil Service in Local and Regional Government“.

The project deals with investing in human resources and with increasing the level of vocational training as the key factors of decentralized international co-operation development. The research conducted in the course of the project should enable to answer the question on how local and regional government should be organized in order to fulfil the criterion of public good.

The answers for the following complimentary questions should become the checkpoints for the projects:

- What are the best patterns of international co-operation?
- How, in practice, is international co-operation organized?
- What is the impact of public servants' skill on the functioning of public administration?
- What is the potential for international co-operation of regional and local government?
- What are the particular methods of vocational preparation (training, post-graduate study)

efficiently supporting the capacities of public institutions to undertake international co-operation?

- In what way can international co-operation support Poland's efforts (as well as the other East Central European countries) in Euro-integration?

It is planned that the project will finish in September 2000. At the outcome of the project there will be:

1. A Manual which will include: principles of decentralized international co-operation, rules of vocational training for civil servants, methods of training needs assessment, thesis of projected training courses, measuring effectiveness of international co-operation, impact of professional skills on effectiveness of international co-operation.
2. Action plans i.e. actions proposed by civil service and academic milieus for preparation of post-graduate studies in the field of international co-operation.
3. Analytical report consisting of methodology and indicators concerning qualitative evaluation of effectiveness of international co-operation of local and regional government as well as the impact of professional skills on international co-operation.
4. Questionnaire research in the field of international co-

operation in Germany, France and Poland.

In addition to the results of the project one should list:

- Case study on international co-operation in selected regions and local communities in Europe.
- Method of analyzing potential of international co-operation of regional and local government in Poland, France and Germany.
- Recommendations concerning vocational preparation within the scope of international co-operation.
- Concept of vocational training for civil servants (specialized courses and post-graduate studies, for example).
- Create the basis for system supporting international co-operation among public administration at different levels, focussing on professional development of civil servants.
- Identification and dissemination of best practices of international co-operation of regional and local government (conference materials, research reports, www pages, manual, and promotion through partners in their home countries).

Collaborators Wanted for Multiple Books on Win-Win Policy

The Developmental Policy Studies Consortium has been working with people from various countries on developing a set of books entitled „Win-Win Policy for East Europe“.

WIN-WIN POLICY in this context refers to public policy that can enable conservatives, liberals, and other major viewpoints to all come out ahead of their best initial expectations simultaneously.

The tentative table of contents (or general framework for the country books) includes thinking in terms of SIX POLICY FIELDS including:

1. Economic policy for prosperity
2. Technology policy for innovation
3. Social policy for equal opportunity
4. Political and administrative policy for democracy
5. International policy for peace
6. Legal policy for rights and obligations

The Consortium can SUPPLY TO COLLABORATORS the following:

1. A guarantee that the book will be published by Nova Science, Marcel Dekker, Quorum, Ashgate, or one of the other PSO publishers
2. Templates for creating win-win tables
3. Editorial assistance
4. The experiences of other collaborators
5. Participation in relevant panels, workshops, and seminars
6. Whatever it takes to obtain a set of books covering a variety of places, especially all developing regions.

Write to Stuart Nagel if you are interested in any of the following ACTIVITIES:

1. Being the editor or author of a BOOK on win-win policy for a specific place or policy field.
2. Being the author of a CHAPTER on a place or field for such a book.
3. Being the author of an ARTICLE on a place or field for a relevant journal.
4. Being the presenter of a PAPER on a place or field for a relevant convention or conference.

Those who are interested in such collaboration might benefit from participating in one of the WORKSHOPS on „Win-Win Analysis“ to be held in 2000 at the annual meetings of APSA, ASPA, IPSA, MWPSA, AEA, and ISA. Those workshops emphasize collaborating to produce sets of chapters for publishable books along the lines described above.

Interested persons might also subscribe to the QUARTERLIES entitled „Policy Evaluation“, „Developmental Policy Studies“, and „Creativity Plus.“ They are free with a subscription to the „Policy Studies Journal“ or membership in the Policy Studies Organization which is only \$36 a year.

If you are interested,

Contact:

Stuart Nagel, Developmental Policy Studies Consortium, PSO, 711 Ashton Lane South, Champaign, IL 61820, USA or s-nagel@uiuc.edu



Call for Papers

Public Finance and Management

Special Symposium: „Public Administration and Management in Central and Eastern Europe: A Decade of Change“

The international journal, Public Finance and Management, will host a special symposium, „Public Administration and Management in Central and Eastern Europe: A Decade of Change.“ The special symposium will be dedicated to issues of public administration and management, and therefore proposed articles should feature analyses of the administrative reform, empirical research, or theoretical inquiry relating to the transition.

Public Finance and Management (PFM) is an electronic, peer-reviewed journal published quarterly on the Internet (www.spaef.com). It is an international interdisciplinary journal devoted to increasing knowledge of public finance and administration through policy analysis, empirical research, and theoretical inquiry. PFM publishes articles that will stimulate scholarly and practitioner interest in public finance and public management.

Deadline for completed papers is **September 1, 2000**.

Papers should be submitted electronically (MS Word or WordPerfect format) to:

*Dr. Joseph W. Grubbs, Symposium Editor School of Public and Nonprofit Administration Grand Valley State University
grubbsj@gvsu.edu*





to Web Sites



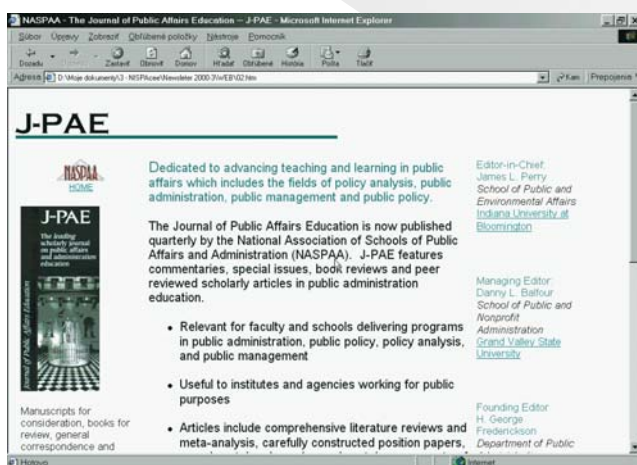
<http://www.ul.ie/~epan/>



EPAN – European Public Administration Network. The mission of EPAN is to stimulate and promote Europeanisation in teaching Public Administration. EPAN provides a platform for exchange of information concerning Europeanisation and facilitates dialogue between Public Administration teaching institutions in Europe. EPAN is concerned with facilitating and co-ordinating activities with the Europeanisation of Public Administration as their main objective.



http://www.naspaa.org/jpae_ad.htm



The Journal of Public Affairs Education is published quarterly by the National Association of Schools of Public Affairs and Administration (NASPAA). J-PAE features commentaries, special issues, book reviews and peer reviewed scholarly

articles in public administration education. Dedicated to advancing teaching and learning in public affairs which includes the fields of policy analysis, public administration, public management and public policy.



