



to the enterprises but that has only aggravated inflationary processes.

In July 1994 there was accepted an anticrisis programme aimed, mainly, at ensuring the macroeconomic stabilisation and institutional reformations. At the same time the main attention was given to the development of a standard-legal base of economic reforms. The Government bent every effort to the formation of market relations in the country.

In 1996 the Government of the Republic of Kazakhstan started on the execution of the new Action Programme for 1996-1998 aimed at intensification of reforms. At that time there were developed and adopted such important documents, as medium-term programme of further reforms of the banking system; the programmes of the phased transfer of social objects from the managing subjects to local budgets; development of the

equity market; development of the insurance market; increases in employment; development of small-scale and average business, support of entrepreneurial ability; privatisation and the restructuring of the state ownership.

Such forms of foreign capital formation, as transfer of separate enterprises to trust foreign companies with the option to privatise these enterprises, as well as create special economic areas was widely spread in the Republic. The public finance management system was cardinally reformed and the system of taxation was improved.

In 1996 the country achieved macroeconomic stabilisation, and for the first time in five years the growth of gross domestic product (GDP) with respect to the previous year was up by 0.5 %. In 1997 this tendency increased, the GDP level has grown by 1.7 % and the rate of inflation

reduced to 11.2 %. However, it should be noted that during the years of the reforms, as a whole the GDP volume, as compared to 1991, was reduced by more than half, and the standard of living of the absolute majority of the population has sharply fallen.

It is necessary to note that the economic growth was unstable. By the end of 1998 the GDP level has decreased by 2.5 % under the negative influence of the financial crisis which took place in Russia and Southeast Asia. Kazakhstan followed the policy of maintaining the overstated rate of the tenge, whereas the national currencies of practically all CIS countries (basic trade partners) were devalued. The pegged rate of the tenge was maintained through currency support by the National Bank and that has resulted in the reduction of gold and foreign exchange currency reserves. According to expert assessments, the price of the pegged currency rate has exceeded 1 billion US dollars. That led to lower competitiveness of Kazakhstan goods both in foreign and home markets and consequently to the further reduction of output.

In 1999 there were measures taken such as the introduction of the floating rate of the tenge and double sequestration of the budget. Due to the tenge devaluation, changes in tax, customs and budget policy and rather high export prices, it became possible to achieve macroeconomic stabilisation in the international market and that is regarded as creation of preconditions for the real basis of economic expansion.

However, in 1999 the GDP volume (mln.dollars) has not yet reached the GDP level (Table 1) compared to before the crisis. In 1991 there was no external debt, though later it appeared and in 1999 it was 7.5 bln.dollars. And still there remain the problems,



Table
Basic socio-economic indicators of the Republic of Kazakhstan for 1991-2000.

Indicators	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Average annual population size (mln.people)	16,405	16,439	16,380	16,146	15,816	15,578	15,334	15,073	14,953	14,844
Average annual number of employed population (ths.people)	7 480	7 355,8	6 926,3	6 581,8	6 551,5	6 518,9	6 472,3	6 127,6	6 105,4	?
Gross Domestic Product, 1991-1992 (mln.rubles) 1993-2000 (bln.tenge)	85 863,1	1 217 689	29,4	423,5	1 014,2	1 415,7	1 672,1	1 733,3	2 016,5	2 596,0
Gross Domestic Product, mln.\$	1)	1)	11 426,4	11 840,8	16 645,0	21 041,0	22 172,0	22 140	16 854,4	18 264,7
GDP per capita (dollars)	1)	1)	693	730	1 068,4	1 350,7	1 445,9	1 468,8	1 049,9	1 230,5
USD exchange rate (average annual)	1)	1)	2.6	35.7	60.93	67.29	75.42	78.29	119.64	142.1
External debt, mil. \$	0	111	356	3 240	3 431	4 201	5 946	7 589	7 532	?
Official unemployment rate (in % to the number of employed population)	0.05	0.4	0.6	1.1	2.1	4.2	3.8	3.7	3.9	3.7
Consumer prices index (December to the previous December)	190.9 ²⁾	1 614.8 ²⁾	2 265.0	1 258.3	160.3	128.7	111.2	101.9	117.8	109.8

1) no data

2) January - December to previous January - December

?) the data have not been estimated

which cause doubts of stability of the successes achieved. They are, first of all, related to default in payment, increase of the state expenses for servicing the external debt of the country, out-of-date basic funds and economy based on raw production.

During the ten years of reforms, the realisation of organisational-legal and economic pre-conditions for transition to market economy was created in Kazakhstan. However, the realisation of the reform process passed contradictorily and faced many complications. There were a number of positive changes, which took place in the society and economy, as well as negative socio-economic consequences of market transformations.

Owing to the optimisation, financing of education has decreased: The schools in the remote areas were closed, the number of specialised secondary institutions was reduced, though many private high schools appeared. All this has resulted in a decrease of high educational potential - one of the main achievements of the Soviet Union. Public health services have sharply decreased in number and systems of first and

outpatient medical aid in rural areas resulted in being destroyed.

The system of social support has undergone significant changes. Until 1997 a solitary pension system was functioning in Kazakhstan, then the reforming began which assumed transition to accumulative system. At present the previous and accumulative pension systems coexist in the Republic.

Since 1997 the main part of the social obligations of the state is within the regional authorities' terms of reference and is financed from the local budgets. However, the processes of the regions reforming are ambiguous and differentiation of regions on the social-economic principle became intensified. Due to economic hardships endured by the majority of the regions, especially rural areas and towns, the social sphere is at degradation stage.

Problems of population poverty and unemployment remain to be urgent for the Republic. During the years of reforms the standard of living of the population has decreased. After the repeal of the act „Con-

cerning Minimum Consumer budget „, in 1991 down to 1999 the living wage rate was not identified by the legislation. The Law „Concerning Living Wage“ was only accepted in November 1999. In the law, the legal basis for identification and use of the living wage is established. The real incomes of the population in 1999 as against 1991 was about 10 %. The low rate of wages, pensions and allowance has made the majority of the population survive physically. In 2000 the official rate of unemployment was 3.7 %, though the rate of unemployment assessed by the International Labour Organisation method including „self-engaged“ population was 30 %.

The problems can be solved at maintaining stable economic growth. In order to provide sustainable development of the national economy and a politically stable nation it is important to iron out the problems of interregional differentiation, meet the economic crisis and remove the development lag of separate regions as well. First of all it is necessary to identify the priorities of economic policy.

Training Co-operation Through Twinning First experiences from the Lithuanian Institute of Public Administration

Anneli Temmes, Pre-Accession Advisor

The EU-financed Twinning project "Twinning and Training Package for Civil Service Training (Phare LI 99/IB-OT-01) started in November 2000. The project is a two-year effort in which the Lithuanian Institute is the main Lithuanian counterpart. Smaller parts of project activities and the project budget are addressed to development of the National Aid Coordinator and the administration of the parliament, the Seimas. But most components of the project are dealing with civil service training, the development of the Lithuanian Institute of Public Administration and the training curriculum.



The management group of LIPA intensively working with the new strategy of the institute

The Twinning project is on EU-side implemented by two sister institutes of LIPA: The Danish School of Public Administration and the Finnish Institute of Public Management. Three pre-accession advisors are permanently working in Vilnius and a great deal of short-term input is used for various tasks.

New training courses

The Twinning project is supporting LIPA to elaborate a comprehensive horizontal training curricula. This means 10 new programmes for high level

civil servants and 20 new courses for continuous training. In figures the pilot versions of the new courses should cover 500 participants. Additionally, 50 part time trainers are invited to special Trainer training programmes.

EU-curriculum

EU-preparation is one of the key areas in Lithuanian public administration today. The Twinning project supports the preparation work by elaborating a comprehensive EU accession training curricula. LIPA already has a good basis for EU-training and it will be widened by 20 more programmes. The programmes will be developed jointly between LIPA staff, EU-experts and Lithuanian EU-trainers. Also here special Trainer training support will be arranged for 50 part time EU-trainers and the pilot training courses should cover 500 participants.

As part of EU-training, the Twinning project can also organise high-level conferences where important and interesting speakers can be invited. The project can also easily provide information about the earlier enlargement experiences, especially from the latest in which Finland was one of the three newcomers. These experiences, as any other experiences or models, are not presented to be directly followed but to be analysed and discussed from a totally Lithuanian point of view.

Joint efforts

All 50 new training courses will be developed in a close co-operation with the clients of LIPA. The real training needs of public administration organisations are identified through several discussions, interviews and organised meetings. Special clubs for networking have been opened for state secretaries, heads of personnel divisions and heads of EU-departments. These clubs serve as development and communication channels for the participants and also as discussions forum for training needs, training possibilities and concrete proposals for training courses.

Ministries are also supported in their annual training planning and developing their training-needs analysis. Guidelines have been provided as well for the developing of training planning, training methodology and training material.

International co-operation

International co-operation has from the very beginning been an essential part of the Lithuanian Institute. NISPACEE forms one good network for a new institute where important contacts with other training institutions and other organisations can be established and where it is possible to participate in the latest discussion from other CEE countries.

Also the Twinning project looks forward to all future co-operation with NISPACEE and it is very willing to share the results and experiences at the end of the project.

Public Administration and Local Self-Government – Training in Kyrgyzstan

Within the period from February 2000 to April 2001, the Institute of Public Administration and Social Research of the Kyrgyz State National University has organised short term courses of raising the qualification of heads and accountants of local governments.

These courses were the result of fruitful co-operation between the Institute and the Eurasia Foundation and a logical continuation of two previous projects in the field of Public Administration and Local Self-government aimed to work out new curricula. In addition, it was utilised to re-train the lecturers, create educational and material basis in the form of a modern library and equipment.

Working languages of the courses were Kyrgyz and Russian.

Aim of the project:

The project was aimed to support improvement and to raise efficiency of activity of the local self-governments through the raising of the qualification of heads and accountants of local self-governments according to newly study programmes based on the real market needs.

Activity:

In the frames of this project Institute organised eight weekly seminars for the heads and accountants of local self-governments from all the regions and capital of the Kyrgyz Republic. Each region was presented by 20 people (10 heads and 10 accountants of local governments). Total number of participants was 160 people.

The curricula of the short-term courses were worked out according to the typical curricula of the Ukrainian Academy of Public Administration under the President of Ukraine.

Preparatory work included the distribution of information on short-term courses among state power bodies and local authorities in the region (programme of the courses, timetable, contents of lectures, criteria of selection, and deadlines).

Trainers were lecturers of the Institute who participated in the courses of raising the qualification at the Ukrainian Academy of Public Administration under the President of Ukraine as well as the representatives of the Congress of Local Communities of the Kyrgyz Republic.

The seminar included lectures (26 hours), practical courses (8 hours), round tables (8 hours), and a six-hour conference. Lectures were given by new technology – case methods. During two hours the lecturer revealed the problem and at the same time communicated with the audience sharing his experience of practical work in the studied field.

Courses for accountants focused on the issues of international standards of accounting, communal (municipal) equity, methods and mechanisms of amortisation, accounting reform in Kyrgyzstan, local budgets, tax policy and local taxation.

Courses for the heads focused on actual issues of state policy, administrative reform in the republic, interaction of public administration and local self-government, development of civic society and self-government in Kyrgyzstan as well as the basic international documents on local self-government.

