

# NISPAcee

THE NETWORK OF INSTITUTES AND  
SCHOOLS OF PUBLIC ADMINISTRATION  
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# news 2004

## Evaluation and Efficiency in Public Services. Correlation Among Education, Health and Labour Market Services

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Theoretical, comparative and empirical surveys\* have been conducted in Hungary for nearly a decade with the view of becoming able to evaluate the macro-level operational efficiency of some of the most important public services. On the one hand, the surveys have partly aimed at exploring the domestic operation of the examined public services and on the other hand, they have intended to find out the difference between the Hungarian public sector and that of the five neighbouring countries in terms of expenditure and results.

One of the essential points of the research, therefore, is to examine the categories belonging to the scope of efficiency in a poly-disciplinary way, predominantly using a philosophical approach but retaining dominance for a public political approach as well.



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\* Research OTKA No. TO32916

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The examinations of efficiency in education, remaining on the basis of cost-efficiency, have aimed at demonstrating that comparing expenditure and the results, which can easily be qualified when set vis-à-vis the expenditure, is of primary importance and well manageable but is not sufficient on its own for a comprehensive approach to efficiency either at a macro or micro level.

Some large-scale programmes have helped to evaluate the efficiency of health functions in a satisfactory way, which, in an indirect manner, also includes the successfulness of the operation of institutions working on the implementation of programmes. This course of research has not been performed as an independent examination in our arrangement. Because of our financial restrictions, the most appropriate way was to join the analysing work, which went along specifically the development of these health programmes. This way the expertise was guaranteed and the researchers, in return for our contribution, were also ready to include our aspects.

We took an explicitly empirical approach to exploring the efficiency of labour market servicing programmes and institutions. In the three county labour centres belonging to the Employment and Labour Office we examined the customer satisfaction and the way of co-operation of employers and civil organisations for each organisation individually and in comparison with each other. The findings of examining satisfaction, coupled with the statistical data of successful relations, allow evaluating the activities in the centres from several aspects.

In this summarising study we want to disclose the most important conclusions of this examination in the first place. In addition to assessing the appropriateness of our approach, the primary aim of this presentation is to raise interest in continuing joint examinations of similar nature or possibly in country-groups.

As we have already made an attempt to give a summary on the basis of our research started in the previous period, the definition describing the efficiency of public services as well as the parameter to elaborate it is a rather complex task; it presupposes the expedient synthesis of multifarious approaches. For laying down the foundation, the first thing is to create the cost efficiency index number, which is to define the relationship between expenditure and return (results). This index can be flexibly changed since it can change in the same direction when the expenditure is decreased-increased and the return remains at the same level or vice versa, when the expenditure remains at the same level and the returns are changed.

The indicated ratio can be suitable for a cost-benefit analysis provided the returns are expressed in a unit, which is compatible with the costs. Money seems to be the most suitable unit, which, however, is not always the most demonstrative in this area of examination. If we still try to use it, it is to be feared that over-importance might be attributed to it (Schumacher).

Certain additional dilemmas relating to measuring returns render the determination of the degree of efficiency cumbersome. The degree of operational efficiency or professional efficiency does not depend on the expenditure at all. It much

rather depends on the success of professional procedures facilitating the coefficient of efficiency of the service thus on the aggregate result of knowing the procedures and choosing the most appropriate one, the standard of its application (including the knowledge and experience of applier) and the co-operation of participants in the service (the well-directed activity of which can also change the way it is affected by the applier).

In a lot of cases, especially if we do not find it sufficient to enumerate the quantitative factors, it is not even possible to evaluate the result directly (e.g.: the number of diplomas at a school or level of school cannot give enough signals to defining how they can be utilised or it cannot be determined how many years of life can be gained when a patient is cured). It is even more difficult to measure the effect, which might as well be called external, of a public service or the development of effect, which is delayed in time (e.g.: utilisation of the school system results in adult education).

The Hungarian conditions of public services (public education, higher education, health care and labour market services) included in the examination and the development in the past one and a half decades allowed us to explore the efficiency correlations in several aspects.

The trend of real costs at macro level has had a slightly downward course for the whole period. It is especially true for the unit costs. At the same time, the number of participants in education in general and in higher education in particular and consequently the number of certificates issued has substantially increased. What this trend is signalling is that different internal reserves have been used,

which particularly deserves attention because our schools have already been working under tight and restrained financing conditions in many (3 – 4) decades.

What reserves were available during this period? First of all, the additional cost of education organisation can be mentioned. One part of these surpluses stems from the unequal distribution between institutions, one part from the local organisational problems but the majority of them stems from the conditions that institutions are not filled up with students to their full capacities. In Hungary this latter came from mobilising the reserves released as an effect of the elite-type higher education conserved for a long time becoming education for the masses. The operation of institutions filled with students to half of their capacities requires nearly just as much expenditure as those filled to their entire capacities. So in case of using full capacity, the cost per head is considerably reduced. The extent of this reduction will depend on additional factors even if we stick to the quantitative examination of results without getting involved in adventures with uncertain outcome to show the related consequences of mass-education and quality deterioration.

The conditions in health care have perhaps taken a course, which is even worse than that in education. It was also the improvement of organisational and financing procedures, which rendered saving possible so that providing services remained possible. Today the endeavour to involve further private and market capital in this area is prevailing because the signs of deteriorating quality are more and more conspicuous in health provision.

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**Savings through changing health care financing have been shown in the introduction of support for homogenous patient groups with the consequence that the measures on economising at hospitals and surgeries have resulted in grave shortages of health provision. There would be a chance to increase the social security amount with additional elements and allowing private funds to operate. As it seems, however, the appropriate concept that suits the conditions and fulfils the future requirement is missing, namely the necessary largeness of views and proper decisiveness to carry out the consistent implementation.**

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In our examination we paid particular attention to exploring the conditions of curing-preventive programmes, which was also a safe approach. This way we collected data in order to prove that the extension of preventive methods and the higher degree of efficiency in health care mean the guarantee for a strategy, which will increase efficiency in the most substantial way.

In the case of labour market services, we primarily accommodated ourselves to the circumstances. Therefore, instead of examining the enforcement of active support programmes, we assumed by means of empirical data collection and deep interviews to present and analyse the operation of labour market centres, which are directly related to our topic, notwithstanding the fact that this area, first of all, shows the micro-economic relations and allows evaluating this area in the first place. In this respect, it differs greatly from the already mentioned examinations. Indirectly, however, it allows drawing conclusions at macro economic level as far as the financing conditions of services and the evaluation of their programmes are concerned. It can be concluded that in this area work is carried out under less tight financial conditions though in comparison with international experiences participation in the services is much less intensive or successful than in education or health care.

Looking into the change in costs was characteristic for all the examined areas. Examining the change in palpable successfulness according to the different aspects affecting development, however, can be judged





more important. Although a great number of criteria can be designated to assessing the results, in this summary we concentrate on those related to development and improvement.

Educational results adjusting to the future change are the following:

- expansion of proportions studying at secondary schools
- vocational training losing ground at schools
- expansion of higher education
- expansion of adult education in a more regulated way

Results not adjusting to the development tendencies:

- full-time vocational training of (gradual) institutions of Higher Education Accreditation
- expansion of practical training locations for vocational trainees at school
- actual co-ordination of contents and qualification of training and the number of trainees of vocational training at schools with the change in jobs.

As a matter of course, the results emerging in the macro sphere according to the manifesting effects will influence the efficiency of educational institutions. At the same time, it can also be assumed that one or two schools work a lot more

efficiently than what can be determined for the given educational level as a whole or for the country in terms of administration.

The basis of successfulness in health care services is the efficiency of public health care, which

- can perform the work of medication in several areas (screening, protection, information)
- is looking at the wholeness of human body while curing that is to say not only at locally separated parts so that health is restored for a long time and in interrelationship with the whole (information, basic service)
- consequently, the greatest attention is paid to the residential and working conditions of potential patients (people)

In the past few years these aspects have been more or less recognised but they still have failed to gain sufficient importance in the domestic development programmes. Privatising family doctors' services is only part of the condition for the basic service to become a priority; programmes for prevention are suffering from a shortage of money and does not gain ground large enough to extend complex medication. The government ambitions put the greatest emphasis on priva-

tising the hospitals, which can have only one benefit: capital injection into the health care sector. The benefit of additional capital, however, is not guaranteed as 1) the capital coming in will not necessarily become working capital in the health care; 2) the success of using it would require comprehensive consideration, future vision and precise deliberations.

The efficiency of labour services is mostly demonstrated if the number and ratio of unemployed is decreasing with the operation of their institutions and synchronously with it. The direct connection between the two occurrences cannot be shown because a lot of factors trigger the change in the latter occurrence. Therefore, for the sake of evaluating the examined return, it is expedient to concentrate on the actual relationships of institutions. Registering the rate of and reason for the turnout at the job centres and the level of satisfaction with the measures and their consequences could be the adequate return in this area.

## No Doubt about It: Europe is in Trouble about Corruption! How is the DBB Academy Involved in the Fight against Corruption?

Whether in politics, administration or economy, one thing remains constant: corruption – the misuse of public office for private purposes – is spreading like cancer.

As a result the topic of corruption and its prevention has been increasingly discussed across Europe. The European Union has long recognised that corruption – irregardless of its form, e.g. bribery, nepotism or embezzlement – has caused considerable damage to the economy, the political arena and society. Moreover, it has advocated that we should join forces to fight corruption.

The fight against corruption is also a security challenge politically speaking, i.e. neighbouring countries, which are infiltrated by corrupt groups, turn into difficult political partners. Moreover, these corrupt groups increasingly spread to other parts of these and neighbouring countries. Human trade, drug smuggling, black market deals and blackmail go hand in hand with this widespread expansion of corruption.