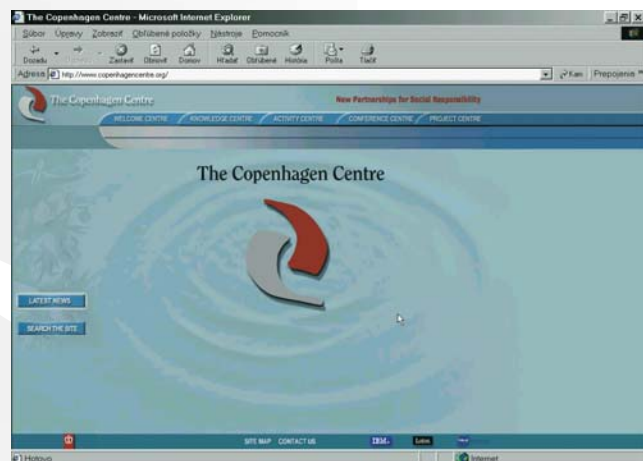
<http://www.stabilitypact.org/>

Special co-ordinator of the stability pact for southeastern Europe.



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

The Copenhagen Centre is an autonomous, international institution established by the Danish Government, following the 1995 UN World Summit for Social Development and the 1997 Copenhagen Conference New Partnerships for Social Cohesion. Focussing on social cohesion as a fundamental precondition for the prosperity of society, TCC strives to promote voluntary partnerships between business, government and civil society.



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

An anthology of well over 150 essays and articles published in various countries regarding Central, Eastern and Southeastern Europe.



http://www.ce-review.org/authorarchives/vaknin_archive/vaknin_main.html

The site contains extensive web sites regarding Central, Eastern and Southeastern Europe (mainly the Balkans) - their history, politics and economies.

Calendar of Events

June 5 – 6, 2000, „New Ways of Learning between Russia and Germany“

Working language: German, Russian

Contact:

Dr. Klaus Erdmann, Federal University of Applied Administrative Sciences, Bruhl, Germany,
phone: +49-2232-9298110,
fax: +49-2232-211 133,
e-mail: K.E.Erdmann@t-online.de

June 12, 2000, Workshop “Regulatory Reform”

Working language: English, Czech

Contact:

Daniel Trnka,
Ministry of Interior, Prague 1, 112 02,
phone: +420-2-211 01 197,
fax: +420-2-211 01 349,
email: dtrnka@mvcz.cz

June 21, 2000, Workshop “Public Administration Information and Communication Services”

Working language: Czech

Contact:

Tomas Holenda, Ministry of Interior, Prague 1, 112 02,
phone: +420-2-211 01 200,
fax: +420-2-211 01 202,
email: tholenda@mvcz.cz

June 23 – 24, 2000, Seminar “Dissemination Seminar for Public Administration”

Working language: English, Romanian

Contact:

Alexandru Tanase, Black Sea University Foundation, Bucharest, Romania,
phone/fax: +40-1-222 4118, 222 7001,
e-mail: bseau@rnc.ro

June 29 – 30, 2000, Conference “Self-Government Today - Self-Government Tomorrow? Ten Years Perspective”

Working language: Lithuanian

Contact:

J. Frankowska, University of Lodz, P.O.W. 3/5, 90-255 Lodz, Poland,
phone/fax: +48-42-635 5304,
phone: 4/42-635 5244,
e-mail: frankow@kryisia.uni.lodz.pl

June – November, 2000, Short Term Weekly Courses in the frames of the project “Public Administration and Local Self Governments”

Working languages: Kyrgyz, Russian

Contact:

Ms Asel Stamova, Institute of Public Administration and Social Research, Bishkek, Kyrgyzstan,
phone/fax: +996-320 66-49-29,
e-mail: inspa@it.kg

July 2 – 16, 2000, Special Course “Building Democracy – Poland for Albania”

Working language: Polish, English

Contact:

Ms. Ewa Skoczkowa, Malopolska Institute of Local Government and Administration (MISTIA), Krakow, Poland,
phone/fax: +48-12-633 5154, 623 7244,
e-mail: Ewa.Skoczkowa@mistia.org.pl

June 13 – 20, 2000, Seminar “Public Finances for Public Administration” Course A.

Working language:

Romanian

Contact:

Alexandru Tanase, Black Sea University Foundation, Bucharest, Romania,
phone/fax: +40-1-222 4118, 222 7001,
e-mail: bseau@rnc.ro

June 20 – 27, 2000, Seminar “Public Finances for Public Administration” Course B.

Working language: Romanian

Contact:

Alexandru Tanase, Black Sea University Foundation, Bucharest, Romania,
phone/fax: +40-1-222 4118, 222 7001,
e-mail: bseau@rnc.ro

July / November 2000, Seminar “Exigencies for Applying Acquis Communautaire in Public Administration”

Working language: Romanian

Contact:

Daniela Munteanu, Str. Domneasca, no.56, Galati, Romania,
phone/fax: + 4036 310330,
e-mail: dmcjg@usa.net

July / November 2000, Seminar “Civil servant – Realities and Perspectives”

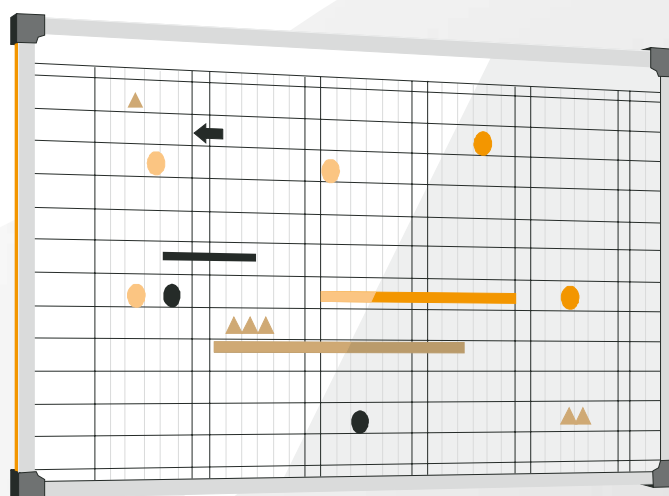
Working language: Romanian

Contact:

Diana Chepetan, Bdul C.V. Loga, nr. 1, Timisoara, Romania,
phone: + 40-56-193 623,
fax: +40-56-190 635

August 1, 2000, Workshop on Win-Win International Political Science

It will deal with win-win policy-making applied to (1) developing regions of Africa, Asia, East Europe and Latin America, and (2) industrial regions of West Europe and North America, and (3) major international policy



problems of an economic, technological, social, political, and legal nature.