Participants of courses received a certificate signed by the Congress of Local Communities, State Service Department of the Office of President, Ministry of

Regional Development and Local Government.

Participation

The following criteria were taken into consideration during the selection of participants:

- Perceptiveness of the participant (age, education, attitude to work, possibility of carrier growth);
- lack of experience of participation in such seminars.

In addition, the Institute made preferences to women-leaders in the field of municipal administration.

According to the results of the questionnaire and the sociological survey that the participants presented, the materials corresponded to their interests, discussions were fruitful, work of trainers was qualified, level of organisation was very high, and the courses themselves were extremely useful.

In future, the Institute plans to continue such courses on the basis of self-financing (courses will be financed partly by the Institute (e.g. free access to library resources, rent of the rooms, computer classes) and partly by the participants themselves.

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Latvia's Experience in Combating Corruption

Gunta Veismane, Director of State Chancellery, Mara Grudule, LSPA, Head of Projects Coordination Unit, Ivars Indans, PR Expert, EU Phare project, Riga, Latvia

Corruption is a truly global and historical phenomenon from which scarcely a country in the world escapes. The developing countries are more sensitive and vulnerable from corruption damage. Latvia in the transition period from the Soviet times to an independent democracy and market economy-oriented was also faced with this phenomenon -corruption.

During our independence in 1991, Latvia has made a number of important steps in strengthening its rule of law, public administration and criminal justice system, recognising the importance of setting up and developing enforcement capacity in various areas.

In the light of the European Council's Copenhagen political criteria Latvia sees corruption prevention as an important aspect at the European integration process. Joining the European Union, Latvia will have to be able to apply and realise effectively the EU legislation in the area of corruption.

The Latvian Progress report contains three procedures that should be taken to prevent corruption: 1) completion of the legal framework, 2) provision of effective work of legal institutions, 3) taking measures to strengthen consciousness and change perceptions.

In this context it is very important to note that the EU PHARE project on "Anticorruption Training, Legislation and Information Programme" has

launched its operation in Latvia at the beginning of 2000 as one of the first of its kind in the Central and Eastern Europe. In the making process of the project the Latvian School of Public Administration (LSPA) play the significant role. The design of the Terms of Reference (ToR) was managed and coordinated by LSPA and based on the three principles of the Corruption Prevention Programme and covered wide-ranging activities in the area of legislation, training and public information.

The overall objective of the project is to prevent further corruption by improving the legal framework and its implementation; to support implementation of the government's Corruption Prevention Programme by training civil servants, as well as the Customs and Police. In addition, to Audit in order to deal with anti-corruption issues and to increase public awareness and knowledge of corruption. The Project consists of three equally important components: legislation, training and public information.

The project is financed by the EU Phare programme, and administered by the company, KPMG . The project is located in Riga.

The second component of the project - Training

As stated in the ToR, the aim of this component is to ensure that all the institutions involved in training and educating offi-

cial providing public services (civil servants, customs, police, prosecution, justice, accounting and auditing) will develop an understanding of the nature and sources of corruption and develop the competence to deal with them effectively.

As since the project is going to final phase, there are an important results achieved.

The project team developed a curriculum of four modules (horizontal training for all civil servants) with accompanying training materials and the profile of the trainees for the Train-the-Trainers (TTT) course on anti-corruption issues. Fourteen trainees were recruited by the LSPA, coming from the Latvian University, Custom, State Revenue Service, Financial Police, Police Academy and LSPA itself. After the successful pilot seminars were held, all participants of the TTT course were graduated as trainers in the „Corruption Prevention” module (horizontal training) and received the Certificate of Training. It is one of the project sustainable results.

The main topics covered in the seminar were as follows:

Module 1: Definitions, cause and effects of corruption

Types of corruption;
Causes of corruption;
Consequences for society and politics.

Module 2: Legal aspects of fighting corruption

The role of law in combating corruption (general considerations)

- Preventing corruption;
 - a) Administrative norms and guidelines regulating the conduct of public servants;
 - b) Focus on Latvian legislation, e.g. Anti-Corruption Law;
- Sanctioning corruption;
- Criminal law:
 - a) Interpretation;
 - b) problem areas and reforms;
- Procedural issues;
- Practical issues.

Module 3: Organisational aspects of fighting corruption, including preventative measures

- Corruption prevention plans;
- Areas at risk of corruption;
- Conditions favouring corruption;
- Indicators of corruption;
- Methods of prevention;
- Corruption register.

Module 4: Conflict of interests, code of conduct

- Conflict of interest:
 - a) Examples;
 - b) strategies to manage conflicts of interest;
- Development and implementation of effective codes of conduct;
 - a) framework
- Content;
- Promotion strategies;
- Dilemma situation game.

The regular seminars in “Corruption Prevention” will be held in LSPA from the October 2001.

EU Phare project also focuses (as stated in ToR) at promotion of vertical training modules for the police, custom, judges and prosecutors in different educational institutions of Latvia. The work on this objective is still in the process and

will be finished within a few months.

Professional training will also be provided for media representatives dealing with investigative journalism on a daily basis. Six journalists from both national and regional newspapers together with project expert went on a project TTT study tour to Denmark to undertake an intensive course in computer assisting reporting. This course involved computer assisting reporting, teaching methodology and the development of a special training module for these subjects for Latvia.

There has already been training for different police structures that is an essential precondition for the fight against corruption. A study tour to Birmingham (UK) was organised for representatives of the Economic and Finance Police, the Bureau for Combating Organised Crime and Corruption. The training course was designed to enable middle managers to introduce new elements of practical investigation in their daily work.

The main objective of the public information component is to encourage public awareness. The slogan of the EU Phare project – Together Against Corruption – means that anti-corruption measures in legislation and public administration will have an effect only if they are seen and supported by the majority of society. During the public information campaign, it is intended to explain corruption and its negative impact on the Latvian economy, social life and politics.

So far, the project has successfully achieved many of its objectives. Firstly, a major task

has been completed on clarifying what legal documents for corruption prevention are needed.

Secondly, training has been carried out and relevant materials have been developed. They will be used by public administration institutions to train their staff in anti-corruption issues.

And finally, another project component recently received high profile publicity as the media campaign on public information was launched at the end of November 2000. The objective of public information measures is to promote public participation in elimination of corruption. It is definitely a difficult issue. It is not easy to establish a successful dialogue, but by providing information, inviting for an active participation and encouraging to fight against corruption, we could gradually achieve certain results. Taking into account the extent and prevalence of corruption in Latvia, as well as the general attitude towards it, it is clear that in order to eliminate it, neither one day nor a year will be enough. It is a long-term process. The aim of the EU Phare Corruption prevention project is to provide consultations and advice, to work so that these common efforts would lead to the ultimate goal – elimination of corruption.

We would like to finish our article with words of a great Italian statesman of the 19th century who said: “If we did for ourselves what we do for Italy, what villains we would be”. We invite all our readers just think about this conclusion.

Call for proposals LGI Policy Fellowship 2002

Fellowship topics for 2002 (October 2001 to July 2002)

Municipal Creditworthiness, Fiscal Distress and Debt Adjustment in Transition Countries

**Mentor: Charles Jokay,
Executive Director of IGE
Consulting**

Topic Summary: Municipal governments in Central Europe face the common problem of establishing the administrative, taxation and management capacities to maintain and build service delivery infrastructure of all types. Normative grant financing, tax sharing and other revenue systems, however, often do not cover the full operational and capital costs of local services. Besides having difficulties in meeting operational budgets, municipalities in some transition countries have begun to borrow from banks and on the capital markets to finance vital infrastructure projects in particular water, wastewater and solid waste facilities. The need to borrow raises the question of the appropriateness of the borrowing framework, and creates a need to address default or non-payment of debt on the part of municipalities. The municipal borrowing framework, both statutory and regulatory, greatly affects creditworthiness, though does not fully explain the level of municipal capital borrowing.

Policy Research Issues:

- a) the nature of and general causes of operational deficits, unpaid bills and other forms of fiscal stress at the municipal level;

- b) efforts by national governments to prevent, adjust and finance such gaps at the local level (comparing Latvia, Hungary and Slovenia for example);
- c) elements of national municipal borrowing frameworks and how they affect creditworthiness; policies to limit/control sub-national borrowing;
- d) solutions offered in various countries to address municipal borrowers in default (debt adjustment, reorganization), Hungary and Latvia in particular.

A preference will be given to candidates from Czech Republic, Estonia, Hungary, Latvia, Lithuania, Slovakia and Slovenia.

Improvement of Fiscal Equalization Techniques in Countries with Several Tiers of Government

**Mentor: Sergii Slukhai, Faculty
of Economics, Kiev National
Taras Shevchenko University,
Kiev, Ukraine**

Topic Summary: Intergovernmental fiscal relations in transition countries are adjusted to current realities of public administration and influenced by historic and political traditions. Fellows will provide a critical comparative analysis and policy recommendations of equalization techniques. The research will be based on local political and economic environment, building on the theory and worldwide practices of fiscal federalism.

Policy Research Issues:

- a) evaluation of existing equalization schemes;

- b) developing guidelines to improve current systems of fiscal equalization;
- c) comparing alternatives to commonly used revenue-sharing as an instrument of equalization.

A preference will be given to candidates from Poland, Romania, Russian Federation and Ukraine.

Performance Measurement in Public Service Provision

**Mentor: Zeljko Sevic,
Professor, The Business
School, University of
Greenwich, London, United
Kingdom**

Topic Summary: Some countries in the CEEC region have already begun to outsource local government activities, while in others (mainly in the Balkans), very few attempts have been made. This Fellowship Team will look at issues related to strategic management in the public sector – a prerequisite for effective models measuring the performance of local authorities in public service provision. More specifically, fellows will examine financial and accounting information systems, reporting practices, narrative reports and other topics relevant to local government accountability.

Policy Research Issues:

- a) structure and implementation of existing legal arrangements;
- b) private-public partnership concept;
- c) perceptions of policy-makers and the public about the private provision of public services;
- d) performance indicators.

A preference will be given to candidates from Albania, Bosnia-

Hercegovina, Bulgaria, Croatia, Macedonia, Moldova and Federal Republic of Yugoslavia.

Decentralisation of Water Management: Public Service Reform in Central Asia and the Caucasus

Mentor: Iskandar Abdullaev, Association of Uzbekistan for Sustainable Water Resource Development

Delivery of local public services in countries of Central Asia and the Caucasus continues to suffer from the legacies of the Soviet planned economies, compounded by the circumstances of their demise. The purpose of the fellowship programme is to compare regional experience of efforts to adapt their management and financing to a changed political and economic environment. Fellows will be invited to describe and evaluate efforts to reform the delivery of public services in their own countries through changes in ownership, management, finance and accountability related to the case of decentralisation of water management.

Policy Research Issues:

- a) role of local administration on water management;
- b) delegation of responsibility for service delivery;
- c) economic aspects of reforming of water management: water pricing application of and market tools in the water management;
- d) public participation on water management. (Water Users Association and its applicability for the FSU countries etc.)

A preference will be given to candidates from Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.
Fellowship Academic Advisor: Professor Kenneth Davey, Univer-

sity of Birmingham, LGI Steering Committee member

Methods and procedures

Grant

LGI will award successful applicants with a stipend for a period of 10 month between October 2001 and July 2002.