Thus, new measures in the area of the fight against corruption need to be implemented, which not only advocate efficiency, but also transparency and accountability of the public sector. Yet, these measures cannot only be repressive ones. Public administrations continue to realise the need of a comprehensive prevention strategy, which focuses on the raising the awareness of all grades and levels of civil servants to the dangers and consequences of corruption and promotes a sense of personal commitment in the battle against corruption.

As a response to this, the DBB Academy in Bonn, Germany, has been successfully delivering anti-corruption training in Germany and

several Eastern European countries over the past few years. Within the framework of European projects and seminars, the DBB Academy has stressed the importance of awareness-raising and a concerted effort in the fight against corruption.

The contents of these seminars focus not only on the legal and organisational aspects of the fight against corruption. The participants are also encouraged to take part in simulation games, in which they are confronted with dilemma situations and then asked to describe and substantiate their responses to delicate situations. The examples used stem directly from the administration, thereby making it easier to identify with possible situations which may very well arise as well as creating a conflict situation among the participants. Moreover, the participants are actively involved and learn that the fight against corruption is their individual duty and not just the duty of the administration as a whole.

An example of a group exercise:

As an employee of an administrative unit, you learn by chance one day that the wife of the colleague responsible for placing orders is employed by a supplier that was awarded the last large contract. What will you undertake?

- a. I will speak to the said employee about this situation and ask for more background information.
- b. I will not to take any actions and assume that this only happened by coincidence. Thus, I give the colleague the benefit of the doubt.
- c. I will bring up this point with my immediate supervisor and leave the decision to him or her to take appropriate action.
- d. I make an inquiry at the company if there is an employment possibility for my unemployed partner.

At the end of the small group discussions, the participants are asked to present their decisions to the entire group. In turn these decisions are judged by the other small groups. A certain type of “competition” emerges to see which group will have the best and most effective form of fighting corruption. Thus, the participants are constantly encouraged to critically examine their own behaviour as well as the behaviour of the other groups.

Each seminar is adapted to the particular needs and areas of concern of the administration in question. Generally speaking, the participants will receive training in the following areas:

- The definitions of corruption
- Areas at risk
- Awareness-raising using the dilemma situation game
- The causes of corruption
- The consequences of corruption
- Legal aspects of the fight against corruption
- Corruption indicators
- Prevention strategies, ways to curb corruption
- Behaviour when corruption is suspected or identified
- Repressive measures (administrative and labour law instruments)
- Special areas of concern

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## New Projects of the Center for Policy Studies, Central European University, Budapest, Hungary

### Strengthening Linkages between Research and Policy: Impact Assessment of the International Policy Fellowship Program on Policy Research Capacity Development

This Impact Assessment project is a one-year research project co-funded by the Center for Policy Studies and the Global Development Network. The aim of the research is to identify the critical factors that influenced the impact of policy research carried out under the IPF program.

**Contact person:** Daniel Pop  
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**Web:** [http://www.ceu.hu/cps/res/res\\_linkrespol.htm](http://www.ceu.hu/cps/res/res_linkrespol.htm)

### Impact of Research on the Monetary Policy Sector in Transitional Countries

This project funded by the Global Development Network aims to develop and apply an innovative methodological framework for analyzing research-policy links that utilizes multilevel data from research studies and decision-making environment and enables making general practical recommendations for the policy researchers in preparing monetary policy research with an aim of maximizing the policy impact. Contact person: Dario Cziraky  
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### Public Integrity Education Network

PIEN is a joint initiative of the Central European University

(CEU), represented by its Center for Policy Studies, and TIRI, a new London non-profit center of excellence specializing in anti-corruption training, measurement and the development of effective, long-term anti-corruption policies and procedures. PIEN aims, over the next three years, to develop effective, policy-oriented training and teaching programs and build regional research networks that will facilitate the research of critical and independent case studies of reforms.

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### Eastern Enlargement – Western Enlargement: Cultural Encounters in the European Economy and Society After the Accession

Invoking the mythological figures Castor and Pollux, the DIOSCURI project, funded by the EU Sixth Framework Programme focuses on current encounters in Europe to predict the convergence between the twin economic cultures of the “East” and the “West”. The research fields – entrepreneurship, governance and economic knowledge – will be explored in 4 East Central European countries (the Czech Republic, Hungary, Poland and Slovenia) and in 4 countries of South-Eastern Europe (Bulgaria, Croatia, Romania and Serbia and Montenegro).

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

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### Mapping Global Knowledge Networks

The research focus of the project is upon the policy-related roles of university research centers, consultancies, foundations, independent research institutes and think tanks. This is a scholarly study into the dynamic relationship between (global) governance and knowledge. The study goes beyond false dichotomies of the separate worlds of (social) science research and that of policy making to argue that knowledge production is intimately bound with new modes of governance. The objective is draw together themes in the social science literature on how research relates to policy-making and vice-versa but to dramatically extend and up-date this literature by taking it beyond its methodological focus on what happens inside the nation-state to address global and regional dynamics.

The contention of this research project is that knowledge production is being utilized in global and regional policy deliberations and sometimes having substantial impact on governance processes. While at one level the project casts policy shadows, the project also addresses important scholarly questions concerning the fundamental changes in the way we understand and use knowledge.

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## Studying Europe In a New German-Polish BA/MA – Programme

In the forthcoming winter term 2004/2005 a new bachelor programme of “**European Public Policy and Administration**” will start at “Fachhochschule für Verwaltung und Rechtspflege Berlin” (University of Applied Sciences for Public Administration and Law).

The new three years BA – programme will prepare for Europe oriented activities in the middle management specifically of the public sector. With the two-year Master programme building on the bachelor programme a scientific qualification is attained which trains for leadership activities in a European reference with the corresponding management and executive tasks.

Starting point of the new programme is the knowledge that despite the European principle of subsidiarity more and more decisions are decided no longer alone in the member states but at a European level. Furthermore the European member states are confronted with comparable problems in policies and administration which they are nationally responsible for with priority, like labour market, health, education, social safeguarding. Therefore, when deepening European integration cross-border co-operation and the exchange of experience gain a particularly increasing meaning.

The BA/MA – programme of FHVR Berlin is organised interdisciplinarily with main emphasis in politics and administration sciences, expanded by social sciences, economy and law. One term is designated to practical work experience in a public institution dealing with European affairs. A special feature of this programme

programme at FHVR Berlin is carried out in German and partly in English.

The BA – programme “European Public Policy and Administration” reveals to the graduates career prospects in the public service on local levels, in the federal states, on national level and in adjacent areas of the public sector close to state administration.



arises from the close co-operation with the Polish Adam Mickiewicz University (Poznan). The lectures are offered at the FHVR Berlin predominantly but are also held in regular block seminars of German and Polish students at the Collegium Polonicum in the Polish city Slubice (located directly on the boarder between Germany and Poland). It thus becomes a reality to think and to act in a European dimension during the studies already. The

The **closing date** for receipt of applications is **July 15<sup>th</sup>, 2004**. Further information and the application documents are accessible on the web page **www.fhvr.berlin.de**.

## Master Program on Local Development

We are pleased to inform you that on April the 24th, 2004 the University of Trento signed an agreement with the University of Regensburg, Budapest University of Economic Sciences and Public Administration and the University of Ljubljana. With this agreement the Master on Local Development for the Balkans became a cooperation among the above listed Universities and given these premises also changed, improved its contents. The selection process for the **Joint European Master in Comparative Local Development for the Balkans and Areas in Transformation** is open.

The programme offers **18 months** (95 ECTS) of training for a post-graduate Master's degree. Its main objective is to provide participants with the necessary knowledge and skills for introducing, supporting and co-ordinating processes of change and transformation at the local level. The focus of the programme is local development, with the following characteristics: public, private and non governmental agents are involved; social stability and economic prosperity are strengthened, in agreement with the *acquis communautaire*/standards in European/EC law. The general approach is comparative and interdisciplinary.

The Master's programme includes courses in economics, law, sociology and political sciences, project cycle management, workshops, skills training, internships, language courses, and distance learning. Most of the courses are taught at the University of Trento by professors of the University of Trento and partner Universities, and by international experts. Some courses are taught at one or more of the partner universities. Given the focus on local

development, most of the internships and other activities will take place in local organisations located in Italy and in the countries of partner universities.

Attendance is limited to 25 participants. Candidates have to comply with all of the following requirements:

1. A four-year (minimum) university degree in economics, law, political science, sociology, or an equivalent qualification;
2. Age: under 40;
3. Fluent English and computer literacy.

A limited number of scholarships for participants from South-East Europe and other countries is provided by the organisers.

**To Apply:** [http://www.unitn.it/didattica/formazione\\_post/master\\_balcani.htm](http://www.unitn.it/didattica/formazione_post/master_balcani.htm)

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**Deadline For Applications  
June 30th, 2004**

### Schedule:

<b>Selection of participants</b>	End of July 2004
<b>Introductory course</b>	Belgrade, September 23 - 25, 2004
<b>Pre-programme</b> (study of indicated material)	October December 2004 (at home)
<b>Lectures, laboratories, guest lectures, internships and language courses</b>	
- <b>I bimester (9 weeks)</b>	January 17 <sup>th</sup> 2005 March 19 <sup>th</sup> 2005 January 17 <sup>th</sup> 2005 March 12 <sup>th</sup> 2005 (Trento) March 12 <sup>th</sup> March 19 <sup>th</sup> 2005 (Regensburg) March 21 <sup>st</sup> 2005 April 16 <sup>th</sup> 2005 (at home)
- <b>II bimester (9 weeks)</b>	April 18 <sup>th</sup> 2005 June 18 <sup>th</sup> 2005 (6-week teaching in Trento + 3 - week internship at the Partner Universities) June 20 <sup>th</sup> 2005 September 10 <sup>th</sup> 2005 (at home)
- <b>III bimester (8 weeks)</b>	September 12 <sup>th</sup> 2005 November 5 <sup>th</sup> 2005 September 12 <sup>th</sup> 2005 September 24 <sup>th</sup> (Regensburg) September 26 <sup>th</sup> November 5 <sup>th</sup> 2005 (internship at the Partner Universities)
<b>Project Work completion</b>	November 7 <sup>th</sup> 2005 December 31 <sup>st</sup> 2005 (at home)
<b>Deadline for mailing Project Work</b>	December 31 <sup>st</sup> 2005
<b>Interactive evaluation of Project Work</b>	January 1 <sup>st</sup> February 28 <sup>th</sup> 2006
<b>Graduation Ceremony</b>	Trento, March 24 <sup>th</sup> , 2006





## PA on Internet



<http://pdc.ceu.hu>

The Center for Policy Studies at the Central European University, Hungary, announces the launch of an on-line collection of policy documents from central and eastern Europe and the NIS. The Policy Documentation Center (PDC) holds hundreds of papers from think tanks and research institutes based in the region and covers topics from corporate governance to education reform. Free and easy to use, papers are classified by subject, keyword, and country and the majority can be downloaded in PDF format.