Working language: English

Contact:

Prof. Stuart Nagel, University of Illinois, Urbana, USA,
phone: +1-217-352 7700,
fax: +1-217-352 3037,
e-mail: s-nagel@uiuc.edu

August 20 – September 3, 2000, Special Course “Building Democracy – Poland for Albania”

Working language: Polish, English

Contact:

Ms. Ewa Skoczkowa, Malopolska Institute of Local Government and Administration (MISTIA), Krakow, Poland,
phone/fax: +48-12-633 5154, 623 7244,
e-mail: Ewa.Skoczkowa@mistia.org.pl

August 23 – 31, 2000, Summer Academy „Ways to a New Structure of Europe“

Working language: German, Russian

Contact:
Dr. Klaus Erdmann, Federal University
of Applied Administrative Sciences,
Bruhl, Germany,
phone: +49-2232-9298110,
fax: +49-2232-211 133,
e-mail: K.E.Erdmann@t-online.de

August 24, 2000, Conference "The Role of Civil Service in the Public Administration of Latvia"

Working language: Latvian

Contact:
Liga Zubkane, State Civil Service
Administration, Riga, Latvia,
phone: 371-7-223 276,
fax: 371-7-212 502,
e-mail: liga@vcp.gov.lv

September 2000, Conference "International Civil Service in Local and Regional Government"

Working language: English, Polish

Contact:
Stanislaw Mazur, Malopolska School of
Public Administration, Krakow, Univer-
sity of Economics, Poland,
phone/fax: +48-12-422 6919,
phone: + 48-12-417 2071,
e-mail: enmazur@cyf-kr.edu.pl

September 18, 2000, Conference "The Forms and Methods of Self-defense on the Local Community Level"

Working language: Polish, English

Contact:
Ms. Ewa Skoczkowa, Malopolska
Institute of Local Government and
Administration (MISTIA), Krakow,
Poland,
phone/fax: +48-12-633 5154, 623 7244,
e-mail: Ewa.Skoczkowa@mistia.org.pl

September 19 – 20, 2000, Conference "Industrial Structural Changes in Poland in the Beginning of the 21st Century"

Working language: English, Polish

Contact:
Lukasz Mamica, Malopolska School of
Public Administration, Krakow Univer-
sity of Economics, Poland,
phone: +48-12-616 7731,
fax: +48-12-421 0099,
e-mail: mamical@ae.krakow.pl

September 19 – 21, 2000, Workshop "Equity Financing in Bulgaria – Experience and Expectations"

Working language: English and
Bulgarian

Contact:
Irena Mladenova, Economic Policy
Institute, Sofia, Bulgaria,

phone/fax: +359-2-980 4740,
e-mail: epi@bulnet.bg

September 20 – 25, 2000, International Conference "Implementation of New Curriculum of Training Bachelors of Business Disciplines Based on American System of Education in Conditions in Tajikistan"

Working language: Russian, Tajik,
English

Contact:
Bakhrom R.Isoev, Tajik Institute of
Management, Tajikistan,
phone: +379-22-616 44,
e-mail: taieb@khj.tajik.net

September 25 – 28, 2000, Summer Seminar for Young Bulgarian and Romanian Public Servants "Preparation for Accession"

Working language: English

Contact:
Elitsa Markova, Economic Policy
Institute, Sofia, Bulgaria,
phone/fax: +359-2-980 4740,
e-mail: epi@bulnet.bg

September 29 – 30, 2000, Conference „Europe of Regions: Cohesion and Integration“

Working language: English/Hungarian

Contact:
Laszlo Guba, Budapest, Hungary,
phone/fax: +36-1-224 6732,
e-mail: guba@mtapti.hu,
h13695lev@ella.hu

October 2000, Seminar "From the Ideal Bureaucracy to New Public Management" every second Monday starting from October

Working language: Polish

Contact:
Marcin Kukielka, Malopolska School of
Public Administration, Krakow Univer-
sity of Economics, Poland,
phone: +48-12-6167731,
fax: +48-12-4210099,
e-mail: kukielm@ae.krakow.pl

October 2000, Seminar "Current Aspects of Public Administration Reform"

Working language: Romanian

Contact:
Olivia Todor, Str. Povernei, no.6-8,
Bucharest, Romania,
phone/fax: + 40-1-314 6507,
e-mail: lmatei@snsa.ro

October 2000, Seminar "Public Administration in European Union"

Working language: Romanian

Contact:
Odetta Giuchi, Bdul Revolutiei. No. 17,
1900, Timisoara, Romania,
phone: + 40-56-190 592,
fax: + 40-56-190 587

October 12 – 13, 2000, Conference "Education of Prospective EU Civil Servants"

Working language: English, Hungarian

Contact:
Cecilia Schmidtné Ivancsics, Faculty of
Public Administration, Budapest
University of Economic Sciences and
Public Administration, Budapest,
Hungary,
phone: +36-1-386 9881,
e-mail: ivacil@mail.aif.hu

October 24, 2000, Conference "Women's Role in the Local Government"

Working language: Polish, English

Contact:
Ms. Ewa Skoczkowa, Malopolska
Institute of Local Government and
Administration (MISTIA), Krakow,
Poland,
phone/fax: +48-12-633 5154, 623 7244,
e-mail: Ewa.Skoczkowa@mistia.org.pl

October 23 – 25, 2000, International Conference "Public Administration 2000"

Contact:

Prof. Karel Lacina, University of
Pardubice, Pardubice, Czech Republic,
phone: +420-40-6036 525,
fax: +420-40-603 6173, 603 6010
e-mail: dekanat.fes@upce.cz

October 24 – 25, 2000, Conference "Human Resources Manager at the Beginning of XXI century"

Working language: Polish

Contact:
Mrs. Jolanta Vaiciuniene, Municipal
Training Center, Kaunas University of
Technology, Kaunas, Lithuania,
phone/fax: +370-7-322792,
e-mail: jovai@smf.ktu.lt

October 25 – 26, 2000, Conference "Current Problems of Management – 2000"

Working language: Russian (translation
to and from English and German is
provided)

Contact:
Nikolay B. Filinov, State University of
Management, Moscow, Russia,
phone/fax +7-095-371-7495,
+7-095-174-628,
e-mail business@acman.msk.su

October 27, 2000, International Seminar "Fiscal Decentralisation"

Contact:

National University Centre „Public Sector Economics“, University of National and World Economy, Sofia, Bulgaria,
phone/fax: +359-2-965 3191,
e-mail: prodanov@uni-svistov.bg

November 28-30, 2000, "The World – Europe – Lower Silesia - Millennium Challenges"

Working language: English

Contact:

Dr. Jacek Sroka, Wroclaw University, Department of Social Science, Institute of Politology, Wroclaw, Poland,
phone/fax: + 48-71- 326 1995,
e-mail: almond@kki.net.pl

November 2000, Conference "Culture of Public Administration 2000"

Working language: Estonian, English

Contact:

Ilmo Saulepp, Tallinn Technical University, Tallinn, Estonia,
phone: +372-6-202 661,
fax: +372-6-202 665,
e-mail: piret@edu.ttu.ee

Visiting Professors

Gernot Grabher, Professor of Economic Geography University of Bonn, Germany

Period of the visit: Autumn 2000

Frank Moulaert, Professor of Economics, Vice-Dean, University of Lille, France

Period of the visit: Fall 2000

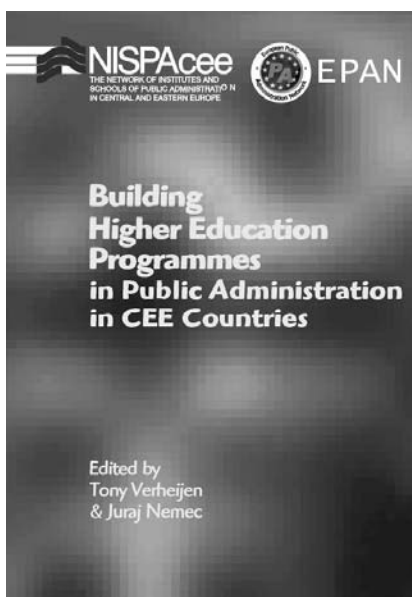
Ash Amin, Professor of Geography, University of Durham, United Kingdom

Period of the visit: Winter 2000

Contact:

Malopolska School of Public Administration, Krakow University of Economics, Poland,
phone: +48-12-6167731,
fax: +48-12-4210099,
e-mail: kukielm@ae.krakow.pl

Recent Publications



"Building Higher Education Programmes in Public Administration in CEE Countries"

Editors: Tony Verheijen,

Juraj Nemeč

Price: free of charge

Language: English

Resume: The publication provides an analysis of the development of new academic programmes in the field of PA in 13 CEE states – Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Moldova, Poland, Romania, Slovakia, Slovenia, Ukraine, Yugoslavia.