Eligibility

Ideal applicants are civil servants, policy researchers, and policy advisers. A graduate degree or equivalent is required. Applicants must be citizens of CEE, SEE, or NIS countries.

Methodology

LGI will group Fellows into small teams of 3 or 4 according to their topic. Each team of fellows will be lead by a mentor – a well-known expert. Mentors will advise and supervise Fellows in the course of the implementation of their research projects. Mentors will also facilitate professional cooperation and communication between members of the team. Fellows are encouraged to support each other's work with their expertise and comments within their teams. LGI encourages teams of fellows to develop joint or comparable research agendas.

Methodology

Fellows are expected to conduct quality research according to the mutually accepted research protocol. As a final product, fellows will submit a research report that is an informative policy document, based on recent theoretical literature and policy research findings, that includes policy recommendations. Teams are expected to submit a joint report concluding

their comparative results. LGI will publish the best reports.

Application procedure

The application must include the following elements:

- Cover page (Full name, gender, contact address, residency)
- Research proposal (1,500 words) including a well-defined research problem, justification of the topic, research methodology, and expected outcomes of the research
- Writing sample (English-language article published in a relevant periodical or a chapter of a book)
- Professional CV
- The name and contact information of two people familiar with the professional capacities of the applicant

Proposals must respond to domestic needs, be policy-oriented, focused, creative, and theory-based but practice-oriented.

The deadline for submitting applications is July 20, 2001.

Late applications will not be considered.

All applicants will be notified by LGI of their status by September 5, 2001.

Applications should be submitted to:

Local Government and Public Service Reform Initiative:
lgprog@osi.hu

Please write „LGI Policy Fellowship 2002“ in the subject line.

Contact Person:
Petra Kovacs
kovacsp@osi.hu
for related details.

PA on Internet



<http://www.unpan.org>

The Global Online Network on Public Administration and Finance (UNPAN) is designed to serve as a portal to promote the exchange of expertise and sharing of experiences and lessons learned in public administration and finance at the local, national, subregional and international levels, as well as to support the development of efficient and effective public administration and competent civil services.



<http://www.pat-net.org>

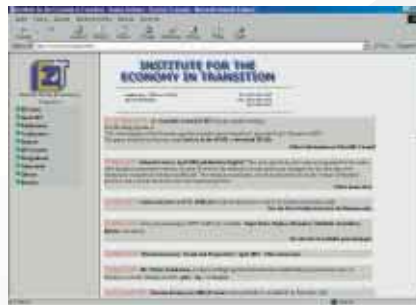
The Public Administration Theory Network (PAT-Net) is an international network of professionals interested in the advancement of public administration theory.

<http://lgi.osi.hu/experts/>

LGI Experts Database is a constantly growing register of experts in public policy and public administration willing to participate in projects in the region of Central and Eastern Europe and countries of the former Soviet Union.

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

ISAR (Initiative for Social Action and Renewal in Eurasia) is a unique nonprofit organisation with offices in Washington, DC and eight cities in the former Soviet Union (FSU). The main mission is to promote citizen participation and the development of the nongovernmental sector in the former Soviet Union by supporting citizen activists and grassroots nongovernmental organizations (NGOs) in their efforts to create just and sustainable societies.



<http://www.iet.ru/index2.htm>

Site of the Institute for the Economy in Transition - the leading Russian Center of research in theoretical and applied economics, strategy for economic development of the country and on making recommendations on specific economic policies.



<http://www.globalforum.it>

Information on the third Global Forum: Fostering Democracy and Development through E-Government.



<http://www.ueplac.kiev.ua/eng/index.shtml>

UEPLAC, the Ukrainian-European Policy and Legal Advice Centre, was set up in 1997 within the framework of the EC Tacis programme. The purpose of the Centre is to provide high-level policy advice on economic and legal issues to the Parliament of Ukraine, the Administration of the President of Ukraine, the Cabinet of Ministers of Ukraine and the National Bank of Ukraine.



<http://www.cerge-ei.cz/>

CERGE-EI (The Center for Economic Research and Graduate Education of Charles University) is a joint workplace in the field of Economics, associated with two highly respected institutions, Charles University and the Academy of Sciences of the Czech Republic.

Calendar of Events

June 18-19, 2001 Special Course "Review of Activity of Finance Ministry of Republic of Lithuania"

Working language: Lithuanian

Contact:

Kristina Marceliene,
Training Centre at the Ministry of
Finance, Vilnius, Lithuania,
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fax: +370 721 637,
e-mail: fmmc@takas.lt

June 21-23, 2001, 14th Annual Conference of the Public Adminis- tration Theory Network (PATNet) "Changing Discourses: Democracy, Institutions, and Civic Space" hosted by Leiden University, the Netherlands

Contact:

www.leidenuniv.nl/patnet2001

June 16 - July 1, 2001 International Summer School „Civic Education & Public Orientation“

Working Language: English, Russian

Contact:

Abdusamadov Abdusabar,
Dushanbe, Tajikistan,
phone: +992-372-218 764,
fax: +992-372-510 102,
e-mail: ozod@ac.tajik.net,
web: www.cornellcaspien.com

June 18 - July 6, 2001 International Summer School „Teaching Econom- ics - Visual, Web-based and Interac- tive“

Working Language: English

Contact:

Sakharova Z.E., Tomsk State Universi-
ty, Economic Department, Tomsk,
Russia, phone: +7-3822-410 662,
E-mail: efdekan@ic.tsu.ru

28-29 June 2001, Workshop "To- wards Effective and Transparent State Aid Control: Recent Policy Issues"

Working language: English

Contact:

Ms. Sonja van de Pol,
Programme Organisation, European
Institute of Public Administration,
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tricht, The Netherlands,
phone: +31-43-3 296 371,

fax: +31-43-3 296 296,
e-mail: s.vandepol@eipa-nl.com,
web: [http://eipa.nl/activities/
default.htm](http://eipa.nl/activities/default.htm)

July 9-20, 2001 Summer School "The Art and Science of Teaching a New Profession: The Strengths- Based and Problem-Solving Model of Social Work"

Working Language: English

Contact:

Centre for Social Welfare Professional
Education, Vytautas Magnus Universi-
ty, Kaunas, Lithuania,
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July 16 – August 3, 2001, Summer School 2001 "Environmental Management in a European Per- spective"

Working language: English

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August 5-19, 2001, Summer School "Cultural and Organisational Change in University Teaching"

Working Language: English

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August 5-25, 2001, Seminar "Inter- national Summer School on Teach- ing Demography"

Working Language: Russian

Place: Ust-Kamenogorsk, Kazakhstan

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August 26-30, 2001, Summer School "Cluster Computers"

Working language: English

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August 30 – September 1, 2001, Workshop "Cluster Computers"

Working language: English

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September 2 - 15, 2001 Internation- al Summer School "Gender and Politics in Central and Eastern Europe: Perspectives for Equal Opportunity Politics"

Working language: English

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September 17-21, 2001 OECD Workshop "Baltic Tax Policy Workshop"

Working language: English

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October 8-12, 2001 OECD Workshop “Baltic Tax Policy Workshop”

Working language: English

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Events of the European Institute of Public Administration, Maastricht, The Netherlands

September 13-14, 2001 Introductory Seminar „European Public Procurement Rules and Policy“

Working language: English

Contact:

Ms. Gediz Cleffken,

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fax: +31-43-3296 296

September 13-14, 2001 Seminar „Policing and Public Accountability in Europe: Designing European Police Networks“

Working Language: English

Contact:

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October 8 – 9, 2001 Seminar „Transparency on the Agenda: The Agenda of Transparency“

Working language: English

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fax: +31 43 3296 296

October 25 – 26, 2001 Seminar „Public-Private Partnerships: Can the EU Accommodate National Initiatives?“

Working language: English

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fax: +31-43-3296 296

November 19 – 20, 2001 Seminar „Keep Ahead with European Information“

Working language: English

Contact:

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fax: +31-43-3296 296

November 29-30, 2001 Practitioners Seminar: „Achieving Better Procurement Practices in Europe“

Working language: English

Contact:

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fax: +31-43-3296 296

December 10 – 11, 2001 Seminar „Reform of EC Competition Policy: An Assessment of the

June 13-15, 2001, Seminar “Cash-Flow and Business Plan for PHARE, RICOP, ANDR and IMM Projects”

Working language: Romanian

June 15-17, 2001, Conference “Practices of Public Management and European Affair in French Public Administration”

Working language: Romanian, French

June 18-22, 2001, Seminar “Quality Management in Public Administration”

Working language: Romanian

June 25-27, 2001, Seminar “Urban Management”



Process of Decentralisation and Modernisation“

Working language: English

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Events of the Territorial Centre for Continuous Training for Local Public Administration, Bucharest, Romania

June 4-8, 2001, Seminar “Organisational Analysis”

Working language: Romanian

June 11-15, 2001, Regional Strategic Planning

Working language: Romanian

Working language: French, Romanian

June 25-29, 2001, Training of Trainers

Working language: Romanian

July, 2001, Course “Development Agents”

Working language: Romanian

July 2-6, 2001, Seminar “Theory and Methods in Studying Policies in Environment Protection”

Working language: Romanian

July 2-6, 2001, Seminar “Public Relations”

Working language: Romanian

July 16-20, 2001, Seminar “Conflict Management”

Working language: Romanian

July 30 – August 3, 2001, Seminar “New Legislation in Public Administration”

Working language: Romanian

August 6 – 10, 2001, Seminar “Public Procurement”

Working language: Romanian

August 6 – 10, 2001, Seminar “Local Development”

Working language: Romanian

Date and place: 06 - 10.08.2001, Voineasa

September 3 – 7, 2001, Seminar Management of change. Leadership

Working language: Romanian

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

Working language: Romanian

June, 2001 Seminar “Management techniques and methods used in civil services”

June 25-29, 2001 Seminar “Civil services management”

July 2-6, 2001 Seminar “Public Marketing”

July 9-13, 2001 Seminar “Statute of Civil Servants and Human Resource Management”

Contact:

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Bucharest,
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Events of the Moscow Science Foundation, Moscow, Russia

Working language: Russian

December 2001, Conference for Regional Training Centre of MPSF network „Professionalisation and effectiveness of municipal administration“

October 2001, Special Course “Strategic Planning in Municipal Administration“

November 2001, Training „Total Quality Maintenance in Local Government“

Contact:

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Events of the Dnipropetrovsk Branch of Ukrainian Academy of Public Administration, Dnipropetrovsk, Ukraine

Working language: Ukrainian

June 2001, Seminar “Relationship Between Public and Municipal Levels of Administration, Advantages of Leading Municipal Association”

September 2001, Seminar “New Methods of Effective Management in Work of Administration, Means of Transition to Ukraine”

November 2001, Seminar “Regional Marketing and Support of Municipal Economy - Principles and Advantages”

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Events of the Lviv Branch of Ukrainian Academy of Public Administration, Lviv, Ukraine

July 10-11, 2001, Seminar “Investment Climate in Ukraine”

Working language: Ukrainian

September 23 – 27, 2001 Seminar “Using Project Management Methodology and Tools in Public Administration”

Working language: Ukrainian

September 25 – October 7, 2001, Workshop on the Efficacy of Local Authorities for the Representatives of Local Self-Government Bodies from Switzerland and Ukraine

Working language: German, Ukrainian

June 20, 2001, “Eastern Border of the European Union: Cross-Border Co-operation” Round table for the representatives of regional and local authorities, politicians, and researchers from the cities Lueneburg (Germany) and Lviv (Ukraine)

Working language: German, Ukrainian

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RECENT PUBLICATIONS

New Demographic Faces of Europe

Editors: Kucera T., O. Kucerová, O. Opara and E. Schaich
Publisher: Springer Verlag, Heidelberg 2000, 420 pp.
Price: 150 DEM
Language: English

The book presents a comprehensive overview of the recent demographic trends in the countries of Central and Eastern Europe focusing on such critical issues as fertility decline, changes in mortality, migration dynamics, acceleration of population ageing and negative population growth.