<http://www.publicmanagementinstitute.be>

All information about Public Management Institute in Leuven, Belgium including publications can be searched in this site.



[www.grc-exchange.org](http://www.grc-exchange.org)

The GRC Exchange is a new website sharing the latest information about governance in development. Hosted by the Governance Resource Centre (GRC) of the UK Department for International Development (DFID), and compiled by leading international experts, the GRC Exchange provides a focal point for sharing ideas in governance.



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

This site provides access to activities of ICMA (The International City/ County Management Association) - professional and educational organization for chief appointed managers, administrators, and assistants in cities, towns, counties, and regional entities throughout the world. Its mission is to create excellence in local government by developing and fostering professional local government management worldwide.



<http://publications.worldbank.org/ecommerce/>

New interesting publications of the World Bank.

## Calendar of Events

### **July 12 – 16, 2004, Conference “European Summer Academy” “The Enlargement of EU – Chances and Risks”**

Working language: German, English

Contact:

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### **September 1 – 4, 2004, EGPA Annual Conference (European Group of Public Administration) “Four Months after: Administering the New Europe”**

Workshop I. The impact of the European Union on national administrations

Workshop II. Does size matter? Small states in the European Union  
Working language: English

Contact:

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fax: 386 1 5805 595,  
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### **September 21 – 22, 2004, Conference “Public Administration 2004 – the 5th International Scientific Conference”**

Working languages: Czech, Slovak, German, English

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### **September 30 – October 2, 2004, 6th EES Conference “Governance, Democracy and Evaluation”**

Working language: English

Contact:

*EES (European Evaluation Society),*  
fax: +45-6550 2280,  
e-mail: ees@sam.sdu.dk

### **October 6 – 8, 2004, International Conference “National and Regional Economics V”**

Contact:

*Faculty of Economics, Technical University, Nemcovej 32, 040 01 Kosice, Slovakia,*  
phone/fax: +421-55-633-0983,  
e-mail: ekfdek@tuke.sk,  
web: <http://www.tuke.sk/ekf/konf.html>

### **October 8 – 10, 2004, 3rd International Scientific – Practical Conference “Youth and State”**

Working language: Ukrainian, Russian and English

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### **October 22 – 23, 2004, Conference “Theory and Praxis in Public Administration”**

Thematic blocks: Communication and organizational culture in PA – organizational and political contexts of PA – economical aspects of PA after the accession to European Union – Human rights implementation and preservation in PA – Informational systems and technologies in PA

Working language: Slovak, English

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### **November 26 – 28, 2004, 4th Transnational Meeting on Gender Equality**

Working language: English

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e-mail: bseau@xnet.ro

### **December 6 – 8, 2004, Conference “The Role of Public Administration in Alleviating Poverty and Improving Governance” (Launching Conference of the Network of Asia-Pacific Schools and Institutes of Public Administration and Governance – NAPSI-PAG) organised by the Asian Development Bank and the INTAN (The National Institute of Public Administration of Malaysia)**

Working language: English

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### **Events of the University of National and World Economy, Sofia, Bulgaria**

**October, 2004, International Conference “Challenges of Management at the New Conditions”** /on the base of cooperation between University of National and World Economy, Sofia and University of Nish, Faculty of Economics, Serbia and Montenegro /  
Working Languages: Bulgarian, Serbian, English

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### **November 2004, International Conference on “Challenges and Effects from the Integration to European Union”**

Working Language: English and Bulgarian

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

**July 19 – 30, 2004, Special Course “Globalization and Public Policy”. Summer University Course**

Working language: English

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**August 23 – 28, 2004, Special Course “1st Consultation of the Public Integrity Education Network”**

Working language: English

Contact:  
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e-mail: [Batorya@ceu.hu](mailto:Batorya@ceu.hu)

**November 27 – 28, 2004, Conference “Old and New, is Current Anti-Americanism Qualitatively Different from Past?”**

Working language: English

Contact:  
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**Events of the International Institute of Administrative Sciences (IIAS), Brussels, Belgium**

**July 12 – 16, 2004, IASIA Annual Conference “Building Leadership for Modernisation and Shared Governance”**

**July 14 – 18, 2004, IIAS 26th International Congress of Administrative Sciences on “E-governance: Challenges and Opportunities for Democracy, Administration and Law”**

Contact:  
fax: +32-2-537 9702,  
e-mail: [iias@iiasiisa.be](mailto:iias@iiasiisa.be),  
web: <http://www.iiasiisa.beschools/aeacc.htm>  
& <http://www.iiasiisa.be/iias/aicor/aikorea.htm>

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

**June 9 – 10, 2004, (to be repeated on 29 – 30 November 2004), Seminar “The Internal Market and the Free Movement of Goods”**

**June 10 – 11, 2004, (to be repeated on 30 November – 1 December 2004), Seminar “The Internal Market and the Free Movement of Persons and Services”**

Working language: English

Contact:  
Ms Gediz Cleffken,  
phone: +31-43-3296 262,  
fax: +31-43-3296 296,  
e-mail: [g.cleffken@eipa-nl.com](mailto:g.cleffken@eipa-nl.com)

**September 13 – 14, 2004, Seminar “The Role of High-Level Committees in EU Policy Making”**

Contact:  
Ms. Ann Stoffels,  
phone: +31-43-3296 317,  
email: [a.stoffels@eipa-nl.com](mailto:a.stoffels@eipa-nl.com),  
or - from August 2004 onwards - Ms. Belinda Vetter,  
phone: +31-43-3296 382,  
e-mail: [b.vetter@eipa-nl.com](mailto:b.vetter@eipa-nl.com),  
web: [www.eipa.nl](http://www.eipa.nl)

**Events of the Masaryk University in Brno, School of Social Studies, Czech Republic**

**September 2004 – December 2004, Special Course “Social Problems and Social Policy”**

Central European Studies Program: The aim of the course is to introduce students to the social problems of transitional societies in Central Europe and the process of adjustment to these problems, with a focus on the capacity of these societies to formulate and implement efficient solutions to their social problems. Topics covered include the new role of the state, the changing labour market, unemployment, income inequality, the democratisation of education, social exclusion and poverty, decreasing population, new family

behaviour, the ageing of society, a new role for religion.

Working language: English

Contact:  
Prof. Tomáš Sirovátka,  
e-mail: [sirovatk@fss.muni.cz](mailto:sirovatk@fss.muni.cz),  
prof. Ladislav Rabušic,  
e-mail: [rabu@fss.muni.cz](mailto:rabu@fss.muni.cz),  
web: [http://www.rect.muni.cz/ois/students/special\\_programs,\\_individual\\_courses/cesp](http://www.rect.muni.cz/ois/students/special_programs,_individual_courses/cesp)

**September 2004 – December 2004, Special course “Restructuring Civil Society in Central Europe”**

CESP – Central European Studies Program: The adaptation of the Central and Eastern European populations to the transformed historical conditions after the political change in 1989 is examined in two main blocks – civic culture (the concept of a civil society, social trust, social capital, social networks, the development of the civic sector) and the reconstruction of social identities (globalization and its local effects, the reconstruction of memories and identities, cultural practices of nationalism, new forms of conflict and solidarity).

Working language: English

Contact:  
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e-mail: [marada@fss.muni.cz](mailto:marada@fss.muni.cz),  
web: [http://www.rect.muni.cz/ois/students/special\\_programs,\\_individual\\_courses/cesp](http://www.rect.muni.cz/ois/students/special_programs,_individual_courses/cesp)

**September 2004 – December 2004, Special course “Changing Political and Social Identities in Post-Cold War Central Europe”**

CESP – Central European Studies Program: The course encompasses a variety of themes concerning the reconstruction of social identities in Central Europe after the fall of communism. The particular interconnected topics to be addressed in this course are: the political reconstruction of memories and identities in the conditions of cultural revolutions, the establishment of post-socialist hegemony in relation to cultural practices of nationalism, and the challenge of re-emerging forms of ethnic conflict and solidarity in the form



of mythic and utopian imaginary communities. The basic approach of the course is to demonstrate various cultural patterns of continuity and change by means of theoretically framed case studies that compare pre-communist, communist and post-communist phenomena.

Working language: English

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### **September 2004 – December 2004, Special course “Remodeling Political Culture in Central Europe after 1989”**

CESP – Central European Studies Program: The course is intended to give the students a basic insight into the trends and events that have influenced recent political and social developments in the Central and (partly) Eastern Europe and significantly contributed to the present character of political institutions and political life in the region. The course also traces the developments within the region in connection with the efforts for further European integration and the strengthening of European security.

Working language: English

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### **September 2004 – December 2004, Special course “Development of Ethnic Relations in the Czech Republic”**

CESP – Central European Studies Program: Covering the usual topics traditionally introduced in relation to debates about ethnicity, ethnic relations, nationalism and racism, this course brings them closer to the actual world of ethnic minorities (especially the Roma) in the Czech Republic by revealing the variety of influences – cultural, political and economic – that come into play in this situation.