Contact:

NISPAcee Secretariat,
Hanulova 5/B, P.O. BOX 163,
840 02 Bratislava 42, Slovakia,
phone/fax: +421-7-6428 5357,
6428 5557,
e-mail: nispa@nispa.sk

"The West-Eastern Auditory. Intercultural learning between East and West"

Editors: Klaus Erdmann,

Heinz Theisen

Price: 38 DM

Language: German

Resume: Articles from German, Russian and Kazakh scientists.

After the disappearing of the east-west conflict the danger of cultural confrontation is arising as result of a misunderstanding transformation and mutual disappointment between east and west. The book is trying to define the requests for a mutual understanding based on personal experiences of the authors in intercultural contexts.

Contact:

Dr. Klaus Erdmann, Federal University of Applied Administrative Sciences, Bruhl, Germany,
phone: +49-2232-9298110,
fax: +49-2232-211 133,
e-mail: K.E.Erdmann@t-online.de

"European Industrial Relations in Comparative Approach"

Author: Jacek Sroka

Publisher: Wroclaw University Press

Price: 38 PLN (8 USD)

Language: Polish

Resume: The book consists of three main parts. The first is a survey of post-war theoretical findings in the field of industrial relations. The second includes typology of Western European industrial relations systems. The third describes the dynamics of transitional industrial relations areas in selected CEE countries.

Contact:

Dr. Jacek Sroka, University of Wroclaw, Wroclaw, Poland,
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fax: +48-71-326 1005,
e-mail: almond@kki.net.pl

"Super-Optimum Solutions and Win-Win Policy: Basic Concepts and Principles I"

Author: Stuart Nagel

Publisher: Quorum Books, 1997

Price: 65 USD

Resume: This book is organized in terms of (1) basic ideas, (2) basic components of win-win

policy, (3) developing and implementing win-win ideas, (4) broad applications of win-win analysis, (5) case studies of win-win analysis, and (6) generalized win-win policy analysis.

Contact:

Prof. Stuart S. Nagel, 711 South Ashton, Champaign, IL 61820, USA,

phone: +1-217-352-7700,

fax: +1-217-352-3037,

e-mail: s-nagel@uiuc.edu

“Public Policy Evaluation Making: Super-Optimum Decisions”

Author: Stuart Nagel

Publisher: Ashgate, 1998

Price: 69.95 USD

Resume: This book is organized in terms of (1) what policy evaluation is, (2) methods of policy analysis, (3) cross-cutting generalizations across policy problems, (4) government processes and structures, (5) policy substance, (6) policy studies professionalism, (7) administering policy studies, and (8) general bibliographies.

Contact:

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phone: +1-217-352-7700,

fax: +1-217-352-3037,

e-mail: s-nagel@uiuc.edu

“Policy Within and Across Developing Nations”

Author: Stuart Nagel

Publisher: Ashgate, 1998

Price: 72.95 USD

Resume: This book is organized in terms of (1) policy within developing nations, (2) peace studies, (3) International and Intra-national dispute resolution, (4) exporting democratic rights, (5) international prosperity, (6) global policy studies, (7) teaching developmental policy studies, and (8) relevant bibliographies.

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“Resolving Developmental Policy Controversies”

Author: Stuart Nagel

Publisher: Nova Science, 2000

Price: 59 USD

Resume: This book is organized in terms of (1) basic methods and concepts, (2) economic policy controversies, (3) technology policy (4) social policy, (5) political policy, and (6) international policy controversies.

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Publications of the Institute of Public Administration and Social Research, Kyrgyz State National University, Bishkek, Kyrgyzstan

“Postsoviet Kyrgyzstan Through the Eyes of Foreign Political Scientists”

Authors: Aalybek Akunov, Valeryi Kijutin, Victor Prytkov, Sovetbek Toktomyshev

Editors: V.I.Shapovalov, Susan Aizenhayar

Language: Russian

Price: 5 USD

The book represents a wide range of foreign evaluations and prognosis of historical development of Kyrgyzstan in the first half of the 90s. Special attention is paid to the problems of democracy, human rights and freedoms, economy, Islam, religion, and international relations.

“Public Administration of Kyrgyzstan in the Period of Transition”

Author: Aalybek Akunov

Editor: Victor Prytkov

Language: Russian

Price: 3 USD

The monograph represents an evolution of views on public administration, formation and functioning of state service, organizational-functional analysis of activity of central and local authorities, and some recommendations and proposals on improving of state service and public administration in Kyrgyzstan.

Contact:

Ms Asel Stamova, Institute of Public Administration and Social Research, Bishkek, Kyrgyzstan, phone/fax: +996-320 66-49-29, e-mail: inspa@it.kg

Publications of the Malopolska School of Public Administration, Krakow University of Economics, Krakow, Poland

Three Polands: The Potential for and Barriers to Integration with the European Union

Editors: Jerzy Hausner and Mirosława Marody

Price: free of charge

Language: English, Polish

Resume: This book is the third in a series of reports prepared under the EU-monitoring project. The aim of the project is to systematically measure and evaluate Poland's capacity for integration with the European Union. The project's initiator intends to monitor the integration process in its entire fundamental aspects and areas, and consequently to furnish public opinion with information and arguments that will hopefully inspire open and lively debate. The two previous reports were: The Polish Transformation from

the Perspective of European Integration and Accession or Integration? Poland's Road to the European Union

"EMERGO: Journal of Transforming Economies and Societies"

Quarterly Journal of world-wide circulation devoted to the problems of economic and social transformations; published since 1994;

Language: English

Price: 25 USD

"Public Communication and Participation Handbook"

Editor: Jerzy Hausner

Price: free of charge

Language: Polish

Resume: Communication and social participation has been becoming the important and necessary action fields of public government each office, organisational unit and task force.

Public management deprived of social communication may not be effective and it is impossible to efficiently perform any policy, i.e. defining and achieving public objectives, designing and implementing the changes. The present manual includes concrete indicators, case studies, and examples of good and bad practises, presenting vices and virtues of different sets of instruments.