Contact:
Tomas Kucera,
Charles University in Prague,
Faculty of Science, Department
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2, Czech Republic,
phone: +420-2-2195 2170,
fax: +420-2-2492 0657,
e-mail: kucera@natur.cuni.cz,

Introduction to Public Policy Analysis

Authors: Vlad Romanov, Oleksandr Rudik, Tetyana Brus
Publisher: OSNOVY 2001
Price: 14 hryven
Language: Ukrainian

The first original manual on public policy analysis for training of Masters of PA. Manual contents theoretical principles of policy analysis, stages of development, here you can find the analysis of it condition and perspectives in Ukraine, segments of public policy analysis process. The great attention is paid to practical component of policy analysis realisation, principles and methods of work. Manual contents the list of recommended literature of Ukrainian and foreign authors.

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e-mail: inter@vidr.dp.ua

Publications of Edward Elgar Publishing

Transition and Growth in Post-Communist Countries – The Ten Year Experience

Editor: Lucjan T. Orłowski
Price: 69.95 GBP (Hardback)

Resume:
The book documents the first ten years of economic transition in CEE. It examines economic growth, stabilisation policies and the reformation of social safety nets in the formerly communist countries.

Good Governance in Central and Eastern Europe

Editor: Herman W. Hoen
Price: 45 GBP (Hardback)

Resume:
The book empirically tests the relationship between economic performance and good governance focusing upon voluntary coercion as a means to prevent free-riding behaviour. It examines the role of international organisations and discusses elite formation as an important element of good governance.

The Political Economy of Integration in the European Union

Author: Jeffrey Harrop
Price: 59.95 GBP (Hardback),
16.95 GBP (Paperback)

Resume:
This newly and fully revised edition comprehensively surveys recent changes – such as the deepening and widening of

European integration through eastward expansion and the Maastricht and Amsterdam Treaties – whilst continuing to offer a thorough overview of integration. The core materials has been revised to ensure the best possible grounding in the political economy of the EU.

Challenges to Democracy – Eastern Europe Ten Years after the Collapse of Communism

Authors: S. Berglund, F. H. Aarebrot, H. Vogt, G. Karasimeonov
Price: 49.95 GBP (Hardback)

Resume:
The book sets out to provide a thorough comparative analysis of the challenges which face the emerging democracies of Central and Eastern Europe and considers the impact of political change.

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Marston Book Services Lt.,
Abingdon, UK,
phone: +44-1235-465500,
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direct.order@marston.co.uk,
website: www.marston.co.uk

Books of Cross-National Public Administration

Critical Issues in Cross-national Public Administration: Privatisation, Democratisation, Decentralisation (Quorum Books 2000)

Editor: S. Nagel
The book is organised as the subtitle indicates into privatizing, democratising, and decentralising.

Training Public Administrators Around the World (Quorum Books, 2000)

Editor: S. Nagel
The book is organised in terms of Asia, Europe, Latin America, The Middle East, and North America. The Europe section

contains chapters on „Education for Public Administration in Slovenia“ and „The Challenge of Training in the Transition from Communism.“

National Development: Being More Effective and More Efficient (Ashgate, 2000)

Editor: S. Nagel

The book is organised in terms of domestic policy problems, international policy problems, and institution building in developmental policy studies.

International Policy Studies: A Win-Win Curriculum (Nova Science, 2000)

Editors: S. Nagel and David Rosenblum

The book is organised in terms of policy problems, developing regions, international interaction, fields of knowledge, and administrative implementation.

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www.u-reform.org

Publications of the Masaryk University, Brno, Czech Republic

Social Exclusion and New Classes. Social Studies 5, 2000

Language: Czech with English abstracts

The focus is mainly on social inclusion and exclusion within the context of the developments of (post) communist and (post) modern in perspective of the citizenship and social policy reforms. Articles by R.E. Goodin, R. Atkinson and ten Czech authors included.

Czech Social Policy at the Eve of 21 Century

Editor: Tomas Sirovatka

Language: Czech with English resume

Includes 11 chapters by six authors from Masaryk University (one of them in co-operation with the research partner from the Netherlands). Evaluates developments of social policy in 90s in the Czech Republic within international context, in three perspectives (corresponding three parts of the book): effectiveness of social policy (mainly of social transfers), failing of social policy (disincentives, non-take-up of benefits, organisation culture), legitimacy of social policy.

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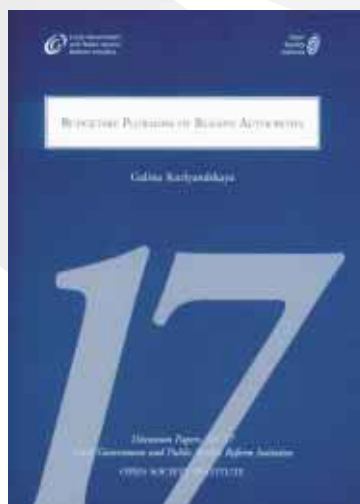
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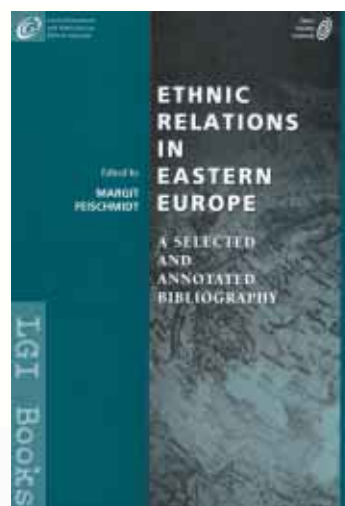
Publications of LGI, OSI, Budapest, Hungary



Budgetary Pluralism of Russian Authorities, LGI Discussion Papers, No. 17

Author: Galina Kurlyandskaya

Language: English



Ethnic Relations in Eastern Europe – A Selected and Annotated Bibliography

Editor: Margit Fieschmidt

Language: English



Diversity in Action – Local Public Management of Multi-ethnic Communities in CEE

Editors: Anna-Maria Biro,

Petra Kovacs

Contact:

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fax: 36-1-327 3105,

e-mail: lgprog@osi.hu,

web: www.osi.hu/lgi

Publications of University „A.I.Cuza“, Iasi, Romania

Compared Administrative Systems

Authors: G. Filip, M. Onofrei
Publisher: Publishing House of Sedcom Libris Iasi 2000

The book presents in the first two chapters the concept of administrative systems and the principles of organisation of the administrative systems. The next two chapters describes the administrative systems of the European Union and of the USA. The last chapter presents aspects of modernisation and reform of the public administration.

Financial Policies

Authors: G. Filip, M. Onofrei
Publisher: Published House of Sedcom Libris Iasi 2001

The book presents the concept of financial policy and its contents, the impact of economic doctrines on financial policy, the corporate financial policy, the fiscal policy, the budgetary policy.

Direct Foreign Investments in Romania

Authors: G. Filip, M. Onofrei
Publisher: "Le courrier des pays de l'Est" Review, no. May-June 2000, Paris, France

The article presents the evolution of the foreign investments in Romania during 1990-1999.

The Public Policies in Romania's Transitions to the Market Economy

Authors: G. Filip, M. Onofrei, O. Stoica
Publisher: University of Paisley, PA 12 BE, Scotland, Faculty of Business; Working Papers. Comhairle Series, December 2000

The Impact of Financial Policies on Society

Author: M. Onofrei
Publisher: Economica, Bucharest 2000

The book presents the impact of financial policies on economic and social activity, the financial strategies used in central and east – European countries, including Romania, the influence of psychology on financial decisions adopted by public authorities.

Finance

Author: G. Filip,
Publisher: Published House of Sedcom Libris, Iasi 2001

The book presents the concept of finance, his relationship with money, the public income and public expenditures, the budgetary process and the local budget

On the Implementation of Competition Policies in the Central and East European Countries;

European Excellence in Business Studies Students Education;
Author: M. Onofrei
Publisher: Economica, Bucharest 2000

Financial Strategies Applied to Central AND East European Countries,

European Excellence in Business Studies Students Education;
Author: M. Onofrei
Publisher: Economica, Bucharest 2000

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E-mail: gfilip@uaic.ro

Publications of the Moscow Science Foundation, Moscow, Russia

Language: Russian
Price: free of charge

Involving Citizens in the Local Self-Governance Process - training manual

The Municipal Economy Topics

Authors: R.V. Babun,
Z.Z. Mullagaleeva

The Power Nearest to People

Authors: R.V. Babun,
Z.Z. Mullagaleeva

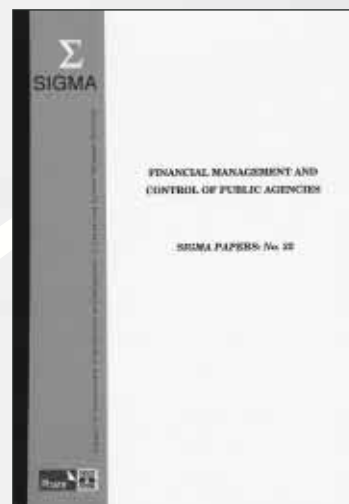
Municipal Service in Russian Federation

Author: S.J. Fabrichny
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Alexander E. Balobanov,
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phone: +7-095-280 0254,
fax: +7-095-280 7016,
e-mail: bal@mpsf.org

Publications of SIGMA/OECD, Paris, France

Language: English

Improving Policy Instruments through Impact Assessment,
SIGMA Papers No. 31



Financial Management and Control of Public Agencies,
SIGMA Papers No. 32

Contact:
SIGMA/OECD, 2, rue Andre-Pascal, 75775 Paris Cedex 16, France,
phone: +33-1-4524 1310,
fax: +33-1-4524 1300,
e-mail: bob.bonwitt@oecd.org,
web: www.oecd.org/puma/
sigmaweb

International Conference Image of Cities and Regional Development

Dr. Vera Foretova, International Institute for Marketing, Communications and Entrepreneurship (IIMCE), Brno, Czech Republic

The conference was held in April 24-25, 2001 and took place as part of the complementary programme of the URBIS trade fair. The conference was prepared by the International Institute of Marketing, Communication and Entrepreneurship (IIMCE) in co-operation with Faculty of Economy and Management of the Mendel University of Agriculture and Forestry and with the support of the Open Society Fund Prague. A magazine "Moderní obec" (Modern Community) was the media partner of the event.

Over 70 representatives of the state administration, universities, independent experts and journalists took part in the conference. They presented the latest knowledge and experience in the area of state administration from the Czech Republic as well as from Slovakia and Austria.