Working language: English

Contact:

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### **September 2004 – December 2004, Special course “Contemporary Welfare States”**

Working language: English

Contact:

*Prof. Tomas Sirovatka,*

*e-mail: sirovatk@fss.muni.cz,*

*web: <http://is.muni.cz/predmety/predmet.pl? fakulta=1423;obdobu=2962;kod=SPP520;jazyk=en;id=276648>*

### **September 2004 – December 2004, Special course “An Introduction to Sociolinguistic”**

Working language: English

Contact:

*Dr. Hana Katrnakova,*

*e-mail: katrnak@law.muni.cz,*

*web: <http://is.muni.cz/predmety/predmet.pl? jazyk=en;id=245226>*

### **September 2004 – December 2004, Special course “Introduction to the Study of World Politics: Basic Theories and Debates”**

The purpose of this course is two-fold. First, students are introduced to important concepts and theories in the study of world politics and discuss their strengths and weaknesses. The course covers both traditional and orthodox and non-orthodox theories of international relations. Particular emphasis is put on identifying the underlying assumptions on which the different theories of International Relations rest. Second, the course aims to help students think critically about theoretical analysis in International Relations. The course demonstrates not only how theories can be used to analyse events in world politics but also how the meaning and understanding of these events is itself constructed by different theories. The idea is to develop and enhance students' abilities to detect methodological, theoretical, and normative assumptions in academic analyses. Students will be encouraged to ap-

ply the concepts and theories we are discussing to the analysis of current international affairs. The course has been designed so that it could be of interest to both beginners and more advanced students who want to brush upon their knowledge of the 'classics' in international relations and get acquainted with new theoretical projects such as constructivism and poststructuralism.

Working language: English

Contact:

*Dr. Marketa Pitrova,*

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### **September 2004 – December 2004, Special course “Human Resources Management”**

Working language: English

Contact:

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*e-mail: kos@fss.muni.cz,*

*web: <http://is.muni.cz/predmety/predmet.pl? jazyk=en;id=247626>*

### **September 2004 – December 2004, Special course “Crime in the Multicultural Society”**

Working language: English

Contact:

*Dr. Joep Hanarth,*

*web: <http://is.muni.cz/predmety/predmet.pl? jazyk=en;id=247677>*

### **September 2004 – December 2004, Special course “Future of Europe”**

Based on some future oriented methods in the social sciences like historical development models, forecasting, the comparative prognosis and especially scenario writing, the political, social and cultural future of Europe and the role national states (and especially the Czech Republic) play in that process will be explored.

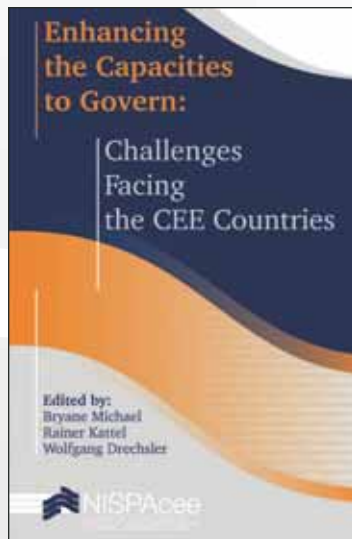
Working language: English

Contact:

*Bart van Steenberg,*

*web: <http://is.muni.cz/predmety/predmet.pl? jazyk=en;id=245032>*

## Recent Publications:



### Enhancing the Capacities to Govern: Challenges Facing the Central and Eastern European Countries

Selected Papers from the 11th NISPAcee Annual Conference in Bucharest, 2003

Publisher: NISPAcee

Editors: Bryane Michael, Rainer Kattel, Wolfgang Drechsler

Price: 20 \$ (personal purchase), 25 \$ (including postage within Europe), 30 \$ (including postage to other countries), free of charge only for NISPAcee institutional and associate members (3 copies).

Resume:

This edited volume offers new insights into capacity building in the Eastern European context. This volume will be an important reference book for academics, practitioners and others working on or in Eastern Europe. The purpose of the present collection of rigorously selected and thoroughly edited contributions is to contribute to that discourse and to discuss the nature of effective civil service and public policy in general, but especially in the Central and Eastern European region. The selection includes both theoretical and empirical

cases, mostly from and about the region, often about countries or cases that have hitherto received scant, if any, scholarly attention in public administration.

Contact:

NISPAcee Secretariat



### Health Care Delivery Systems: Opportunities from Public Management Education in CEE

Publisher: NISPAcee

Editors: Allan Rosenbaum, Juraj Nemec, Kenneth Tolo

Price: 20 \$ (personal purchase), 25 \$ (including postage within Europe), 30 \$ (including postage to other countries), free of charge only for NISPAcee institutional and associate members (3 copies).

Resume:

The book contains several country studies that were presented at the NISPAcee Annual Conference in Krakow, Poland 2002 within the working group on public health administration, management and policy. Each study propose recommendations regarding the potential utility of introducing in one manner or another general public administration education in the processes of educating and training those responsible for health service de-

livery system management and health policy formulation within the country.

Contact:

NISPAcee Secretariat

### 2004 European Union Accession: Implications for Ukraine's Relations with its Central European Neighbours

Resume:

The work on this collection of analytical reports was conducted during 2002 – 2004 within the project financed by the Charles Stewart Mott Foundation. 18 experts from Ukraine, Poland, Hungary, Slovakia and Belgium contributed to this research.

The publication analyses economic and cross-border cooperation of Ukraine with its Central European neighbours – Hungary, Poland, Romania and Slovakia, cooperation in the field of energy, the development of human contacts, the nature of Schengen and limits of its flexibility as well as new security threats in the view of EU enlargement.

Contact:

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+380-44- 416-7010,

fax: +380-44- 416-7306,

web: [www.eru.org.ua](http://www.eru.org.ua)

### Future of Civil Society, Making Central European Nonprofit-Organizations Work

Editors: Annette Zimmer, Eckhard Priller

Language: English

Price: 49,90 EUR

Resume:

The development of civil society and its broad organizational spectrum are the focus of this English-speaking handbook, which is especially geared to-

wards the needs of civil society organizations in Central Europe. The handbook's objectives are twofold: First, it provides an overview of civil society traditions in Austria, the Czech Republic, Germany, Hungary, Poland, and Slovakia. Second, it makes practical knowledge available to civil society organizations. The handbook is

- Traditions and Perspectives of Civil Society in Central Europe
- Regulatory Environment of Civil Society
- Central Topics of Nonprofit Management
- Portraits of the Civil Society Sectors in Central Europe

More than 50 leading experts in nonprofit research from the Visegrád countries as well as Germany, Austria, and the USA have contributed to the handbook. Its target audience includes lecturers, students, staff and volunteers of nonprofit organizations. All chapters are written in a student-friendly manner, offering an overview of the current state of research and recommendations for further reading. The high degree of practical orientation of the chapters make the volume particularly interesting for the everyday operations of nonprofit organizations. The innovative content and practical relevance of the volume is enhanced with the inclusion of a CD-ROM with supplemental material.

Contact:

VS Verlag, GWV Fachverlage, Abraham-Lincoln-Straße 46 D 65189 Wiesbaden, Germany  
web: [www.vs-verlag.de](http://www.vs-verlag.de),  
fax: +49-611-7878-420

## Windows on China

Editors: M.T. Gordon,  
M. – C. Meininger,  
W. Chen  
Language: English  
Price: 99 USD, 85 EUR,  
59 GBP

Resume:

The papers included in this publication represent windows through which others can view candid debates and discussions by Chinese scholars and public servants about current, pressing issues challenging their national and local governments. The papers address a wide range of challenging issues – from the design of training for the Chinese civil service to experiments with marketing and mixed economies, responsiveness of government to citizens, how to carry on “the democracy experiment” in China, transparency and openness in government, building rule of law, autonomy of local governments, and selection of leaders. Naturally, these papers do not cover *all* the changes taking place in the Chinese national and local governments as a result of the reforms, but the issues discussed here suggest the breadth and depth of changes that have occurred in recent years, and they offer insights, rare in English, into modern Chinese public administration. Also, to assist readers, a summary in English and French precedes each article.

Contact:

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International Institute of Administrative Sciences,  
e-mail: [market@iospress.nl](mailto:market@iospress.nl),  
[order@iospress.nl](mailto:order@iospress.nl)  
web: [www.iospress.nl](http://www.iospress.nl),  
<http://www.iospress.nl/html/boek331395068.html>

## Local Government in Poland

Editors: S. Michalowski,  
A. Pawlowska  
Publisher: M. Curie-Sklodowska  
University Press  
Language: Polish  
Price: 48 PLN, appr. 10 Euro  
Resume:  
Complex overview of contemporary problems of local government in Poland. 600 pages' publication reflects different views

of authors representing different majors. The book consists of 7 subtopics: 1. Legal and political aspects of local government 2. Democracy and civic society on local level 3. Financial, economic and social policy of local government 4. Managing local administration 5. Local government in information environment 6. Spatial planning in local government 7. Local government in political doctrines

Contact:

Publication is accessible at M. Curie-Sklodowska University Press,  
web: <http://www.press.umcs.lublin.pl>

## Economic Decentralization and Local Government

Resume:

The book contains contribution from Croatian and American authors, some in English and some in Croatian and is edited by Helena Blažić, Nada Karaman Aksentijević, Marija Kaštelan Mrak and Mark Rosentraub. In short, the contributions address problems of local economic development, efficiency and organization at local level and issues of fiscal decentralization and local public finances.