"Management of the Geodesy and Cartography Resource Handbook"

Authors: W. Mamak, P. Ozimek, G. Sklobania, W. Walkowicz

Price: free of charge

Language: Polish

Resume: The objective of the manual is to present recommendations and circumstances of effective implementation of management of the geodesy and cartography resource methods, as a part of local government competence, simultaneously co-

ordinated and supervised by geodesy sector in the cross-Polish scale. In particular it deals with action planning, budgeting and implementing projects related to maintenance of the resource (including public orders)

Contact:

Anna Szczepanik, Malopolska School of Public Administration, Krakow University of Economics, Szewska 20/3, 31-009 Krakow, Poland

phone/fax: +48-12-422-60-19,

phone: 421-76-68,

e-mail: enhausne@cyf-kr.edu.pl

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

Publisher: Economica Publishing House, Bucharest, 2000

"Acquis Communautaire and Public Administration"

Author: Lucica Matei

"Trends of thinking Concerning Public Administration"

Author: Ioan Alexandru

"Systemic Analysis in Public Administration"

Author: Ani Matei

"Public Management"

Author: Lucica Matei

Contact:

Prof. Lucica Matei, Bucharest, Romania,

phone/fax: +40-1-650 6750,

e-mail: lmatei@snspra.ro

Publications of the University of National and World Economy, Sofia, Bulgaria

Language: Bulgarian

"Economics of Public Choice, Bulgarian language"

Author: Dinko Dimitrov

"Taxation"

Author: Velcho Stojanov

"Economics of Social Security"

Author: Teodora Noncheva

"Theory of Budget Decisions"

Author: Jana Paliova

"Budget Accounting"

Author: Daniela Milchova

"Cost-Benefit analysis"

Author: Roumen Brousarki

Contact:

Prof. George Manliev, Sofia, Bulgaria,

phone/fax: +359-2-965 3191,

e-mail: gdm@vmei.acad.bg

Publications of the University of Pardubice, Pardubice, Czech Republic

"Selected Chapters from City Management"

Author: Karel Lacina et al

Publisher: University of Pardubice, Czech Republic

Price: 70 KC

Language: Czech

Resume: The publication is devoted for university students and civil servants of local government offices who deals with different aspects of the management of municipalities including the implementation of topical management approaches.

"European Integration: Selected Chapters"

Author: Karel Lacina et al

Price: 70 KC

Language: English

Resume: The publication informs readers about topical problems of the development and contemporary policies of the EU and its member states.

Contact:

Karel Lacina, Pardubice, Czech Republic,
phone: +420-40-6036 525,
fax: +420-40-603 6010

**Publications of the
Department of Labour and
Social Policy, University of
Lodz, Lodz, Poland**

Language: Polish

**“Adequate Wages - Concept
and Evaluation”**

Editor: Stanisława Borkowska

Resume: The book shows the problems of the measurement methods and tools for the shaping of adequate income. Especially deals with adequate wages, minimum wage and disparity of wages in Poland.

**“Labour Market - Selected
Problems”**

Acta Universitatis Lodzianis,
Folia Oeconomica 148

Editor: Stanisława Borkowska,
Piotr Bohdziewicz

Publisher: Wydawnictwo Uniwersytetu Lodzkiego, Lodz 1999

Resume: Publication devoted to the socio-economic problems of unemployment.

**“Economic Activity after
Retirement. Social and
Economic Premises for
Pensioners’ Return to Jobs”**

Author: Bogusława Urbaniak

Publisher: Wydawnictwo Uniwersytetu Lodzkiego, Lodz 1998

Resume: The deliberations concerning the choice between a continued economic activity and the decision to withdraw from the workforce were based on the

grounds of the neo-classical economics, with reference to the gain of the theory of individual labour supply. The retirement models presented allowed to point to the fact that the economic decision concerning the choice of the age for withdrawing from the workforce is strongly shaped by the environmental determinants occurring in the given country. The analysis of the income function of pensions in the Polish conditions proved that the transition to a market economy was in many cases connected with a worsening of the financial status of senior citizens. Detailed surveys were made in the area of Lodz that belongs to areas of demographic old age. They covered the last period of the central command economy as well as the years 1992-1994.

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phone: +48-42-635 5244,

fax: +48-42-635 5304,

e-mail: bogelur@krysia.uni.lodz.pl

**Papers of the Economic Policy
Institute, Sofia, Bulgaria**

Price: free of charge

Language: Bulgarian

**“The Process of Law
Approximation: A Specific
Issue of the Whole Integration
Process”** Serkedjieva M.

**“Bulgaria: Meeting the
Copenhagen Criteria”** Koteva M.

**“Regional Policy of the
European Union”** Shikova I.,

**“Bulgaria’s Trade Policy in the
Context of the European
Association Agreement”**

Lazarova M.

**“Prohibited Agreements,
Decisions, Legal Practice and
Legal Approximation of
Bulgarian Competition Law to
EU Competition Regulations”**

Karlova R.

**“Personal Information Safety
in Respect of Information
Technologies in Bulgaria”**

Koleva D.

**“The Currency Board and the
Euro. Some Legal Aspects”**

Stoyanov I.

**“Credit Schemes for Micro,
Small and Medium-sized
Enterprises in Bulgaria”**

Language: English

Occasional Paper, vol.2, N 4:

**“Venture Capital Financing - a
Comparative Study of US,
European and Bulgarian
Experience”** Mladenova I.

Occasional Paper, Vol. 2, N 5:

**“Bulgarian Export in the Years
of Transition - History and
Expectations”** Stefanov R.

Contact:

Russlans Stefanov, Economic
Policy Institute, Sofia, Bulgaria,

phone/fax: +359/2/980.47.40/
980.84.89,

e-mail: epi@bulnet.bg

NISPAcee Occasional Papers

Call for Papers

NISPAcee has launched its academic publication series called "OCCASIONAL PAPERS in Public Administration and Public Policy" which is published quarterly.

We invite colleagues to submit their research papers in English for review. Papers should be written on relevant public administration and public policy issues based on empirical investigation carried out in central and eastern European countries. The papers should not exceed 40 pages in length. If a paper is written in a native language, a three-page long English language summary could be submitted with the bibliography of the referred literature, and with information about the length of the whole paper. Those authors whose papers are selected for publication will receive a modest honorarium.

Contributors are invited to send their papers (hard copy and an electronic format as well) to the NISPAcee secretariat (contact information on the last page of the Newsletter). If you feel you would need further information, please contact the NISPAcee Secretariat.

PUBLICATIONS AVAILABLE:

Suzana Saveska – Unemployment as a Social Cost of Transition in CEE: Applicability for the Republic of Macedonia (Vol. I, No. 1, Winter 2000)

Vera Foretova, Miroslav Foret – The Council and the Public (Vol. I, No. 2, Spring 2000)

Sigma and other Publications – Translation into CEE National Languages

NISPAcee announces the extension of the project for 2000 with the following deadlines:

- August 31, 2000
- November 30, 2000

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

How to apply:

- Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe.
- Applicants will have to prove the utility of the translated

publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs.

- Priority will be given to institutions, which will distribute the publication at their own expense.
- Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

Please send letters of inquiry and applications to NISPAcee Secretariat.

Country Reports "Evaluation of Academic Programmes in the Field of Public Administration and their Degree of Europeanisation"

The direct objective of this project is to make an explanatory analyses of existing programmes of academic public administration / public management / public policy programmes in CEE countries, and to explore the degree of Europeanisation of the programmes in order to join a larger similar endeavour of the EU countries. The results of the project are 15 CEE country reports (Armenia, Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Moldova, Poland, Romania, Russia, Slovak

Republic, Slovenia, Ukraine, Yugoslavia) that are already published at the NISPAcee homepage (<http://www.nispa.sk/news/reports.html>) and as a publication "Building Higher Education Programmes in Public Administration in CEE Countries". The country reports were written on the basis of detailed terms of reference "Evaluation of Academic Programmes in the Field of Public Administration and Their Degree of Europeanisation".