The results of round table discussions with their main topic, "Image of the Cities and Regional Development" and "Public Administration Management" indicated that

The integration process of the Czech Republic into the EU is deeply interlinked with the reform of public administration. Dr. Ludik Zahradnicek from the Ministry of Foreign Affairs stressed that it concerns also the "transformation of the minds and the moral".

State administration in the Czech Republic still has great competency to the prejudice of the local administration, the ministries centralised their power too much. Mrs. Marie

Kostruhova from the Czech Ministry of the Interior has also stated that our public administration is too divided into resorts (it lacks good horizontal communication) and it cannot use modern management methods.

The administration authorities have to present their activity sufficiently. Dr. Wendelin Wanka from the Vienna Municipality stated that for two and a half hours every day we are under the effect of advertisement from the media so the same should be valid for the Municipality: Exercise goodness and speak about it!

The International Institute of Marketing, Communication and Entrepreneurship (IIMCE) presented an analysis of material, which the public administrations of the EU countries use to inform the citizens. This enabled us to formulate the most distinct differences in the approach of our public administration to the public:

Common co-operation is not sufficiently supported (between individual public administration institutions as well as between the institutions and the business or non-governmental sector.

Instead of the usual systematic, preventive provision of information the public is usually informed too late, in fact at the last minute.

There is generally too little engagement from the councillors and MPs.

There is a lack of a thought-out communication strategy which is a part of the local administration work and which

helps the implementation of the set goals.

There were also interesting presentations of specific projects, e.g. a Plan for communication with the public within the project "Revitalisation of the SNP Square" and the implementation of regional development support programmes in Horni Zemplin.

There was also a presentation of a new website of the Communicating City Project (www.komunikujici-mesto.cz) which provides the administrative staff with guidelines and foreign experience about how to communicate with the public more effectively.

This website is based on a large amount of various materials that is used by the town halls in the EU countries for initiating co-operation and partnership and strengthen the importance of the community. This material (from Great Britain, France, Austria, the Netherlands, Italy and Denmark) was translated into Czech and their goal is to inspire our administrative staff as well as elected councillors and MPs. We hope that local ones will replace these foreign examples in the future. The texts are divided into chapters dealing with e.g. the presentation of the office's work, presentation of visions and strategies, communication with various target groups, common sharing of values, and crisis management etc.

We presented an example from a text published by the town hall of York and which is meant for the administration staff.

The 3rd International Conference on Public Administration 3-6 May 2001, in Cluj-Napoca, Romania.

Călin Ghiolțan, Sorin Dan Șandor

The Conference attracted 48 participants from 21 PA schools and institutions.

The following two main topics were the basis for discussion:

- Romanian Public Administration from the perspective of European integration;
- The development of Romanian Public Administration Schools.

The first topic brought a substantial dialogue about the challenges of integration into the EU. Different aspects of the integration process were taken into account, with issues ranging from a post-Nice situation to regional policies.

Regional development in Romania is an important step in administrative system reform and in such time to the preparing of the main conditions for accession in the European Union. Implementation of local and regional projects and policies can sustain the strengthening of local autonomy and promote social and economic cohesion in Romania.

Preparatory action steps have been taken in order to create an adequate framework for a regional development policy, through establishing in 1997 a National Regional Fund, a regional development board and eight regional development agencies corresponding to the eight special development macro-regions which was defined by Romanian the government. The eight macro-regions do not coincide with the local governments areas but rather group together four or five counties regional development law, which was promoted in 1998 by Parliament.

The debates consisted of two interrelated activities, involving several parts, beneficiary local institutions and other organisations, which are to be carried out during the three years planned duration of the project, as:

- A survey in other European countries, focused on their experience in regional development.
- Legislative reform.
- Administrative and institutional relations between regional, local and central level.
- Local experience in improving projects for economic development.
- Citizen participation in local decisions and policies.

The second topic was useful in presenting a comparative perspective of Public Administration programmes from various Romanian universities. The majority of them are still young programmes, being established in 1995 or later. Many accomplishments were made in the last years, but there are still many steps to be taken. Presentations made at this topic were on issues such as:

- The Europeanisation of PA programmes;
- The impact of higher education reform on PA education;
- Social insertion of graduates (in which the results are good or very good for every school, even in the present economic condition of Romania);
- Admission procedures in PA schools;
- Curricula development;
- Accreditation procedures.

The discussion was a very useful way to realise that the differences in approach (and in

curricula) between the schools that were represented are not as large as believed before, and there is enough common ground for understanding and co-operation. A very important point was made as follows: Romanian PA schools, as almost all Romanian higher education institutions, are still very isolated one from another and moreover, from the entire society. There is a strong need to establish a functional connection between Romanian schools of Public Administration.

This is why the participants decided to start the Association of Romanian Public Administration Schools. The main objectives of this association will be:

- Improving the quality of PA programmes;
 - Establishing a permanent connection between the members;
 - Helping curricula development;
 - Encouraging research and dissemination of knowledge in the field;
 - Making the government more sensitive to the demands and needs of PA education;
 - Encouraging contact with PA practitioners.
 - Support to Associations of Local Government Bodies.
- Considering the results obtained by bodies like NISPA-see or NASPAA, we hope that this new association will be able to help PA schools in Romania improve and have a more important role in our society.

International Conference on Public Finance: Theoretical and Practical Aspects of Public Finance

The Department of Public Finance, University of Economics in Prague organises a conference devoted to the actual problems of public finance since 1995. During these six years the conference became an international event with more than 100 participants from about 10 countries, including central and eastern European countries, Germany, Italy and Australia.

The 7th conference took place on March 30 – 31, 2001. On March 29, 2001 there were two special events organised. First, the students section – competition of papers written by the last year university students dealing with taxation, public expenditures and the balancing of public budgets. Second, the doctoral conference - a part of the Open Society Fund East programme – with 14 participants from five central and eastern European countries, who presented contributions both on transition and on public finance issues.

This year the conference topics focused on EU enlargement, including tax harmonisation, public expenditure control, public projects and pro-

grammes analysis, budget deficits and public debts, and on fiscal decentralisation. The key speakers were Prof. Stephen J. Bailey from the Glasgow Caledonian University with a contribution Vouchers as an Alternative Public Service Delivery System and Dr. Vladimír Špidla, vice-premier and minister of social affairs, who presented a paper on Actual Problems of Public Finance in the Czech Republic. At the conference there were more than 50 papers presented in four working group sessions. All of the papers will be published in the conference proceedings.



Call For Papers

We would like to invite all interested individuals and institutions to Prague to meet experts from other countries, and to exchange your experiences in March 2002. The conference will be held over two days. On the first day there will be the plenary meeting. On the next day the participants

will choose the specialised working sections according to their interests. The papers will be presented and discussion with experts will be held after. At least one working section will be in English. Czech and English are the official languages.

The conference topics try to respond to the actual problems. The main topics of the conference are as follows:

- A. Tax Theory and Policy
- B. Budgetary and Fiscal Policy; the Social Security Reform
- C. European Integration; Enlargement Process
- D. Fiscal Decentralisation - Theoretical and Practical Aspects

Deadline:
Papers – 31st December 2001,
registration forms, and fee
payment – 30th January 2002

Contact person:

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<http://nb.vse.cz/kvf/win/confpf.htm>

NISPAcee Occasional Papers Call For Papers

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

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:

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

Vol. I, No. 2, Spring 2000: V. Foretova, M. Foret – The Council and the Public

Vol. I, No. 3, Summer 2000: E. Ordyan – The Problems of Public Administration in Armenia; S. Rudoi – Ukrainian Housing Management in Transition

Vol. I, No. 4, Autumn 2000: E. Karnitis – Public Sector Information in Latvia –

Processing, Availability and Use; D. Townsend, A. Bose: Control Issue in Foreign Direct Investment: The “One-Stop Shop” Experiment in Kazakhstan; R. Erker – Approaching EU Environmental Legislation in Slovenia

Vol. II, No. 1, Winter 2001: B. Richman, R. Stryuk – Local Administration of the Social Assistance Programme in Russia; Marzenna Weresa – Foreign Direct Investment and the Competitiveness of Poland’s Trade with the European Union; Yulia Ghazaryan - Obstacles to the Integration and Naturalisation of Refugees: A Case Study of Ethnic Armenian Refugees in Armenia

Vol. II, No. 2, Spring 2001: B. Urbaniak: The Informal Sector of the Polish Labour Market; A. K. Kadyrbekova, G. B. Raisova: An Assessment of Personnel Development and Training Needs in Kazakhstan’s Civil Service

SIGMA and Other Publications – Translation into CEE National Languages

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

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).

NISPAcee make a general agreement with the EIPA (European Institute of Public Administration, Maastricht, The Netherlands) for the translation of EIPA publications within this project. All institutions interested in translation of the EIPA publications are invited to apply for the translation grants to NISPAcee. Information about the publication you can find at the homepage of EIPA <http://www.eipa.nl>

Please send letters of inquiry and applications to NISPAcee Secretariat.

The deadlines:

- August 31, 2001
- November 30, 2001

Announcement

Joint NASPAA - NISPAcee Project

(Grant Opportunities)

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

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

The second activity which could be supported within this project involves the provision of *technical assistance* to CEE/NIS programmes of NISPAcee member institutions to help build curricula, establish and evaluate missions, market academics programmes, and

locate and develop teaching materials. The applications for support will have to come from a NISPAcee member institution/ programme which will apply for the technical assistance. Technical Assistance teams will be composed of individuals associated with NISPAcee institutions and/or NASPAA member institutions. Support could be provided for 4 technical assistance efforts with about 7 500 USD total for each. Applications are to be developed according to the **B. Call for Applications for Technical Assistance**.

The **Advisory and Selection Committee** will select projects and technical assistance for support based on a competitive selection process after each deadline announced in the CALLS. Because the resources of the project are limited, as mentioned above, we encourage those who are interested in applying for support to do it within the nearest deadlines.

A. Call for Project Proposals **Deadlines for applications:**

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

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

B. Call for Applications for Technical Assistance

Deadlines:

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

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

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

Consultation opportunities:

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

- Ludmila Gajdosova, NISPAcee Executive Director , Gajdosova@NISPA.sk
- Michael Brintnall, NASPAA Executive Director, Brintnall@naspaa.org

Contact:

Ludmila Gajdosova
Executive Director
NISPAcee Secretariat
Hanulova 5/b
P.O.BOX 163
840 02 Bratislava 42
Slovak Republic
Tel/Fax: +421 - 2 - 6428 5357,
6428 5557

<http://www.nispa.sk>

Building Advisory Capacities

Ieva Lazareviciute, project consultant, Kaunas University of Technology, Kaunas, Lithuania

NISPAcee, with the support of the UNDP REBC regional Support Centre, is initiating the advisory training programme focused on fostering the successful implementation of public administration reforms throughout the region through the development of the indigenous advisory capacities.

Within the framework of this programme a manual for advisors “Building Advisory Capacities” and training course “How to be a Better Policy Advisor?” are currently under development.

The implementation of the project began in February 2001 with the survey of training needs. A set of questionnaires was distributed among NISPAcee member institutions and offices of the national governments responsible for public administration reform in order to better understand the current situation with the demand and supply of policy advice in the various states of the region. All of the respondents provided detailed answers and insights, and allowed drawing some interesting conclusions. A report on the findings of this survey is currently being finalised and will be published in later NISPAcee publications.