Contact:

Faculty of Economics, University of Rijeka, Croatia,  
e-mail: [kastelan@efri.hr](mailto:kastelan@efri.hr)

## Competition in Public Sector. Objectification of the Labour Division between the State Administration and the Self-government within the Management of Public Sector

Editor: Ing. Josef Mech  
Publisher: Masaryk University  
Language: Czech, Slovak

Resume:

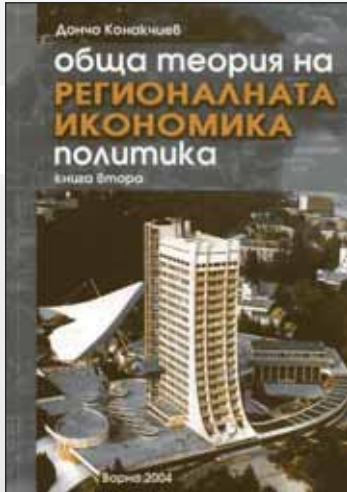
This publication is a composite book with papers related to issues from the title. This book is an output of the theoretical seminar meeting that was set up by the Department of Public Eco-



nomics of the Masaryk University in Brno in January 2004.

Contact:

Masaryk University in Brno, Lipová 41a, 602 00 Brno – Pisárky, Czech Republic,  
e-mail: spacekov@hotmail.com



### General Theory of Regional Economics Policy

Author: Doncho Konakchiev  
Publisher: University publishing house, Varna Free University, 2004  
Price: 9,00 BGL  
Language: Bulgarian

Resume:

This book is dedicated to the problems of the regional policy. The modern regional policy includes live questions as regional markets, areas of special economic regime, regional aspects of Bulgarian Euro-integration and etc.

The book is intended for the students studying economic subjects and PA, also for the teachers and research-workers at these fields of study, as well as for the people working at public institutions.

Contact:

Ms. Kремена Andonova, Varna Free University, Varna, "Zlatni Piassatsi", Bulgaria  
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e-mail: unk\_on@vfu.bg

### The West-Eastern Auditory. Intercultural Learning between East and West

Editor: Klaus Erdmann  
Heinz Theisen  
Language: German

Resume:

The rediscovering of the "cultural dimension" of regions and societies is the new challenge after the end of East-West-conflict. The book contains reflections and different experiences of co-operation and intercultural learning between Eastern and Western Europe from international projects.

Contact:

Prof. Dr. Klaus Erdmann Argelanderstr. 159 D – 53115 Bonn, Germany,  
phone/fax: +49-228-21 76 12,  
e-mail: K.E.Erdmann@t-online.de

### Discussion Papers of the Institute of Economics, HAS, Budapest, Hungary

#### Budget Constraints in Party-states Nested in Power Relations: The Key to Different Paths of Transformation.

Author: Maria Csanadi  
Language: Hungarian

Abstract:

This paper revisits the widely known and used concept of soft budget constraints in party-states introduced by Kornai (1980), from the point of view of a comparative analytical model (Csanádi, 2003). It embeds budget constraints in the structure of power relations described by the model as the interactive structure of interrelations between party-, state- and economic decision-makers on the level of individual actors. In this respect, we argue, that soft budget constraints will acquire several new structure-specific traits presented in the paper that are worth to consider. The new properties of budget constraints nested in power relations will

define the selectively soft and hard constraints of self-reproduction of the net. The distribution of power will define the dynamics of reproduction of the structure as a whole. The differences in the distribution of power will be responsible for the frequency of its hardening reproduction constraints. Soft and hard reproduction constraints and its dynamics in different power distributions will contribute to several theoretical conclusions concerning the self-similarities and structural differences in the operation and different paths of disintegration, collapse and transformations of party-states.

### A Comparative Model of Party-states: The Structural Reasons Behind Similarities and Differences in Self-reproduction, Reforms and Transformation.

Author: Maria Csanadi  
Language: Hungarian

Abstract:

This paper draws up an empirically based comparative analytical model called by its constructor as the Interactive party-state model (IPS). It details the elements, the principles of connection of these elements and the principle of operation of the whole party-state construct. It also defines the specific principles of operation based on the characteristics of the structure, the specific motivations and behavior deriving from those. The model reveals the structural reasons of the differences in power distribution and describes how these structural differences imply different frequency of meeting structural constraints for reproduction, different time-span for recreating cohesion and different means of resource acquisition for self-reproduction, leading to different paths of development and transformation. The IPS model

points to the consequences of these different dynamics on the location, pace, sequence of reforms and the regime these reforms occur.

## **The Socio-economic Impacts of Framework Programmes in Transition Countries: A Systemic Approach of Assessment Methods.**

Author: Attila Havas,  
Lajos Nyiri

Language: Hungarian

Abstract:

This paper assesses the socio-economic impacts stemming from Research, Technological Development and Demonstration Framework Programs (FPs) project participation in a transition economy. Some of the most significant impacts of Central and Eastern European participation in FPs can only be understood in the context of the changing national innovation systems (NIS). In other words, when assessing impacts, besides the 'usual' questions on product and process development, job creation, etc., a broader set of questions should be asked, concerning competencies: managerial, project development, network and collaboration-building capabilities, i.e. the process, and elements, of organizational learning, broadly defined.

Our main methodological argument is based on two underlying characteristics of the Hungarian NIS. First, it had been fragmented during the planned economy the academy-industry relations had been rather weak. Second, due to the overall socio-economic transition it is also in flux, some former links have been further damaged, while new players have appeared and new, stronger incentives have been put in place to form new partnerships. Behavioral and organizational 'effects' of FP participation are likely to be cru-

cial – besides the 'usual' outputs and impacts.

Our main policy conclusion is that it would well worth the effort to apply – a broader framework for impacts and effects to a larger, statistically representative sample. Thus a reliable description could be obtained, on which basis sound policy conclusions could also be drawn.

## **Inflation and Balanced-Path Growth with Alternative Payment Mechanisms**

Author: Max Gillman,  
Michael Kejak

Language: Hungarian

Abstract:

The paper shows that contrary to conventional wisdom an endogenous growth economy with human capital and alternative payment mechanisms can robustly explain major facets of the long run inflation experience. A negative inflation – growth relation is explained, including a striking non-linearity found repeatedly in empirical studies. A set of Tobin (1965) effects are also explained and, further, linked in magnitude to the growth effects through the interest elasticity of money demand. Undiscovered previously, this link helps fill out the intuition of how the inflation experience can be plausibly explained in a robust fashion with a model extended to include credit as a payment mechanism.

## **Deviations from Interest Rate Parity in Small Open Economies: A Quantitative – theoretical Investigation.**

Authors: Vincze, J.,  
Ambrus-Lakatos, L.,  
Vilagi, B.

Language: Hungarian

Abstract:

It is frequently claimed that the expected yield on emerging market bonds commands a premium.

Here we investigate the sources of this phenomenon. A stochastic general equilibrium model of a small open economy is analysed numerically to derive conditions for interest rate premia. The novelty of our approach is to attack the problem from the point of view of state dependent policy mixes. The main lessons include: if positive premia were universal, then 1. nominal rigidity should be important, 2. monetary authorities might have a current account stabilization motive, and 3. taste shocks possibly play some role in emerging markets.

Contact:

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web: <http://econ.core.hu>

## **Publications of the Masaryk University, School of Social Studies, Czech Republic**

Language: Czech

### **Social Studies 10 (2004). The Question of Roma Social Inclusion.**

Publisher: Brno: MU.

### **Ethnic and Regional Parties in CR after 1989.**

Author: Mareš, M.

Publisher: Centre for Democracy and Culture Brno.

### **Social Exclusion and Inclusion of Minority and Marginalized Groups in the Czech Republic**

Author: Tomáš Sirovátka

Publisher: Brno: MU.

Contact:

Masaryk University, School of Social Studies, Gorkeho 7, 612 00 Brno, Czech republic,  
web: <http://is.muni.cz/>



## Seminar: Adapting to European Integration, How to Effectively Coordinate EU Policy Making

The National Institute of Administration (NIA) – Romania is the main actor in the process of changing mentalities and modernizing the Romanian public administration. Created two years ago, the institute has already promoted big events such as the first promotion of the one-year training program in Public Administration and a series of international seminars jointly organized with EIPA. The latest

making coordination. The first day was mainly dedicated to the presentations made by EIPA lecturers, Mr. Tore Malterud (senior expert) and Mrs. Danielle Bossaert (lecturer) on Preparing, Deciding and Implementing EU Policies – a comparative approach among member states. The objective of this presentation was to allow participants to acquire practical knowledge of different decision-making models

date acting as a typical Council Working Group. The main objective was to find whether there is an example of “best practice” in the Coordination of EU Affairs, or not.

The last day concluded the seminar with the findings of a workshop whose aim was to find the main elements for an efficient coordination and discussion upon the strengths and weaknesses of different types of coordination.

Sixty participants were selected from central and local government, activating within departments in charge with the European integration process, or in charge with delivering training in the field of European integration process. They mostly appreciated the balance of the two different points of view on policy making coordination provided by the team of EIPA lecturers: academic and practical.

The success of the seminar indicated by the interest of the participants in its topics and their findings during the workshops, entrusted NIA in planning further seminars on the same topic, regarding the negotiation process, decision-making and committees, to which an international participation would be also pursued.



example of the collaboration NIA – EIPA is the seminar entitled: *Adapting to European Integration, how to effectively Coordinate EU Policy Making.*

Held in a beautiful Romanian mountain resort – Sinaia, the seminar comprised three days (10<sup>th</sup> – 12<sup>th</sup> May 2004) of relevant and practical aspects of policy-

and to understand the effective flow of information within the public administration of a state member.