8th NISP Acee Annual Conference "Ten Years of Transition: Prospects and Challenges of the Future for Public Administration"

Ľudmila Gajdošová, NISP Acee Executive Director

Joanne Caddy, SIGMA/OECD and co-ordinators of working sessions and working groups

The 8th NISP Acee annual conference was held in Budapest, Hungary on April 13-15, 2000. The conference was organized in co-operation with Hungarian Institute of Public Administration and Centre for Public Affairs Studies of the Budapest University of Economic Sciences and supported by the Austrian Federal Chancellery, in particular the Federal Academy of Public Administration, Austria and SIGMA/OECD, France.

The conference was structured into an opening and closing plenary sessions, two working sessions focused on the main conference theme and three working groups on topics which generated considerable interest among NISP Acee members during the previous conferences. In addition, based on initiative of Petra Kovacs, LGI, Budapest a session on „Minorities in Public Administration: an EU Perspective“ was organized and a new working group as described below resulted from this initiative. NISP Acee Business Meeting was held at the end of the conference on April 15, 2000.

Many of conference participants (more than 170 from 28 countries, mainly CEE but from Western Europe, Canada and US as well) expressed their appreciation of the quality of the scientific programme of the conference and evaluated this conference as the most successful to date.

Local organisers and attractive social events including a visit to the Hungarian Parliament building, which contributed a great deal to the overall success of the conference. We would like to acknowledge in particular Mr. Imre Verebelyi, General Director and Mrs Viktoria Linder from the Hungarian Institute of Public Administration for their contribution in preparation and implementation of the conference.

NISP Acee also wishes to express its appreciation for the financial support provided by LGI/OSI, Budapest, which has been instrumental in stimulation the development of two NISP Acee working groups which met during the conference - WG on Politico-Administrative Relations and WG on Better Quality Administration for the Public.

Opening Plenary

NISP Acee President, László Váradi, after a few words of welcome, introduced the first keynote speaker of the plenary session, Ms. Eva Mikes, Political State Secretary in charge of Public Administration Reform and Territorial Development in the Prime Minister's Office. Her presentation provided a comprehensive overview of Hungary's

main challenges and achievements in the field of public administration reform since transition to a democratic government in 1989-1990. Two key objectives for reform throughout this period were the modernization of public administration and preparations for EU membership - both of which are of continuing importance today.



Opening plenary: Eva Mikes, László Váradi, Imre Verebelyi (from the left)

The next speaker to address the plenary was the Director General of the Hungarian Institute for Public Administration, Mr. Imre Verebelyi. He described efforts to undertake public administration reform in Hungary in terms of three distinct phases. During the first phase, most efforts were concentrated on responding to the immediate challenges of transition. The second phase focused on modernising and upgrading the public administration while redefining the scope of its activities, responsibilities and resources. Finally,

the current phase of reform is marked by an increased attention to the preparation of the public administration at the national, regional and local levels for the challenges of increasing integration - into the global economy, the network of international institutions and the European Union.

The last speaker of the plenary session was the Director General of the Institute for World Economics, Mr. Andras Inotai who analysed the issue of public administration reform and preparations for EU membership from an economic perspective. Citing the specific case of Hungary, he noted that the annual per capita level of EU support through a range of new instruments will double in the pre-accession phase with respect to the average rates witnessed during previous decade of EU assistance through the Phare programme. Yet even these new pre-accession levels will only represent a tenth of the per capita support now received by eligible EU Member States, such as Greece. Such figures serve to underscore the great disparities, which still exist between the economies of the candidate countries and members of the Union. Ultimately, however, the main factors for successful EU accession by candidates will lie in their capacity for social and institutional absorption rather than financial. Mr. Inotai went on to highlight the key role of high quality public administrations in ensuring the international competitiveness of national economies and, more specifically, in undertaking successful accession negotiations with the EU.

Working Sessions

Working Session A

European Integration as an Agent of Public Administration Reform: Impact on Countries in Transition

Co-ordinators:

*Imre Forgacs, International Business School Budapest, Hungary,
Sonja Puntcher-Riekman, VAB International Vienna and Austrian Academy of Sciences, Research Unit for Institutional Change & European Integration, Austria*



*Sonja Puntcher-Riekman, Imre Forgacs
(from the left)*

Papers presented by scholars from Czech Republic, Slovak Republic, Poland, Lithuania, Estonia, Romania and Bulgaria provided a good base for analyses and in-depth discussion on the influence of EU integration on public administration reform in accession countries. In addition, a paper from the Ukraine provided an opportunity to deal also with the basic elements of public administration reforms in other CEE countries.

The work of the group was divided into three parts. The first was focused on general issues of EU enlargement, EU institutions, *aquis communautaire*, public administration reforms and decentralizations. The second was in more details oriented on

basic elements of public administration reforms in the pre-accession countries and the third on general discussion and summary of main conclusions of the working session.

The needs for developing administrative capacity to meet the requirements of EU membership were discussed from different point of views. The area of necessary reforms is large, this includes: increasing the performance orientation of management; attracting and retaining highly qualified staff; ensuring the impartiality of the civil service; improving human resource management; strengthening public confidence in the public service; reducing the opportunities for corruption; changing civil service laws to integrate European service and ethical considerations; embedding civil service values in administrative institutions; improving the effectiveness of institutional structures; improving the quality of legal regulations. Training systems are considered as an integral component of the assistance to national administrations to cope with the EU requirements. Therefore schools, training and educational institutions in this field play important role and NISPAcee could facilitate the needs of its members in these regards.

Working Session B

Learning from Transition & Challenges of the Future

Co-ordinators:

*Ingrid Shikova, Centre for European Studies, Bulgaria
Jerzy Regulski, Foundation in Support of Local Democracy, Poland*

Papers read by scholars from Armenia, Bulgaria, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Russia, Slovenia and Ukraine have formed an excellent founda-



Jerzy Regulski, Ingrid Shikova (from the left)

tion for an in-depth discussion on the experience during 10 years of transition. An open panel during the last session gave an opportunity to summarize conclusions, suggestions and opinions of all participants.

A consensus emerged that all countries of the Region have to pass a similar road from a centralized communist system to a decentralized democratic one. In some countries radical reforms were implemented but other countries are to meet this challenge in the future. Several contributors presented issues and barriers for further amendments of PA in their countries and lessons learned from the past. Those issues may be classified in two categories: relation between PA and politics, and the relation between PA and societies. There was a discussion on the problem of corruption which may damage the social image of PA and may result in a general lack of social confidence. Foreign assistance was recognized as a very important tool in solving current issues and a necessity of monitoring evolution of PA was stressed.