Initial findings of the survey have already been discussed in the meeting of the core international team of consultants and trainers. The team of trainers was selected combining advisory and training experience and balancing out regional representation. Currently the team includes representatives from

Georgia, Hungary, Kazakhstan, Lithuania, Poland, Romania, Slovak Republic and Uzbekistan. All members gathered in Bratislava on May 17-22 and have spent six days developing the general framework for the manual and outlines of the training courses to be delivered in October 2001.

The main objectives of this meeting were:

1. To discuss and reach an agreement on the general framework for the development of the ‘Manual for Advisors.’
2. To discuss the format and approach to the advisory training in the region.
3. To review action training methodology and its application for the training course ‘How to be a better advisor?’

The meeting was facilitated by experienced international advisors Michal Ben-Gera (formerly with the OECD SIGMA) and Miroslav Grochowsky (Universi-



ty of Warsaw, Poland) and trainers Luba Vavrova and Maria Dobesova (Local Government Development Centre, Slovakia).

As a result of this meeting the team has developed detailed outlines for the manual and two

three-day training courses, targeting the academicians working in the field of public administration who are interested in participating in policy advice delivery to their governments and would like to improve their skills in this area. The course is being designed according to the needs of those beginning or intending to get involved in policy planning and advice provision to their governments.

The team also argued that due to the current state of development of public administration as a field of study in the region, it is important to emphasise that the course will not be reserved to those who are working in the institutes and departments of public administration only. Experience shows that the majority of the academicians in the region tackling various public administration issues do not necessarily call themselves ‘scholars of public administration’. They may associate themselves with the fields of economics, law, management, political science, etc. This is characteristic to academic institutions throughout continental Europe as well as Central Asian states.

Therefore, it is important to emphasise that the degree of applicants will not have to be in public administration, however their current academic research and teaching activities must focus on the aspects of public administration reform in

their respective countries as well as comparative public administration issues.

Almaty, Kazakhstan and Bratislava, Slovakia were selected as two central locations convenient for the representatives of the member institutions to travel to for the three-day training courses. Besides that, in response to the comments of the member institutions it has been decided to deliver training courses in two languages – English and Russian – in order to

maximise the benefits to the potential trainees throughout the region.

The core team has set the time frame for the work: the draft of the manual will be ready by September and will serve as a background material for the training courses to be organised in October 2001. The trainees will be asked to comment on the draft manual, which will be provided to them. They will also advise the core team on the aspects of the training course to

be improved. Hence training courses will not only serve as a venue for the advisory skill development but will also act as a testing ground for the developed materials. This will provide the core team with a valuable feedback to be used for the finalisation of the manual and improvement of the future advisory training programmes. On the publication of the manual in January 2002, copies will be distributed among NISPAcee member institutions free of charge.

Call for Applications Training Course “How to be a Better Policy Advisor”

The aim of the training course is to provide the academics with an opportunity to begin the development of their knowledge and skills on public policy advice design and channels for the delivery.

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

Date and Place:

The course will be organised in two locations:

1. Date: October 11-13, 2001

Place: Bratislava,
Slovak Republic

Trainers: Katarina Staronova,
Slovak Republic
Gyorgy Gajdusчек,
Hungary
Dan Sandor,
Romania

Language: English

2. Date: October 25–27, 2001

Place: Almaty, Kazakhstan

Trainers: Meruert Makhmutova,
Kazakhstan
Zulfiya Tukhtakhodjaeva,
Uzbekistan
Ricardas Malkevicius,
Lithuania

Language: Russian

How to Apply:

If you are interested in participation, please, submit the following documents to the NISPAcee Secretariat:

1. Application form.
2. Letter of intent clearly describing your current experience in policy advice delivery, reasons why you would like to participate in this course and how you will apply the skills and information you will receive during training (max. 2 pages).
3. Resume (Curriculum Vitae).
4. Two Letters of recommendation.

Selection process can include two stages: document

review and telephone interviews in selected cases.

Financial Support:

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

Deadline: July 25, 2001

Contact:

NISPAcee Secretariat,
Elena Zakova,
Project Manager

Address: Hanulova 5/B,
P.O.Box 163, 840 02 BRATISLAVA 42,
Slovak Republic

Phone: +421-7-6428 5435,

Fax: +421-7-6428 5557,

e-mail: zakova@nispa.sk

More information on the web site:

www.nispa.sk/news/training.html

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

Riga, Latvia, May 10 - 12, 2001

Ludmila Gajdošová, NISPAcee Executive Director in Cooperation with Conference Chairs and Coordinators

The 9th NISPAcee Annual Conference, organised in cooperation with the Latvian School of Public Administration, Riga Latvia, was attended by more than 200 academics and practitioners from 33 countries from all over the world. This included 20 CEE countries and covers the NISPAcee institutional membership. The participants of the Conference, the largest to date, were welcomed by Martin Potucek, NISPAcee President, Ugis Rusmanis, Director of the Latvian School of Public Administration and Janis Kruminis, Minister of Special Assignment on Public Administration Reform.



Gunta Veismane, Director of State Chancellery

The welcome and opening were followed by the Latvian panel which included presentations of representatives of the Latvian administration who provided participants with up-to-date information on the state of public administration affairs in Latvia. Gunta Veismane, Director of the State Chancellery spoke about their decision-

making and policy coordination. Svetlana Proskurovska, Deputy Director of the Secretariat for Minister of Special Assignment on Public Administration Reform gave a presentation which focused on PA reform in Latvia and the role of education and training. The final speaker, Ilga Preimate, Deputy State Secre-



Plenary session

tary, Ministry of Economy spoke about the relationship between government and the development of a market economy policy in Latvia.

The Presentation of the Alena Brunovska Award for Teaching Excellence in Public Administration, which appeared on the NISPAcee Conference programme for the first time, took place immediately after the Latvian panel. A specially designed glass prize and Diploma, together with a cash prize, were presented to the first winner of the award, Wolfgang Drechsler, Tartu University, Estonia, by both the NISPAcee Director and the President.

Professor Drechsler's excellent presentation entitled "Good and Bad Government, Ambrogio Lorenzetti's Frescoes in Sienna Town Hall as a Mission Statement for Public Administration



Presentation of the Alena Brunovska Award (from the left Wolfgang Drechsler, Martin Potucek, Ludmila Gajdošová)

Today" demonstrated not only the quality of his lecturing skills, but also contributed to the conference programme by expressing his ideas and views on the main conference theme.

The plenary session, chaired by Stanka Setnikar-Cankar, University of Ljubljana, Slovenia and Juraj Nemec, University of M.Bel, Slovakia, turned attention to presentations on the main conference theme which focused on issues that represent the daily agenda of public administration and public sector reforms in every country in the world. This included not only how government, market and the civic sectors co-operate, but also how they compete in the processes of effective and

efficient delivery of public services.

Four main papers were presented during the conference plenary session. The first paper "Good Government for a Better Economy" was presented by Bob Bonwitt, SIGMA/OECD on behalf of its author, Sally Shelton Colby, Deputy Secretary-General of OECD, who apologised for her absence. This was followed by a presentation by Juraj Nemeč, Slovakia on "Competition and Contracting"; Witold Mikulowski, Poland on "the Role of NGOs in the Modernisation of PA in Poland" and Stanka Setnikar-Cankar, Slovenia on "The Interdependence of the Economy and PA". These papers dealt with the most important dimensions of the conference theme, particularly the basic features of "good" government and the implementation of its interventions in society and the economy. They also covered the potential of the market to influence the quality and effectiveness of public services, with particular focus on competition and contracting in the CEE region, and on the role of civic sector organisations in public administration developments and reforms.

The remaining papers were presented and discussed during three working sessions, which took place after the plenary session. These working sessions focused on different topics, such as the role of the market in university education, the ways and approaches to improve the quality of public administration with special focus on the local level; the impact of decentralisation on the quality of public administration; how civil servants perceive the quality of public administration and the performance of main institutions

of the state and of society; the role of information technologies in public administrations and the strategies used to implement them in administrative offices; the role of the state in the economy and the delivery systems of selected local community services.

The papers presented illustrated that public-private-civic sector partnerships are a reality



in Central and Eastern Europe, but that the mechanisms should be further developed in order to achieve higher quality, efficiency and effectiveness of public administrations, under today's specific conditions.

Five NISPAcee working groups ran their meetings concurrently with the working sessions. In addition, several specialised meetings were held, for example, the workshop on the joint NASPAA/NISPAcee project "Governance Improvement Co-operative Project" with an aim to providing instructions on how to develop proposals for technical assistance or project proposals for applied policy research by potential applicants from NISPAcee member institutions; a meeting of the principal contributors of the NISPAcee textbook "Public Management Cases" and a special meeting was devoted to a discussion on the new NISPAcee Mission and Strategy for the next 3 to 5 years. Reports of all these meetings were presented during the NISPAcee Business Meeting, which was also held during the

conference. The conclusions, recommendations and outcomes of the working sessions and working groups were presented during the closing plenary session of the conference by the sessions'/groups' co-ordinators.

Finally, it is important to mention that the conference was an immense success due to the support of the Latvian government, Gunta Veismane, Director of the State Chancellery, funds of LGI/OSI, Hungary which supported meetings of four working groups, and the enthusiastic involvement of the Latvian School of Public Administration in the preparation and implementation of the entire event. We would particularly like to acknowledge the contributions of Uģis Rusmanis, Director and Mara Grudule, Head of the Project Coordination Unit. Thanks to their efforts, the conference was not only a valuable scientific and academic event but in addition to the intensive meetings and work programme, participants had the opportunity to relax and enjoy Latvian hospitality. The various social events which were organised, included an impressive excursion to the famous baroque castle "Rundāles" complete with a baroque concert. Conference participants appreciated the excellent running of the conference and the Latvian organisers' hospitality.

Reports of Working Groups

(More detailed information on the Workings Groups can be found on the NISPAcee web: www.nispa.sk/news/w-groups.html)

Working Group on Politico-Administrative Relations

Coordinators: Tony Verheijen, UNDP, Slovak Republic and Alexandra Rabrenovic, University of Glasgow, UK

The Group reviewed the outputs of the work over the last three years and also began to plan new initiatives based on the knowledge and insights gained over this period.

The textbook produced by the Working Group (Who Rules? Politico-Administrative Relations, edited by Tony Verheijen) was reviewed by Prof. Vidlakova and discussed in the group. One of the main lessons learned during the preparation of this publication was the difficulty of applying "Western models" for categorisation and comparative assessment of politico-administrative relations. This item was on the agenda and was introduced by Prof. B. Guy Peters. Based on discussions of the above and also on three additional theoretical papers that had been submitted, the group decided that in order to take this issue further, a much expanded empirical research project should be developed, focusing on the role perception of senior officials, i.e. how they cope with their dual role, and combine the "political" and managerial aspects of their work.

Two further key issues on the agenda of the group were the discussion of pilot studies on politico-administrative relations under coalition governments and the finalisation of the studies on politico-administrative relations at local government level.