The second day was mainly considered the day of experience exchanges – participants debating and discussing along an exercise on a preparatory meeting upon a Proposal for a Man-



## The 12th NISPAcee Annual Conference “Central and Eastern European Countries Inside and Outside the European Union: Avoiding a New Divide”

Vilnius, Lithuania, May 13 – 15, 2004

The 12th NISPAcee Annual Conference, organised in co-operation with the Lithuanian Public Administration Training Association, Vilnius, Lithuania, was attended by 320 participants from 33 countries from all over the world. This included 20 CEE countries and covers the NISPAcee institutional membership. It is also necessary to thank and to highlight the tremendous contribution of the local organisers, the Lithuanian Public Administration Training Association and its President Eugenius Chlivickas for their excellent organisation of the conference, financial support and preparation of attractive social events which created a very nice and a pleasant background for the relaxation of the participants after a rich working programme. NISPAcee would like to thank also the other partners who financially supported the meetings of the several working groups and contributed to the success of the conference: Local Government and Public Service Reform Initiative affiliated with the Open Society Institute, Budapest, Hungary, UNDP RBEC Regional Support Centre, Bratislava, Slovakia and World Bank, Washington D.C. USA. And also thanks to the efforts of the programme coordinators of all the sessions and working groups the conference was a valuable scientific and academic event.

The conference started by welcoming speeches presented by **Barbara Kudrycka**, NISPAcee President, **Eugenius Chlivickas**, President of the Lithuanian Public Administration Training Associati-

on on behalf of Lithuanian organizers and **Zigmantas Benjaminas Kazakebicius**, **Viceminister**, from Ministry of Interior Affairs, Vilnius, Lithuania.

The opening speeches were followed by the keynote presentations on the main conference

ment for EU Affairs, Vilnius, Lithuania addressed the theme from the perspective of the new member states and **Mihailo Crnobrnja**, Government of Serbia, Belgrade, Serbia & Montenegro pointed out the needs of EU policy engagements for the Western Balkan. The keynote speeches provided an



From the left to right: Louis Hersom, Eugenius Chlivickas, Barbara Kudrycka, Zigmantas Benjaminas Kazakebicius, Bob Bonwitt.

theme introduced by the general rapporteur of the conference **Bob Bonwitt**, Head of SIGMA/OECD Paris, France. Key note presenters addressed key issues of the main conference theme from different perspectives. **Louis Hersom**, Principal Administrator, External Relations Directorate – General, European Commission, Brussels, Belgium presented his paper focused on European Union policies towards neighbouring countries with a special focus on the Balkan region. **Petras Austrevicius**, Deputy Chancellor of the Govern-

initial platform for further discussions on the targeted issues within the following parts of the conference programme.

The morning plenary session was concluded with a presentation of the NISPAcee **Alena Brunovska Award for Teaching Excellence in Public Administration** to **Prof. Martin Potůček**, Charles University, Prague, Czech Republic who delivered a paper debating on the status and potential of public policies in Central and Eastern European countries.



From the left to right: Barbara Kudrycka, Martin Potůček, Ludmila Gajdošová.

The next part of the conference programme consisted of **three working sessions** on the main conference theme, **seven working groups** with meetings and following **Panel Sessions and Forums** which enriched the programme of the conference with new information, new initiatives and new opportunities for collaboration with external organizations as well as within NISPAcee:

- Panel Session on European Accreditation of Public Administration Programmes
- Panel Session on Joint NASPAA – NISPAcee Governance Improvement Cooperative Project
- Forum for Heads of Training Centres and Institutes of Public Administration
- Forum for Young Professionals in Public Administration
- New NISPAcee Working Group on Ethics in Governance
- New NISPAcee Working Group on the Role of Public Policy and Management Education and Training in CEE
- Presentation of the New NISPAcee Publications
- Presentation of the NISPAcee Information Portal

The **NISPAcee Business Meeting** was as usual on the conference programme as well.

The annual reports (activities, finances) and future plans were presented to the representatives of the NISPAcee members and other participating guests. The election of new NISPAcee Steering Committee members were an important part of the programme. To replace Juraj Nemeč, Slovakia and Mzia Mikheladze, Georgia who finished their term in the Steering Committee, the General Assembly elected new NISPAcee Steering Committee members, Stanka-Setnikar Cankar, Dean, University of Ljubljana, Faculty of Public Administration, Slovenia and Wolfgang Drechsler, from



From the left to right: Juraj Nemeč, Sergey Pushkarev, Mzia Mikheladze, Ludmila Gajdošová, László Váss, Ján Andruch.

University of Tartu, Department of Public Administration (the Alena Brunowska Award holder from the year 2001). The General Assembly also approved the proposal of the Steering Committee to charge the membership fees in EURO instead of USD while the amount of fees would stay the same, which means it would be 150 EURO for the Institutional Members and 300 EURO for Associate members from next year.

**The closing plenary session** started with an introduction of the **new NISPAcee President, László Váss**, Budapest University of Economic Science and Public Administration, Hungary who was elected by the members of the Steering Committee for a two-year period. **Prof. Barbara Kudrycka**, Rector of Bialystok School of PA, Poland, finished her two year term of presidency in Vilnius. On the behalf of NISPAcee, the NISPAcee Steering Committee expressed high appreciation and gratitude for her leadership and strong commitment to the mission of NISPAcee which had contributed to the significant development of the organization in terms of its programmes, partners and activities and possible opportunities to influence successful reform proc-



esses in the region. For this development of the organization it was also necessary to express thanks and gratitude to other Steering Committee members who finished their terms, Juraj Nemeč and Mzia Mikeladze.

The conference was concluded by reports from all sessions and working groups and the report of the conference **general rapporteur Bob Bonwitt**. Selected papers and presentations of the conference will be included into the conference proceedings.

## Short Report of the General Rapporteur

The 12<sup>th</sup> annual conference took place at a turning point in European history. It was the end of half a century of separation for 8 countries of central and eastern Europe, during which the economic, societal and cognitive universes of their citizens had been cut off from Western European development. For those countries joining the Union on May the first 2004, it was the start of a new life. But even for them there is still the risk that they will not be able to integrate fully into the European Administrative Space, unless they engage in strenuous efforts to further improve their administrative capacities.

Other countries will follow in the March to Europe in successive waves: Bulgaria, Romania, Turkey, the Balkans. Still others, on the periphery of Europe, will have to develop a new relationship with the giant next door, and the Union will have to develop its own administrative capacities to adjust to its new dimensions.

The European Union was born to prevent future conflict. The countries queuing up to join are still motivated, in part, by security concerns. Europe is not just a single market; it is an attempt to order European affairs and to promote peace and prosperity throughout Continent. That it started only in

the West, was a tragic accident of history.

The division of Europe left untold suffering. It is appropriate that the first “post-enlargement” Conference of NISPAcee took place in a New Member State and was addressed to the crucial issue for the future of the continent – how to prevent new divides appearing in Europe. But why is this question so important? A number of risks were identified.



- Security (geopolitical threats, terrorism, spill-over effects, organised crime...)
- Economic (social fractures, spill-overs)
- Internal and cross-border minority issues
- Environmental
- Ill-managed migration/trafficking
- Health (importation of disease, pests...)
- European governance (incl. national)
- Waste, fraud, corruption

Avoiding such risks requires high quality administration in all countries and in the Union Institutions. And most importantly it requires people in the administrations to work together and create a common understanding of public administration based on European values.

The European Administrative Space, which was first discussed in Rotterdam under the 1997 Dutch Presidency, is primarily a social construction. It emerges in part out of European law and precedent. But it is mostly the product of the intense interaction of bureaucrats throughout the Union and with future member and partner countries. NISPAcee contributes to this social interaction directly as a network of PA In-

stitutes and Training bodies; it also contributes by stimulating thinking about public administration across the continent.

As usual, most of the work at the Conference was taken up by the Working Groups pursuing their own long term agendas. However, nearly all of the Working Groups spun off ideas highly relevant to the Conference theme. The papers and the summaries will provide a rich source of inspiration for the future evolution of public administration in Europe. They leave current policy-makers and future participants much to think about as European Administrations struggle to avoid new schisms in the European Administrative Space.



## Reports of Working Sessions on The Main Conference Theme

### Working session A. Problems Facing the New Member States

### Working session B. Problems Facing the States Outside the enlarged European Union

#### Programme Coordinators:

Lilla Kántor, Dóra Vámos, Budapest University of Economic Sciences and Public Administration, Hungary

Gyorgy Jenei, Hungary

Frits van den Berg, The Netherlands

At the working session A, thirteen papers were introduced and vivid discussions were taking place. Only two papers were presented on the theme B. The main focus of most of the papers was the accessibility of Structural Funds with a combined approach of economic and public administration sciences. A broader view was opened up focusing the following issues in the discussion:

1. Where are the CEE countries nowadays
  - in the shift from government to governance
  - in the marketability of public services
  - in creating networks
  - in the emergence of new human resource management?
2. What are the current tensions between the implementation of legalism and managerialism? /risks of mismanagement of EU funds; increase of disparities among regions; the role of capacity building of regional and local governments)

### Working session C. Common problems

#### Programme Coordinators:

Alexej Barabashev, Moscow State University, Russian Federation

Juraj Nemec, Matej Bel University, Slovakia

Many important challenges common both to the new member states and states outside the enlarged EU have been discussed during this working session, connected with global issues like modernization of administration, reforms of public service, optimization of politico-administrative relations, processes of building of civil society.

Two concrete topics shall be mentioned specifically. The first one is the education system that forms the foundation of public administration and determines its future shape. The core problems of developing education and training of public administration issues in CEE is to rebuild the traditional education system according to the international standard, to introduce new methodology in the teaching process and to overcome conservatism and traditionalism in teaching and training.

The second and the really hot problem for discussion was corruption. It represents a universal problem for all countries of the world, and still has its particular dimension in CEE countries. Transition from a socialist regime and the lack of a coordinated anticorruption policy led to the very high levels of corruption in many countries. The level of corruption is one of the key factors for accepting the member states and thus for the new members and potential candidates, an anticorruption policy is not a fashion any more but a necessity. The fight against corruption is an extremely complicated issue. First, one should distinguish between two levels of corruption: service delivery level, which can be influenced by such measures as the rise of salary and a better promotion procedure, and executive decision level. The latter type of corruption is especially difficult to eliminate because of the rent-oriented behavior of senior civil servants and politicians. To realize

an effective anticorruption policy, government has to combine different tools – legislation framework, institutional mechanisms, statements of ethics and strong political commitment. The cultural aspect of corruption is very important as well and that is why even an existing successful model may fail in the stage of implementation if the national particularities are not taken into consideration.