Training is a crucial task for increasing the quality of PA. The training systems have to cover both students to produce skilled future officers, and current employees of PA through mid-carrier courses. Training programs have not only to produce

skills but also to contribute to the changes in the mentality of PA people. The future administrators have to present a new administrative culture different from this, which was inherited from the previous system.

central theme of discussions as the group focused on whether or not traditional theories and research methods can be successfully applied to the situation of countries in transition. Whereas there is a general feeling that the traditional approaches are insufficient for a successful analysis of the main causes of the continuing stalemate in politico-administrative relations. The main alternative to these methods (the 'bargaining model', based on theoretical work of Prof. Hood, but adapted to the Central and Eastern European context by Jan Meyer-Sahling (LSE)) and approaches that need further development, sophistication

and testing if it is to become a true alternative for the study of politico-administrative relations in transition states. The group will focus on the preparation for next year's conference on the further development of this model, tested on a set of cases of

transition states.

The shortcomings of traditional theoretic approaches were also discussed in a paper by Prof. David Coombes, which provided further valuable input to the debate. The sets of thematic studies (on professionalism, delivery of policy advice and on ethics in public administration) are, with some adaptations, ready for inclusion in the textbook, and finally, a start was made with the development of case studies of politico-administrative relations at local government level.

Working Groups

1. Working Group on Politico-Administrative Relations

Co-ordinators:

*Tony Verheijen, UNDP, Slovakia
Alexandra Rabrenovic, University of Belgrade, Yugoslavia,*



Working Group 1

The working group consists of some 25 researchers from 20 countries. The Budapest sessions of the working group focused on four main issues:

- Theoretical approaches to politico-administrative relations
- Thematic studies
- Completion of country studies on politico-administrative relations at central government level
- Start of analysis of country studies on politico-administrative relations at local government level

The first theme of the discussions actually became the

2. Working Group on Better Quality Administration for the Public

Co-ordinators:

Joanne Caddy, SIGMA, Paris

Mirko Vintar, University of Ljubljana, Slovenia



Working Group 2

The 12 papers submitted to the Working Group covered a wide range of countries (Bulgaria, Czech Republic, Hungary, Latvia, Lithuania, Poland, Slovakia, Slovenia, Ukraine, and Yugoslavia) and provided a solid set of empirical case studies on which to base discussions. Rather than discuss each paper in turn, each working session was dedicated to a key theme on which all participants focused their interventions and comments. The sessions dealt with: basic concepts, legislative and institutional factors, methods and approaches, best practices and, finally, on developing a model for analysing policies and practices for raising the quality of administration for the public in countries of Central and Eastern Europe and the NIS. Highlights of the plenary meeting include:

- *Defining quality*: the group agreed that a broader definition of quality was needed than that of the traditional perspective on „performance“ in public administration - one incorporating both objective and subjective evaluations of quality (e.g. the citizen's

perception of the quality of services provided).

- *Factors affecting quality*: the key role played by legal frameworks (e.g. laws on access to information and statutory rights of appeal in administrative decision-making), formal institutional structures (e.g. the establishment of one-stop shops, internal audit units) was recognised and informal institutional factors (e.g. attitudes of civil servants towards applying new legislation)
- *Achieving quality*: a host of different practical approaches to achieving better quality administration were reviewed, ranging from quality management systems (e.g. total quality management, ISO standards) to the use of client surveys, citizen charters, quality awards and public panels.

The last working session was devoted to planning the next steps in the Working Group's joint efforts, starting with the publication of this year's results in the NISPAcee Conference Proceedings. It was also decided to establish sub-groups to concentrate on the three key themes identified during the meeting in Budapest, namely: basic concepts; legal and institutional factors; and methods and approaches. These groups will be co-ordinated by a designated member of the Working Group and will report on progress achieved at the

next interim meeting planned for October 2000 in Slovenia.

3. Working Group on Systems of Social Security with Special Emphasis on Problems of Unemployment, Poverty and Gender

Co-ordinators:

Vylitova Marketa, Research Institute for Labour and Social Affairs, Czech Republic

Janos Hoos, Budapest University of Economic Sciences, Hungary

There is an important challenge of the future for public administration and that is to take care of the social problems and to provide proper social policy. The Working Group (WG), in which there were 11 lectures from nine countries - Armenia, Bulgaria, Czech Republic, Estonia, Hunga-



Working Group 3

ry, Latvia, Moldova, Ukraine, Serbia - dealt with this challenge focusing on four problems: 1. / Unemployment and labour policy relating to it, 2. / Poverty, 3. / Gender issue, 4. / Special transitional problems in an extreme environment. However, focusing on these problems the WG placed them into the general framework of Social Security system, because it is the first and one of the most important lessons. The conclusion of the WG, was these problems can be efficiently solved in the framework of the whole social security

system, by reforming such an important element of it as the pension, education and health system.

These nine countries are in a very different level of development of social security policy. This means that (a) there are different challenges for these countries, and (b) different type of social policy is needed in each of these countries. There is a need for a more active unemployment policy and fewer passive ones. It means that more emphasis should be placed on training, retraining of labor force, on the job creation, on the better and more efficient labor market information service. There is poverty in each of these countries, but its scale differs country by country. The poverty rate is less than 5% in the Czech Republic, but more than 75% in Armenia and Moldova. Poverty alleviation should be one of the main priorities of the social policy, but it can be solved in a complex way. The gender problem varies from country to country. In many of these countries the women are the main losers of the transformation and there are serious problems in terms of equal wage, equal hiring opportunities and participation in the decision-making process of policy making. The experiences of these countries have convincingly shown that: the refugee problem cannot be solved at local level. It needs a global solution. It can be efficiently and successfully handled by global governance and not only by governance of national states.

The WG have formed a research group for further research focusing on the narrower policy issues of the topic.

New Working Group - Call For Participation

Conclusions of the Working Session on Minorities in Public Administration: an EU perspective

The major topic of the 8th NISPAcee annual Conference “ten years of transition” provided a good occasion to address one of the most important features of democratization in early 1990s, ethnic and national diversity of the region. Since the fall of state socialism, systemic changes have resulted in extensive transformations in the structure of public administration. Measures aimed at political and economic decentralization are now under way, and legislation on local self-government has been introduced in every country of the region. These new laws are aimed at establishing financial and legal framework of local autonomy.

At the same time, the renewal of the idea of nation-state automatically created internal and external conflicts, in which ethnic groups demand greater autonomy, individual and collective rights and participation in various countries of the region. Many local authorities now have the devolved responsibility of implementing policies to conform to international minority rights standards. However, in the case of most countries of the region, arrangements for education in mother tongue, political and economic participation that play a key role in the development of inter-ethnic relations remain part of the central policies, leaving little play for the designing of local policies.

Inter-ethnic relations and multicultural politics appear to be a major issue for the EU accession of countries in the region. Although many interna-

tional, national and local NGOs are actively advocating minority rights and act on the behalf of minorities, public administration and local governments almost never gets anything else but straight criticism. Therefore, there is an urgent need to develop methods to overcome the existing shortcomings and to provide governments with technical support and consultancy to design and implement multicultural policies that meet the needs of diverse communities.

The aim of the working session on *Minorities in Public Administration: an EU Accession Perspective* was to identify what local governments and public administration can do in their fields of competencies to design and implement multicultural policies that meet the needs of diverse communities.

At the working session, six papers were presented by authors from Hungary, Latvia, Russia, Romania, UK and the Ukraine. Presentations analyzed country specific and regionally relevant aspects of multicultural policies and the role of public administration to provide public services for minorities in the lights of new European directives and legislation on equal treatment of minorities and anti-discrimination and measures against racism and xenophobia.