Working Group on Better Quality Administration for the Public

Coordinators: Joanne Caddy, PUMA/OECD, France and Mirko Vintar, University of Ljubljana, Slovenia

The Working Group held its second plenary meeting during this conference. The meeting was attended by over 30 participants drawn mainly from the CEE/NIS region. There were 15 paper presentations and one case study, covering experiences from a wide range of countries, including: the Czech Republic, Denmark, Ireland, Latvia, Lithuania, Poland, Russia, Slovakia, Slovenia, and Ukraine. The main topics discussed were: basic concepts of quality management in public administration; introduction to the Common Assessment Framework (CAF); use of ICTs in raising the quality of public administrations; the application of total quality management (TQM) approaches in a CEE context; quality customer service; feedback and consultation with citizens on service delivery; ethics and training of civil servants. The last session of the Working Group meeting was dedicated to the review of a draft set of policy recommendations for decision-makers in CEE and NIS countries and to setting the course for future work. We firmly believe that the notion of better quality administration will gradually enter the agenda of all governments in the region and further research work in this field will become more important for the development of public administrations in the respective countries. Hence, the continued importance of the Working Group's aims and the need to publish and disseminate the findings of the group through a specialised publication to be produced by the end of the year.

Working Groups on Systems of Social Security

Coordinators: Markéta Vylítová, Research Institute for Labour and Social Affairs, Czech Republic and János Hoós, Budapest University of Economic Sciences and Public Administration, Hungary

The Working Group has been dealing with social security issues for three years under the current coordinators. This year it focused on two main subjects at the NISPAcee Annual Conference: education and globalisation and its impact on social security systems.

Some of the main conclusions of the Working Group are the following:

- Retraining is one of the most influential tools of an active employment policy. It is also a substantial part of the system of life-long learning. Retraining systems should be complex, including pre-qualification and motivation training. Participation should be compulsory for the unemployed.
- Education systems in transition countries require reforms to correct failures and to make them more responsive to new demands. This reform means:
 - Improving relevance,
 - Increasing its efficiency in terms of better organised use of existing resources and mobilisation of other resources.
- Globalisation forces countries to compete for direct foreign investment by means of lower tax rates, lower social security contributions and a friendly climate for enterprises. The Working Group has decided to continue work in this field and has formed a Research

Group for dealing with the Impact of Globalisation on Social Security Schemes.

Working Group on Democratic Governance of Multiethnic Communities

Coordinators: Petra Kovacs, LGI/OSI, Hungary and Jana Krimpe, Tallinn University of Educational Sciences, Estonia

The Working Group on Governing Multi-ethnic Communities had its second meeting at the 9th Annual Meeting of NISPAcee. This year, members of the WG further discussed policy issues related to democratic governance of multi-ethnic communities both at the central and sub-national levels of governments. Panel discussions of the working group included two major topics:

- 1) Policy impact of the participation of minorities in central governments (Case studies from Romania, Slovakia and Bosnia and Herzegovina were presented) and
- 2) Access of minorities to locally provided public services (case studies from the Czech Republic, Estonia and Latvia were presented).

During the Riga meeting, members of the Working Group discussed and finalised a common protocol for a comparative research project: "Who Benefits? - Access of Minorities to Public Services". A detailed research protocol and schedule are available upon request.

Working Group on Public Sector Finance and Accounting

Coordinator: Zeljko Sevic, University of Greenwich, UK

The Group was formally established at the Riga Conference. The group members presented six academic papers which dealt with fairly diverse issues in the field, from the

analysis of regional public finance policies and tactics and EU initiated changes to a political economy analysis of grant transfers in a unified country. The papers presented initiated a heated and open discussion, which shed more light on different public finance practices in various CEECs. The Group concluded that public sector finance and accounting related issues have been neglected both in theory and in practice, and that it is necessary to reverse the negative trends and work on the promotion of public sector accounting and finance research at the member institutions.

The Group also laid the foundations for the preparation of a research protocol and country study guide for the project "Grant Transfers and Financial Supervision in CEECs: A Comparative Study".

NISPAcee Business Meeting

The Business Meeting was held on May 11, 2001. 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 organisation was also discussed. The new document, concentrating on the development of the organisation for the next three to five years "Mission, Objectives and Activities" and widely discussed with conference participants during a special meeting focusing on the NISPAcee Mission and Strategy prior to the Business meeting, was adopted by the General Assembly.

The election of three NISPAcee Steering Committee members was an important part of the programme. Three NISPAcee Steering Committee members

completed their term on May 11, 2001:

- Todor Tanev, Sofia University, Bulgaria
- Laszlo Varadi, Budapest University of Economic Sciences and PA, Hungary
- Juraj Nemec, University of M.Bel, Slovakia



Laszlo Vass

The General Assembly elected Juraj Nemec for a second term; Laszlo Vass, Budapest University of Economic Sciences and PA, Hungary and Mzia Mikeladze, Georgian Institute of Public Administration, Georgia as the new Steering Committee members.



Mzia Mikeladze

We would like to express our thanks to Todor Tanev and especially to Laszlo Varadi, who served for two terms on the Steering Committee and for three years as the President of the organisation, for their work and contribution to NISPAcee's development.

Call for Participation and for Papers The 10th NISP Acee Annual Conference: Delivering Public Services in Central and Eastern Europe: Trends and Developments

Krakow, Poland, on April 25-27, 2002

The NISP Acee conference will provide a forum to encourage the exchange of information and developments in the theory and practice of public administration. The conference is addressed to experts, scholars, and practitioners who work in the field of public administration in central and eastern Europe (including all countries covered by NISP Acee membership also from Russian Federation, Caucasus and central Asia) to develop a new approach to public administration with flexible models and a new public management culture.

The conference will be structured into plenary and working sessions on the main conference theme and meetings of the NISP Acee working groups running in parallel. Papers are invited on the main conference theme or for the working groups as listed below and researchers are invited to join the listed working groups (contact the working groups' coordinators).

Main Conference Theme

One of the transformation tasks which governments of former communist countries have been faced with is that of providing adequate public and social services. This has been a decade when the lessons learned from the new public management institutionalised in western democracies were already available.

Governments of western democracies began the reform of their administrative systems and institutions approximately twenty years ago with the aim of creating

“better government”, in other words a government which was more efficient, effective, economical, flexible, innovative and responsible. At the beginning of the 1990's in the former communist countries, adapting to new models of service delivery was more a desire than a feasible mode of operation. Most of the necessary components of the new models of service delivery – reformed political and administrative systems and a fully operating private sector – were in their initial stages of development. As changes in the public and private sector have come about, new ways of delivering public and social services have advanced. Both central and local governments initiated changes in their service delivery systems and both have experienced successes and failures. The main objective of the 2002 conference is to exchange the knowledge accumulated and the experiences gained in the new methods of public and social service delivery in the former communist countries.

Papers and discussions should focus on and facilitate the exchange of developments in the different countries of the region so that participants may benefit from each other's experiences, be they positive or negative.

A key factor of the “technology” in public and social service delivery is the complex and diverse array of institutions and instruments i.e. new types of delivery systems composed of a wide range of actors, institutions,

organisations, modes of enforcement and values. Services are an ever-changing mixture of relationships between people and areas. Service functions are being increasingly allocated to special-purpose authorities rather than to general-purpose central and local governments. This creates new problems for democratic control and accountability. The new delivery systems uses a mix of governmental relationships, new partnerships between the public and private sectors, market mechanisms or marketised services and the new roles emerging for the voluntary sector and the community in general.

Institutional and organisational setting up of new types of service delivery involve governmental and sectoral enforcement and value mixes. Governmental mix is the collaboration between the different levels of government such as national, regional/state, local and neighbourhood. Sectoral mix is the interaction between the public, private, voluntary and community sectors. Many services comprise a mix of public and private responsibilities as well as those of voluntary and community organisations. A third mix is that of enforcement or compliance relating to the various approaches to the problems of obtaining compliance. Markets, bureaucracy and the community apply different methods of enforcement. Supply and demand, interaction between buyers and sellers enforce the actions of the market. Governments use bureaucracy whereas shared values,

reciprocity, trust and informal relations are the means of enforcement used in a community.

This new world cannot be divided into 'market', 'bureaucratic', or 'community' organisations, because there are likely to be elements of each of these in any establishment. Therefore, concern for political and managerial control and accountability has sparked off debates in the region.

To evaluate public and social service delivery, the use of performance measurements is absolutely vital. The importance of these and also indicators for planning and control, for accountability and for accomplishing tasks is only slowly being recognised throughout the region.

The main areas suggested for presentations and discussions will be separated into six thematic sessions:

- A. Service delivery systems
- B. Demands of citizens and suppliers
- C. Structural innovations
- D. Quality of services
- E. Access – with the special focus on equity
- F. Control, monitoring, and evaluation systems

NISPAcee would like to receive proposals for papers on these issues. The discussion should focus on innovation in each of the themes and the transferability of experience from one country to another. Secondly, the failures in policy design and policy implementation in one country, in some instances, can provide valuable information for other countries encountering similar problems or failures. How to benefit from the experience of others is a question that can only be answered at a very superficial level. In "real life" the use of one system or country's experience is complex and the utilisation of the experience of "others" still very limited. In the initial process of transformation, borrowing solutions from highly developed

administrative systems was characteristic. Such a strategy can lead to a transfer of structures and procedures which are culturally inappropriate. We would like the discussions to link the experience and lessons learned from such an approach and also the experiences gained in adapting the borrowed components to specific circumstances.

Public and social services are both unique and similar at the same time. We should be able to discuss the problems of "portability" of experiences with the task of increasing cross-national comparisons and using them in both policy design and policy implementation.

Working Groups

Working Group on Politico-Administrative Relations

Coordinators:

Tony Verheijen, UNDP, Slovak Republic

E-mail: tony.verheijen@undp.org

Alexandra Rabrenovic, University of Glasgow, UK

E-mail: saska@rocketmail.com

The working group on politico-administrative relations is interested in contributions on the following issues:

Politico-administrative relations under coalition politics. Those interested in preparing a paper on this issue should prepare a national case study according to the framework developed by Prof. Laszlo Vass. Only papers that have been written in consultation with Prof. Vass and follow the approach developed by him and agreed in the Working Group will be considered for inclusion in the programme. Interested academics can contact Prof. Vass directly to obtain the framework.

Role perceptions of senior officials. Senior officials at both local and central government level have a dual role, political and managerial. The WG intends to gain comparative insights into the

self-perception of senior officials in Post-Communist states and the implication for the role that they play in the policy process.

A separate study related to central government level is currently being designed, and once the design has been completed, we will be looking for participants to this study, covering a broad range of states in the region. Further notification will be provided in future NISPAcee newsletters.

In the area of local government we are looking for interested academics that would be prepared to apply the approach developed by Lewanski (based on a survey method) to their national context. Further information on the local government aspect of the work of the group can be obtained from the group coordinators.

Working Group on Better Quality Administration for the Public

Coordinators:

Elke Löffler, Bristol Business School, Bristol, UK

E-mail: elke.loeffler@gmx.net

Tatiana Zaytseva, School of Public Administration, Moscow State University, Moscow, Russia
E-mail: zaytv@ipa-ss.msu.ru

The Working Group invites contributions to its 2002 Theme "Improving the Quality of Public Services".