To conclude, we need to stress that working session C was a very interesting one. Speakers made informative and exciting presentations, actively taking part in the discussions. Due to the participation of representatives from different countries, the work of the session was very productive and useful for the participants.

## Reports of Working Groups

### Working Group on Politico-Administrative Relations

#### WG Programme Coordinators:

Bernadette Connaughton, University of Limerick, Ireland

Georg Sootla, Tallinn University of Educational Sciences, Estonia

B. Guy Peters, University of Pittsburgh, USA

#### Theme: Various decision and discourse arenas at different levels and stages of the policy process

The WG on politico-administrative relations continued to move into researching the broader political view of Public Administration and papers were aligned to the research protocol “Bureaucrats and Politicians – Expanding the Analysis” which is posted on the NISPAcee website. Prof. Guy Peters launched the working group discussions with a presentation outlining the core dimensions to investigating state-society relations in public policy and challenged the participants to address these themes. Papers covered a variety of policy areas from Forestry, Edu-

cation, Environment to Telecommunications, in a broad number of countries (both East and West) and demonstrated significant variations in patterns of policy and administration. However, despite the breadth of national settings similar types of policy problems also arose, e.g. questions regarding the appropriate role of regional government and existing opportunities for civic participation. In some cases, forums (where they did exist) were not exploited and cases whereby the opportunity to participate is hierarchically controlled as opposed to 'bottom up' participation.

Discussions regarding the focus of the group next year resulted in a decision to continue with the current focus of analyzing networks and decision making groups but the politicization of the civil service was an issue that tended to reappear in discussions. So a second direction of the group will be to return to its original roots and invite papers to investigate the relationship between bureaucrats and politicians in CEE countries. An additional layer will also be added to the protocol which will emphasize the examination of local administrative traditions in the national case studies.

## **Working Group on Public Sector Quality in Policy Making**

### **WG Programme Coordinators:**

Leslie Eliason, Graduate School of International Policy Studies, Monterey Institute of International Studies, USA – in memoriam

Katarina Staronova, Open Society Foundation, Bratislava, Slovakia

William Dunn, University of Pittsburgh, Pennsylvania, USA and Graduate Center for Public Policy and Management, Skopje, Macedonia

Sergei Pushkarev, Ural State University, Yekaterinburg, Russian Federation

The objective of the fifth meeting of the NISPAcee Working Group on Public Sector Quality was to identify the level of professional and high quality public policy making inside and outside of EU countries, to look at the transparency and openness of the decision making to broad societal participation and, at the same time, whether the policy making addresses societal problems timely and with a minimum waste of available resources. The presentations of the papers covered two most important aspects of professional and high quality policy – making: a) participation of NGOs, businesses and citizens in the decision making in both state and self-governments in all stages of policy making from the design to implementation; b) evidence-based policy making, particularly impact assessment. The papers covered both indigenous research in the CEE countries as well as practical cases and the lessons learned from them. The panel discussions that followed the presentations highlighted the key issues arising from the papers, particularly the role of the (foreign) experts and advisors in the policy making process. There was an overall agreement that the implementation stage of the policy-making is a neglected aspect in CEE countries and therefore next year's meeting of the working group will focus on these issues.

## **Working Group on Strategic Leadership in Central Government**

### **WG Programme Coordinators:**

Martin Brusis, Center for Applied Policy Research, Germany

Radoslaw Zubek, London School of Economics and Political Science, UK

The newly established Working Group on Strategic Leadership in Central Government met in Vilnius for the first time. The participants discussed the development of strategic capacities at the centre of government and the impact

of core executive institutions on policy-making. Eleven papers were presented at five panels and attracted substantial attention from numerous (20 – 30) academics and practitioners. The main conclusion is that Central and East European countries have made incremental progress in building administrative capacities for "strategic leadership", principally through the creation of strategic planning units, the strengthening of budgetary and EU policy coordination and the introduction of regulatory impact analysis and other drafting procedures for new laws.

That said, further improvement is impeded by four key factors: (1) unstable political environments, (2) inappropriate institutional incentives, (3) a persistent hierarchic-bureaucratic organizational culture and (4) a lack of policy planning skills among civil servants. In addition, some countries are characterized by a mutually reinforcing pattern of party patrimonial government and a politicized civil service which leads to political discretion in applying laws and to bargaining over the implementation of laws. This, in turn, may undermine the rule of law and increase the unpredictability of public policies. The working group participants further noted that the insufficient quality of performance indicators constitute not only an important limitation to strategic policy making, but also an important area where the working group could develop a substantial contribution.

The Group will continue on two tracks. First, we plan to prepare a comparative publication on core executives, institutional incentives and legislative planning. The coordinators will issue a call for papers containing detailed guidelines. A research workshop is planned for the end of the year to discuss the first drafts. All those interested should contact Radoslaw Zubek at [r.zubek@lse.ac.uk](mailto:r.zubek@lse.ac.uk) or Martin Brusis at [martin.brusis@lrz.uni-](mailto:martin.brusis@lrz.uni-)

muenchen.de. Second, the next working group meeting in the framework of the NISPAcee annual conference will be about the evaluation of strategic leadership. We will invite papers that analyze and evaluate strategic leadership both in its institutional and its policy dimension.

### **Working Group on Democratic Governance of Multi-ethnic Communities**

#### **WG Programme Coordinators:**

Petra Kovacs, LGI/OSI, Budapest, Hungary

Jana Krimpe, Tallinn University of Educational Sciences, Tallinn, Estonia

Michael Brintnall, American Political Science Association, Washington D.C., USA

Multi-ethnic democracies raise many challenges for public service and for administrative systems operating in nations within and without the EU, and across its borders. In our working group, we explored these issues in terms of three broad themes: identity – at individual and national levels; programmes – particularly design, data gathering, evaluation, and inclusiveness in delivering services to ethnic and cultural minorities; and public administration education – preparing public officials to operate positively in multi-ethnic environments and building an inclusive public service.

Papers looked at ways political leaders sometimes seek to symbolically manipulate identify for national advantage, at how data gathering about ethnic minorities can enhance or thwart efforts at self-identification and can work best if based on engagement and informed choice within minority communities themselves, at how attitudes of public servants toward minority communities can influence effectiveness in providing services to them, and how training both for public servants and for leaders of ethnic minority com-

munities can enable more effective service provision and eventual inclusion.

The working group concluded with a discussion of a possible action agenda for the future – a plan to bring public administration educators together with key stakeholders from the public sector and from ethnic and cultural minority communities to define new standards for diversity management and for the education of new generations of public officials: – from majority and minority communities alike – to administer them.

The coordinators of the WG would like to link the agenda-setting workshop to next year's annual meeting in order to generate a wider professional debate in NISPAcee and its network on the development of effective programmes and institutions to promote new standards of diversity management in public administration.

### **Working Group on Public Sector Finance and Accounting**

#### **WG Programme Coordinator:**

Zeljko Sevic, The University of Greenwich, London, United Kingdom

The NISPAcee Working Group on Public Sector Accounting and Finance focused this year on the theory and practice of user charges and fees in the sub-national government revenue raising. The members of the group hailing from the Region presented a number of country studies analysing the legal framework and current practices of local user fees and charges, whilst the Western participants mainly focused more on the background of the user charges and fees, their fiscal rationale and on the logic and use of local taxes in ensuring relative fiscal independence of sub-national level governments. The research presented has shown that it is very difficult to provide a common comparative framework for the use of user fees and

charges, as the practices amongst the surveyed countries differed significantly. However, the common point is that this non-tax revenue sources participates very little in the sub-national budgets, amounting to less than 10 per cent in all countries, with 3 to 5 per cent being the most reported participation. Interestingly, the similar practices could have been seen in many other Western European countries, especially those that are highly centralised, like Holland, for instance. It has been concluded (although without strong empirical support) that there is more of a divide between Europe on one side and the US and Canada on the other. User fees and charges are more widely used over the Atlantic, especially in times when the federal and/or state level transfers are decreasing due to reallocation of funds to new priorities (primarily inland national security) and/or publicly supported stream to downsize the government and reduce public sector spending.

It is also believed that the perception of the State and its role in the society may be one of the crucial factors in deciding on the spread of the use of non-tax revenue sources such as user fees and charges. In the Welfare State the citizens are more supportive of financing of public services through taxes, whilst in Anglo-Saxon countries the public is more receptive to the introduction of fees and charges, as they are, usually perceived by the general public, as being more transparent and fair.

The research conducted this year based on the well-developed research protocol enabled the members of the Group to produce a number of high-quality studies and to enable sound comparison between different countries, promoting the sharing of good practices, achieving through this, its goal of promoting policy relevant research. The next year the Group plans to conduct a comparative research provisionally widely



defined as 'Political Economy of Budgeting', where it is expected that a number of studies will be produced focusing on budgetary practices in CEE and selected Western countries, as the number of both CEE and Western participants is growing steadily.

## Working Group on e-Government

### WG Programme Coordinators:

Yuri Misnikov, UNDP Slovakia  
Mirko Vintar, University of Ljubljana, Slovenia

The theme of the e-Government Working Group in 2004 was "Knowledge management and ICT in Public Administration". Over a dozen of research papers were

needs to deal with the information society challenges, a leading role of senior executives to lead the change management process to accommodate all the potential benefits engendered by the information society advances into the public sector.