Central conclusions of the discussion were (1) that EU enlargement will entail not only further development of minority standards in accession countries but will also require modification of EU policies. Nevertheless, (2) participants agreed that legislation and policy practices in accession countries may have a positive impact on minority rights and multicultural politics within member states of the EU. Participants agreed (3) that rights

and policies towards minorities can be properly promoted only if minorities **are fairly represented in both executive and legislative bodies**. Policy approaches promoting political integration of minorities involve new measures of representation in various levels of decision-making. These measures or institutions of power-sharing may ensure that groups who are in minority position have a control of access to political power including a fair distribution of resources. It was argued (4) that decentralization may lead to ethnic fragmentation of larger states. Territorial sub-division of the state power can facilitate effective pluralism and confidence building without destroying the territorial integrity and the essence of political unity of the state. However, it is not without conflict and stress on national societies, therefore it has to be a soft and negotiated autonomy which will allow minorities participation in society without major conflicts. Participants stressed (5) that states should in their educational policies provide adequate training to law enforcement officials and street level agents to ensure access of minorities to various sorts of public services (education, social welfare, administrative services).

Finally, participants of the working session agreed to establish a **Working Group on "Governing Multiethnic Communities"**. It has been decided that the Working Group will elaborate a common research agenda on ***Equity for minorities: measuring access of minorities to public***.

In 2000 – 2001 the working group will:

- a) elaborate further the topic of equitable access to minorities in public administration

- b) develop a research protocol
- c) co-ordinate and implement a comparative empirical research
- d) present preliminary research results at the 9th Annual Meeting of NISPAcee

A detailed research protocol for case studies is under development and will be available on the NISPAcee website by July 2000. Should you be interested in participating in this working group, please, contact the co-ordinator:

Petra Kovacs: kovacsp@osi.hu

NISPAcee Bussiness Meeting

After the closing plenary of the conference, the NISPAcee Business Meeting was held on April 15, 2000. NISPAcee annual reports (activities, finances) and future plans were presented to representatives of NISPAcee members and other participating interested guests. The future development of the organization was also on the agenda. In addition four amendments to the NISPAcee Bylaws proposed by the Steering Committee were approved by the NISPAcee General Assembly.



Barbara Kudrycka

Elections of two NISPAcee Steering Committee members were an important part of the programme. Two NISPAcee Steering Committee members

finished their term on April 15, 2000:

- Tiina Randma, School of Social Sciences, University of Tartu, Estonia
- Martin Potůček, Institute of Sociological Studies, Charles University, Prague, Czech Republic



Martin Potůček

The General Assembly elected Martin Potůček for his second term and Barbara Kudrycka, Bialystok School of Public Administration, Poland, as the new Steering Committee member. President László Váradi, completed his three-years term in the position after the Business Meeting and Martin Potůček became the new NISPAcee President.

We would like to express our gratitude and acknowledgement of the former president, Laszlo Varadi's contribution to the NISPAcee development during the three years of his presidency. He took over the position almost at the beginning of the official existence of the organisation, in the challenging starting period and within the three years the organization enlarged and become recognised not only in CEE countries but by western national and international organizations as well.

Invitation & Call For Papers

The 9th NISPAcee Annual Conference: „Government, Market and the Civic Sector: The Search for a Productive Partnership“

Jurmala, Latvia, May 10 - 12, 2001

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

The Conference Theme

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

The answers to these questions can be found in many areas including various types of collaboration between the public, private and civic sectors in the delivery of social or public services, management of property and market.

NISPAcee is interested in receiving proposals for papers on these issues from diverse perspectives and methodologies. The papers are expected to be based on empirical data and/or experience for the presentation of informative cases, analyses and policy recommendations.

The Conference Format

The conference will be structured in several plenary sessions, working groups meetings and specialized meetings, which would run either in parallel or in a consecutive way according to the needs shown after the selection of papers. More details about the conference theme, working groups, application procedure e.g. are available either from the NISPAcee secretariat or

NISPAcee web site and a more detailed programme will be available from December 2000. The conference will be focused on the *conference theme* and will also be broken up into several *working groups*:

1. Working Group on Politico-Administrative Relations

Co-ordinators: Tony Verheijen, UNDP, Slovak Republic; Alexandra Rabrenovic, Belgrade University, Yugoslavia

2. Working Group on Better Quality Administration for the Public

Co-ordinators: Joanne Caddy, SIGMA, Paris, France; Mirko Vintar, University of Ljubljana, Slovenia

3. Working Group on the System of Social Security with Special Emphasis on Problems of Unemployment, Poverty and Gender

Co-ordinators: Janos Hoos, BUES, Budapest, Hungary; Marketa Vylitova, Research Institute for Labour and Social Affairs, Prague, Czech Republic

4. Working Group on Governing Multi-ethnic Communities

Co-ordinator: Petra Kovacs, LGI, Budapest, Hungary

5. Working Group on Public Finance and Accounting

Co-ordinator: Zeljko Sevic, University of Greenwich, London, The United Kingdom

In addition, *specialized meetings* focused on topics generated by NISPA-

cee members could be organized during the conference. A meeting focusing on NISPAcee will take place during this conference.

1. NISPAcee – How did we start? What are we? Where should we go?

Chairpersons: Maria Gintowt – Jankowicz, National School of Public Administration, Warsaw Poland; Alexander Kochegura, People's Friendship University of Russia, Moscow, Russia

The NISPAcee Business Meeting

will be held on the last day of the conference. NISPAcee Principal Representatives or Heads and Directors of all NISPAcee members are welcome to participate in this meeting.

Deadlines

The deadline for submitting completed applications with abstracts of papers relevant to the conference theme or working group themes is **September 30, 2000 at the latest**. The final version of the completed paper is to be sent to the NISPAcee Secretariat by **March 15, 2001 at the latest**.

Registration of all participants has to be completed by **March 15, 2001**.

Application Forms and Registration/Hotel Reservation Forms are available on the Internet or from the NISPAcee Secretariat:

Conference on the Internet <http://www.nispa.sk/news/events.html>

Contact person:

Applications and inquiries are to be addressed to:

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NISPAcee

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

NISPAcee Membership

Presently, the NISPAcee enlists 100 Institutional members (from 19 countries), 28 Associate members (from 16 countries), and 158 Observers (from 27 countries).

New Institutional members of the NISPAcee

Institute of Public Administration & Social Research,
Kyrgyz State National University, Bishkek,
Kyrgyzstan

Association of Education of Public Administration,
Bialystok, Poland

Leon Kozminski Academy of Entrepreneurship & Management,
Warsaw, Poland

Faculty of Humanities & Social Sciences, Peoples'
Friendship University of Russia, Moscow, Russia

Municipal Training Center, Togliatty, Samara, Russia

New Associate members of the NISPAcee

Institute of Public Administration, Dublin, Ireland

Postgraduate School of PA, Roma, Italy

ICMA (International City/County Management Association), Almaty, Kazakhstan

Civil Service College, Ascot, Berkshire, The United Kingdom

IULA Office for Research & Training, School of Public Affairs, University of Delaware, Newark, USA

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

The deadline for the next issue is August 31, 2000.



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