The objective of this third session is to get an overview of different approaches to quality improvement with regard to service delivery in CEE and NIS countries and also in Western European countries. As the Working Group discussed during the 9th Annual NISPAcee Conference, quality management does not necessarily involve sophisticated quality management systems. What matters is a strong focus on citizens as users of public services.

In particular, we would encourage interested authors to focus on one of the following topics:

- a) Implementing quality management in service delivery, including issues such as introducing quality management based on top-down versus bottom-up approaches, defining quality indicators and setting quality standards, motivating, empowering and training staff, measuring results (potentially through the use of ICT), reporting the results to different stakeholders (managers, elected officials, citizens, etc.), using the results for public service redesign, offering redress to citizens who get inferior service, etc.
- b) The usefulness of quality accreditation systems in the context of CEE and NIS countries such as the Common Assessment Framework (CAF), the European Excellence Model, the ISO series and other assessment systems (e.g. those based on balanced scorecard approaches). In particular, case studies on the applicability of the CAF are most welcome.
- c) Involving citizens in measuring and monitoring the quality of public services, including issues such as the use and usefulness of citizens charters, quality assurance in the case of contracting-out of public service delivery to voluntary and private sector organisations, the role of user groups in monitoring the quality of public services, reporting performance information to the public, etc.

Papers should be empirical in nature. They also should be critical and describe what works and what do not work. We would like to encourage joint authorship of academics and practitioners. The total length of the paper should not exceed 6000 words.

Working Group on Systems of Social Security

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The WG has after couple of years dealing with broader social security issues arrived to a roofing theme, which is globalisation in social policies.

Globalisation forces countries to compete for direct foreign investment by means of lower tax rates, lower social security contributions and a friendly climate for enterprises. As a consequence, globalisation has a growing impact on welfare policies and compels them to introduce fast reforms and head in a market direction. Nevertheless, these global forces can oblige – and in some cases this has already happened – transitional countries to introduce reforms which are unsuitable. In other words, reforms which do not suit the given development level and given circumstances, result in reforms that do not improve the efficiency of their social security systems. In fact, in this case, the reforms have the opposite effect in that they can cause serious economic and social damage.

The forthcoming work shall thus be focused on the impact of globalisation trends on national pension and educational schemes with relation to social protection and human development of citizens. Submitted papers shall discuss the influence of international institutions and impacts of international agreements and the way, how such influence has been and might be handled and what does it bring. We expect not only descriptive papers, but papers based on analysis of current

situations, which will try to come up with suggestions for future policies.

Working Group on Democratic Governance of Multiethnic Communities

Coordinators:

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During the NISPAcee conference in Riga, members of the Working Group discussed and finalised a common protocol for a comparative research project: “Who Benefits? - Access of Minorities to Public Services”. The aim of the research is to generate comparative knowledge on current policy practices that can either promote equal access or prevent minorities from the equitable use of public services. The overall goal of the research is to develop new methodologies for monitoring methodology for monitoring access to locally provided public services and of the state of ethnic equality in various EU accession countries.

Call for researchers:

We invite all interested members of the NISPAcee to join the Working Group’s research team and to implement city case studies according to the common research protocol called “Who Benefits? Access of Minorities to Locally Provided Public Services”. City studies and research results will be presented and discussed at the Krakow conference and will be published in an edited volume during the autumn of 2002.

The research team of the working group will submit a funding proposal to various potential donor organisations. Therefore, we encourage interested researchers to send their letter of intent to nispawg4@yahoogroups.com before July 31, 2001

Call for papers:

In order to generate a complex and multi-disciplinary debate over theoretical and policy implication of access of minorities to public services in the region, we are calling members of the NISPAcee with an expertise in issues related to the following issues:

- non-discrimination policies
- equal opportunity policies
- programmes of social inclusion of minorities
- participation of minorities in decision-making
- representation of minorities in public administration

To submit their abstract and to share their research results, theoretical and policy expertise with members of the Working Group at the 10th Annual meeting of the

For further information, please contact coordinators at nispawg4@yahoogroups.com

Working Group on Public Sector Finance and Accounting

Coordinator:

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The first meeting of the group during the NISPAcee conference in Riga laid the foundations for the preparation of a research protocol and country study guide for the project "Grant Transfers and Financial Supervision in CEECs: A Comparative Study". The research protocol for the project will be produced by the end of July 2001 and will be available to all interested participants. The existing members of the group agreed to prepare a series of country studies based on a developed research protocol, while the Group invites other interested persons to join the team and produce a country study. The invited country studies should cover the basic issues of local government framework and the adopted logic of inter-governmental financial (fiscal) relations. This is to be followed by a thorough

analysis of grant systems in a particular country. The practice of grant transfers is to be analysed from a cost-benefit point of view, and the rights and duties, both de jure and de facto, of supervisory authorities. The project, once completed, should provide a unified picture of the current practices in grant transfer systems and the ways in which the central government supervises the fiscal behaviour and practices of lower level government authorities.

In Krakow 2002, the Working Group will present the results of this first project. It is expected that the results will be of sufficient quality to satisfy the requirements of a Western commercial publisher who will be interested in publishing a book with the presented papers. Interested NISPAcee members and observers are invited to express their interest by sending an e-mail to Dr Zeljko Sevic, Group Convenor in the first instance, and adhere to the adopted project protocol. The first version of the papers must be lodged with the Convenor by the end of October 2001, which will be reviewed and commented upon by early January 2002 whilst the second revised versions must be presented by early March 2002. Any eventual comments will be made known to the authors who will reply to them at the Krakow conference. The final version of the papers will be prepared by September 2002. The Group plan to propose a new research topic, for which the research protocol will be initiated in Krakow in 2002.

As the Group is a new addition to the NISPAcee family, new members are cordially invited to join the growing and ambitious team and contribute to the shaping of the future of the Group.

The NISPAcee Business Meeting

Will be held during the conference. NISPAcee Principal Representatives and other representatives of NISPAcee Member Institutions, Associate Members as well

as Observers are welcome to participate in this meeting and the conference.

Support

NISPAcee, in co-operation with the working groups' coordinators, intend to develop projects for each the above mentioned working groups and seeks funds to support selected participants of these groups in the conference. However, this funding is uncertain and therefore all applicants for working groups are encouraged to find their own financing.

Applications

Application forms, Registration / Hotel Reservation forms will be available on the Internet or from the NISPAcee Secretariat from July 2001.

Deadlines

An application with abstract of papers relevant to the conference theme or working groups themes: **September 30, 2001** at the latest

NOTICE: Registration of all the participants has to be completed by **January 15, 2002** at the latest.

All information about the conference are available on the Internet:

NISPAcee homepage

<http://www.nispa.sk/news/events.html>

About the working groups:

<http://www.nispa.sk/news/working-groups.html>

Contact person:

Applications and inquiries are to be addressed to:

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NISPAcee

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

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 109 Institutional members (from 21 countries), 32 Associate members (from 15 countries), and 200 Observers (from 34 countries).

New Institutional members of the NISPAcee

Institute for Public Administration & European Integration, Sofia, Bulgaria

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

Academy of State Service & Management, Syktyvkar, Komi Republic, Russian Federation

New Associate members of the NISPAcee

French National School of Administration (ENA), Paris, France

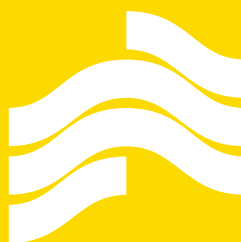
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NISPAcee News is published quarterly. We invite individuals as well as organisations to contribute to the third issue of volume VII. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

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



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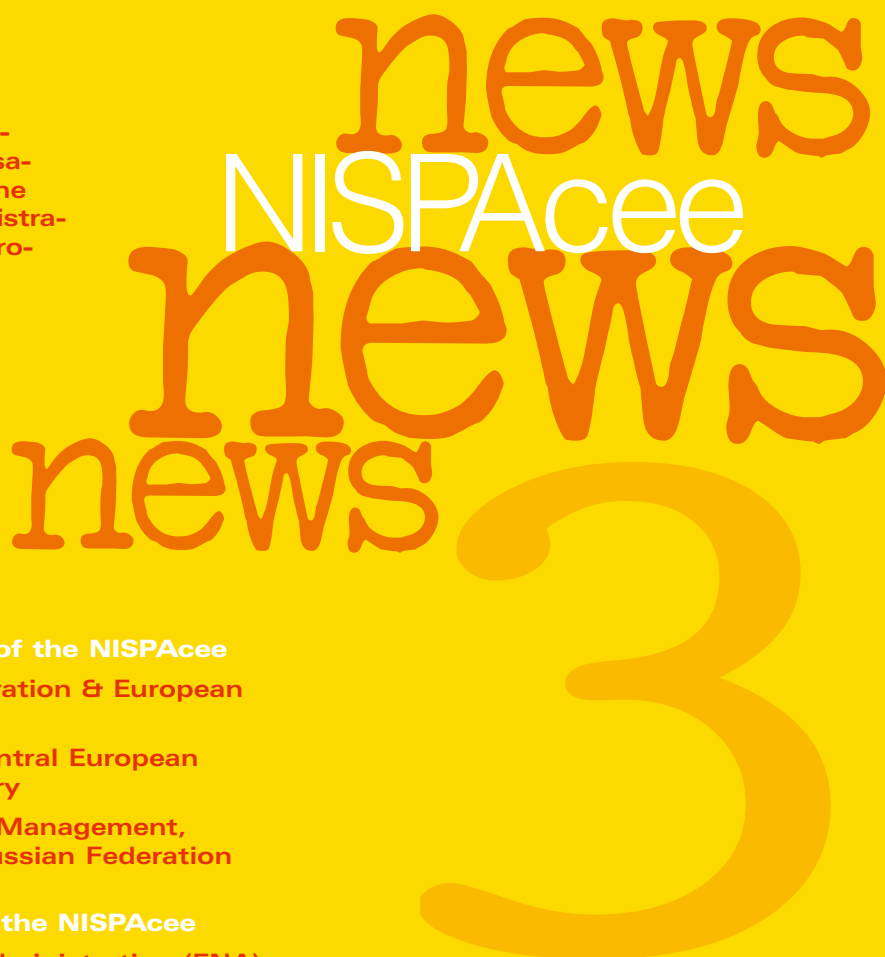
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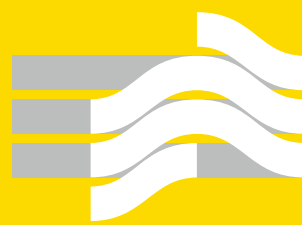
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NISPAcee

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Social and Economic Reforms in the Republic of Kazakhstan

Meruert Makhmutova, Institute of Economics, Ministry of Education and Science, Almaty, Kazakhstan

Beginning in December 1991, when Kazakhstan was declared as an independent state up to November, 1993 when the Republic introduced its own national currency the country remained to be dependent on the socio-economic and political changes which had taken place in Russia. It referred first of all to the monetary management and budgetary policy, as under the conditions of a uniform currency the Central Bank of Russia dictated its will on other states.

Introduction of the Kazakh national currency – tenge - has marked the stage of an independent macroeconomic policy formation. Unfortunately, this policy turned out to be inconsistent and uncluttered. It became apparent when for the purposes of offsetting debt the Government tried to solve the problem of default in payment through granting emissive credits



*The NISPAcee
Alena Brunovska Award
for teaching excellence in
Public Administration*

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