The presentations covered not only the announced theme of knowledge management but also other topics, which was a good manifestation of a rapidly expanding use of ICTs in public sector. Whereas the participants felt that ICTs can significantly contribute to better knowledge management in the public sector management, they also acknowledged that there was still not enough evidence what

research. With regard to the topics to be studied for the next annual conference, the participants had a general agreement that ICTs can not only contribute to the back-office service electronic delivery focusing on efficiency of public administrations but increasingly on the front-office dimension of the public sector management, with a special focus on serving citizens and businesses better and contributing thereby to more democratic and responsive governments. Interactive and participatory policy making was seen as an important underlying issue of the entire public sector management where ICTs can be of best value.

For example, it was agreed that there is a need to create a research framework for the NISPAcee E-Government Working Group and analyze what had worked well so far and what had not in such areas as interactive policy-making versus a more narrow focus on service delivery; policy impacts at both national and local levels; the role of public-private partnerships and the people's feed-back in the public sector performance; benchmarking, etc. A specific research proposal was disseminated as well.

It was also agreed that the Working Group coordinators would analyze the submitted papers, propose those that could be published and based on the discussion suggest topics to be researched in the form of call for papers. Another conclusion was that more linkages are needed with the work of other Working Group and that a publication would be most useful to present best practices and concrete know-how.

## Working Group on Capacity Building of a Civil Servants' Training System according to EU Requirements

### WG Programme Coordinators:

Eugenijus Chlivickas, Training Centre of the Ministry of Finance, Lithuania



submitted and presented by the participants during the three days of the Working Group's work, with the daily turnout being of some 30 participants. Apart from the presentations made by specialists representing the NISPAcee members from Central Eastern, South Eastern Europe and the CIS, the additional presentations were made by the guest speakers from OECD, the Dublin University's Trinity College (Ireland) and the e-Governance Academy in Tallinn, Estonia, addressing such issues as public officials' competency and training

are the best way to use ICTs to this end and that knowledge management concept is not yet well understood, especially at the local level. Therefore, the discussion largely focused on finding a consensus on the issues where the use of ICTs can bring visible added value at all levels of the public sector, particularly in improving the delivery of public services and transparency in governance.

The Working Group came up with two dozens of priority issues of both general and specific nature that could be used in future

Borisas Melnikas, Vilnius Gediminas Technical University, Lithuania

Members of the group presented 16 papers from six different countries, and 37 participants of the conference took part in the discussions.

The speakers gave an overall description of the present situation concerning training, studies and in-service training for civil servants and public administration specialists in many countries of Central and Eastern Europe. Most of the speakers shared their advanced ideas and experience, gained in their institutions and countries.

All the speakers noted that civil servants and public administration specialists development, training, studies and in-service training receive much attention in their home countries. Most of the speakers stated that their countries increasingly adopt the advanced experience of the old-timers of the EU. A lot of attention was paid to educational, economic, organizational and legal aspects of the development, training and in-service training.

The working group specified certain problems and suggested their solutions.

1. The content of the training and in-service training has to be relevant to the new requirements which are predetermined by the EU enlargement:
  - All civil servants of national states have to be adequately prepared to work and communicate with specialists of EU institutions as equal partners.
  - That means that systems of training and in-service training should serve for dissemination of the knowledge of the EU policy and of the work style, methods and traditions of specialists of EU institutions
  - Processes of training and in-service training have to be oriented to actual building of crosscultural competences.

- Processes of training and in-service training have to be oriented to establishing high standards of morals and ethics.
2. The quality of training and in-service training has to comply with the international standards and the latest requirements. It is therefore necessary:
    - to establish an efficient system of certification for training and in-service training programmes. This system has to ensure involvement of experts.
    - to develop and implement highly dynamic systems of criteria for international certification of the training and in-service training programmes for civil servants and public administration specialists in all countries of the EU, as well as third countries.
    - to encourage innovativeness, originality and uniqueness of training and in-service training programmes.
    - to encourage variety of training and in-service training methods and models. In future, the main attention should be paid to various individual programmes which would reflect individual interests of every civil servant and public administration specialist, as well as his individual functions and specifics of his work place,
    - to orient training and in-service training programmes to the implementation of the principle of 'continuous life-long learning'.
  3. Processes of training and in-service training have to be increasingly internationalized:
    - training, studies and in-service training for civil servants and public administration specialists require involvement of foreign professors, lecturers and trainers.
    - it is advisable to organize and develop special centers and

institutes for training, studies and in-service training, which would provide information and consultation as well as services of training and in-service training not just to local, but also to foreign civil servants and public administration specialists.

- It is essential to develop international networks of centres and institutions for civil servants and public administration specialists training, studies and in-service training,
  - It is essential to develop distance learning technologies and, based on that, to internationalize processes of training, studies and in-service training.
4. It is necessary to initiate and carry out comparative research in Central and Eastern Europe on the following issues:
    - The actual quality of training and in-service training systems,
    - Possibilities for development of international cooperation in the area
    - of training and in-service training;
    - Creation and dissemination of new methods and technologies for training and in-service training, paying special attention to the use of IT and application of the latest psychological and educational theories and knowledge,
    - Possibilities to apply modern marketing methods, especially those for innovations marketing,
    - Possibilities to adopt the experience of the 'old' EU countries, the USA and other Western countries and to apply it in Central and Eastern European countries; limits of such possibilities,
    - Possibilities to disseminate the experience of Central and Eastern European countries.

# Training for Trainers: “Institution Building for EU Membership”

Ieva Lazareviciute, Project Expert

Among many other activities NISPAcee has been developing a new service to its member institutions – assistance in building advisory capacities for public sector development. The first stage of this initiative focused on bridging academia and applied policy worlds and targeted those members of academia who were interested in pursuing a more active role as advisors to their governments. As a result of this first stage a manual “How to be a policy advisor” has been published in English and Russian and supporting training programmes have been developed and are now available to all those partners that are interested in this service.

The evaluation of the first training course and the manual has revealed that the need for further advisory capacity building in specific fields continues to be important to majority of NISPAcee members. Therefore a new option for advisors had been included among NISPAcee services. Since July 2003 NISPAcee with the support of UNDP and Matra has been working on the development of a new advisory training course and manual for advisors on institution

**“The Training of Trainers provided opportunities for the development of a good combination of knowledge and skills that the trainers need when dealing with a group of trainees. We learned not only about institution building for early membership but also (and this is even more important) about the various methods used to facilitate learning process: case method, handling group dynamics, managing difficult groups, presentation skills and many other useful things”.**

*Mariusz Mielczarek, trainer, Poland*

**“For me personally this training was very important because it led me to understand that European integration is not a final aim but an instrument to put the country (or governance system) in order and therefore nobody is excluded from these processes even if the country itself is not considered to be a candidate state. For instance my own country – Ukraine”**

*Olena Kulenkova-Orzhel, trainer, Ukraine*

building in preparation for the EU membership.

A team led by project experts Toni Niculescu (Romania) and Ieva Lazareviciute (Lithuania) has developed materials for the manual for advisors. This work was supported by various partners and international experts from EIPA, UNDP, OECD SIGMA, and the World Bank.

Following earlier experience a supporting training programme focused on the transfer of the knowledge summarised in the manual and the development of skills needed to apply this knowledge in practice has been designed. For

the delivery of this programme an international team of trainers has been selected. The members of the team represent Lithuania, Slovakia, Poland, Estonia, Czech Republic and Bulgaria. In addition to these new member states and accession countries Ukrainian partners had also been invited to participate since the aim of institution building process is not limited to EU membership, rather it is a process that leads to more effective and efficient governance for citizens – something that is common to all states.

The team of 14 trainers participated in a training of trainers’ programme that took place in Bratislava on April 26-May 1, 2004. The team did not only study but also celebrated the entry of the new members to the EU. The time spent together and joint effort to develop an interesting and useful course for policy advisors has cemented the group and created a platform of support for the first training team that delivered a pilot training for advisors on institution building in Albena, Bulgaria on June 23 – 26, 2004.





## 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.

### How to Apply:

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, 2004**
- **November 30, 2004**

## 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.

## Call for Project Proposals – Second Round

### “Public Health Sector Management and Policy Improvement in CEE Through Education and Training Collaborative Initiatives”

#### Goals and Objectives

Based on the above mentioned findings the principal goal of Public Health Sector Management and Policy Improvement Project will be to support a set of small/medium size projects in Central and Eastern Europe which will contribute to improvements in the areas of health policy and management education and training, as well as health policy development and implementation, through the linking of local/regional governments and higher education institutions.

Project proposals undertaken jointly by schools of public administration, medical schools and

national or local governments in countries in the CEE and NIS regions are welcomed and preferred. Time periods and funding levels for the projects may vary depending upon the nature of the problem to be addressed but can't exceed 12 month and 15 000 USD.

#### Deadlines for applications:

Project proposals (Application forms) including all items listed in the project guideline will have to be delivered to the **NISPAcee Secretariat** in an electronic Richtext format ([Sklenar@nispa.sk](mailto:Sklenar@nispa.sk)) and also a hard copy by post, not later than **September 30, 2004**.

The Selection Committee will select projects for support by **November 30, 2004**.

*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:

Juraj Sklenar, NISPAcee Project Manager: [Sklenar@nispa.sk](mailto:Sklenar@nispa.sk)

## **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 119 Institutional members (from 23 countries), 30 Associate members (from 18 countries), and 220 Observers (from 35 countries).

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

Northwestern Academy of Public Service, St. Petersburg, Russian Federation

Estonian Public Administration Institute, Tallinn, Estonia

Bashkir Academy of Public Services & Management under the President of Bashkortostan, Ufa, Bashkortostan, Russian Federation

Department of Public Health, Faculty of Medicine, University of Ljubljana, Ljubljana, Slovenia

Kosova Institute for Public Administration, Prishtina, Kosova, Serbia & Montenegro

### **NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:**

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The deadline for the next issue is August 31, 2004.



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