

Joint NASPAA and NISPAcee project “The Cooperative Governance Improvement and Technical Assistance”.

American-Estonian Summer Institute of Public Management Reform

This Summer school was organised jointly by the University of Baltimore, Yale Gordon College of Liberal Arts and Tallinn Pedagogical University

The project was developed by:

Georg Sootla, principal investigator, Department of Government Tallinn Pedagogical University

Carl Stenberg, Dean of the Yale Gordon College of Liberal Arts, University of Baltimore

Project assistant: Margarita Jefimova, MA student, TPU

The general purpose of the Summer school was to provide learning environment for considering the lessons learned from recent American public administration reform experiences and their implications for Estonia and the other Eastern European countries.

Among other **general goals** stated in the application the project intended:

- to foster linkages between higher education institutions, local governments and community and non-profit organizations in Estonia.
- To develop information and analyses that can be made available to other NISPAcee organizations to assist their efforts to address public administration reform in their country or region.
- To develop permanent institution of Summer schools between University of Baltimore and Estonian universities;
- departing from these practical lessons to develop training courses relying on US materials and cases and taught at and by Estonian Universities;

The main target group was young public officials from various type of institutions and graduate students of public administration from various Universities who have direct access to practice.

The project implementation was divided into three stages: preparatory stage, summer institute and finalising stage for the preparation of papers and contain following actions and results achieved.

I Preparatory stage (February -- June 2002)

Actions.

- preparation of working schedule of the project with tentative dates of implementation of sub-goals -- February 2002
- elaboration of syllabus of the training course; intensive consultations between Baltimore and Tallinn -- March 2002
- defining the trainers staff members from University of Baltimore March 2002
- preparation of teaching materials for students – March May 2002
- selection and copying of the supplementary readings for students in Estonia and sending to Estonia (end of April)
- call for application for participation (April) and communicating with potential participants – May
- preliminary seminars for participants introducing Summer Institute activities and rules – May - June
- copying reading materials for participants – May
- preparing detailed plan of the Summer Institute and committed events -- May – June
- specification of details (via mail) of arrivals and personal requests of trainees concerning plan of their stay - May - June

Results

All necessary preparation were finished in time and with acceptable results. The timetable and plan for the SI was prepared that was later not changed considerably. The syllabus and training materials were prepared and sent to Tallinn. Concrete criteria of evaluation and credits were elaborated. Later was revealed that these criteria were rather high in Estonian condition, so some applicants refused to continue. Especially debatable was the requirement to write an article as the result of the school within short time limits.

Reading materials were prepared by trainees and copied in advance that enabled to read them before SI by participants. Basic books (2) were purchased. Application to the summer school was successful, despite SI was organised in least suitable time at universities and public offices -- at the very end of academic year immediately before start of summer holidays (official start of holiday was that last day of SI in 21.06). Preliminary meetings in the end of May -- beginning of June enabled for participants better to prepare for SI.

In conclusion. All preparations were well targeted and meet deadlines.

II Summer Institute (SI). June 2002

Activities. SI was held from June 11 - 21 and contain 10 days of training per 4 hours day in morning time. (See enclosed syllabus). Afternoon there were reserved two hours for consultations that were made via ad hoc appointments. Those 40 hours were divided into three equal modules delivered by three professors from University of Baltimore: professor Carl Stenberg (reform in central local relations), professor Louis Gawthrop (reform of civil service and public service ethics) and Lenneal Henderson (public management innovations).

SI started with informal orientation meeting in Pirita (near Olympic centre in Tallinn suburb) with the aim to develop the atmosphere of mutual understanding and flexible communication. Despite one part of students were oriented in some modules, classes - - lectures with seminars -- were attended well.

During the seminar visits to governing institutions and universities were organised for trainers. Among them to Estonian Parliament, State Audit office (meeting with chief Auditor of Estonia), the Bank of Estonia. Separate visits to Tartu and Saaremaa islands were organised to attend local public life.

The seminar was finalised with closing session where representatives of universities and from US embassy in Estonia were invited. Besides of the addresses from that institution the general evaluation of SI was carried out.

Results.

Altogether 20 applications were accepted and 17 trainees successfully finished the seminar. Those trainees were from two university (TPU, TTU) and from Estonian Academy of Public Service. They represented also four ministries (Economics, Environment, Education, Finance) two state agencies (Police, Citizenship and Migration), one county government, one local government, two independent public institutions (The Bank of Estonia and State Audit office). (See enclosed list of participants.)

Despite rather different cultural background and academic tradition of Estonia and USA trainers established quite soon good contact with students and training hours were gradually developed into interactive lectures-seminars.

Visits of trainers to Estonian governance institutions as well as other regions increased the knowledge of trainers about Estonian specific context and problems of public administration. So, serious effort were made to promote the first general goal of the summer institute - *to foster linkages between higher education institutions, local governments and community and non-profit organizations in Estonia.*

General evaluation of SI. *Estonian trainees* ("students") found SI as the very useful training course. Although minority of problems discussed at the seminar were rather far from Estonian practical problems (i.e. will be problems to be faced in future),

majority of them has rather high priority and hence practical valence and enable to promote ideas of PA reforms in Estonia in Estonian contexts. Trainers from University of Baltimore found Estonian students rather well prepared for classes and active in participating at discussion at the seminars and lectures. The first experience of training in CEE was assessed by them as much successful that initially expected. First of all the readiness of students to be involved into discussions and the level of knowledge English language were mentioned by trainers as fostering variables. Representative of US embassy in Estonia (T. Hodges) found the SI as the first project that was held between institution from Maryland and Estonia that will have added value for both sides.

II Finalising stage September – October 2002

Initially the end of the SI was planned in the end of June. During the application procedure the suggestion of awarding committee was to develop some practical written output for other NISPAcee member states. Hence the closing date of the project was actually postponed. But this was not mirrored in the application/ project documents.

By the end of SI students were delivered with instruction of writing the case studies/ articles, relying on the special outline elaborated by professors of SI. These articles/ case studies were presented for review by staff in Tallinn and after language corrections sent to the revision and final assessment to the staff of University of Baltimore. Those articles will be set up at the homepage of Department of Government and via link for the members of NISPAcee.

Results.

As the deadline of presentation of articles was defined too short (after summer vacations) some part of students did not meet deadlines of the presentation of the paper. Altogether seven papers were presented from expected 12. (The other papers are in the stage of preparation.) I.e. the publication of articles at the website will be continued after the end of SI project. So, the SI is going also to achieve the general output -- *to develop information and analyses that can be made available to other NISPAcee organizations to assist their efforts to address public administration reform in their country or region*

The second output planned and achieved was the transformation of SI training course into the MA studies credits (5 CP) for those who presented papers accepted for the electronic publications. So yet only one part of applicants, MA students, have received credits.

The third more general output planned and achieved was the knowledge transfer to the courses delivered at the Universities. For that aim a shadowing of courses were organised. From Department of Government two persons, assistant lecturer V. Soiver and research assistants M. Jefimova and K. Meinvald were appointed. It was not feasible to prepare completely new course on PA reforms in US in PA curricula in Estonia. The aim was, instead to improve existing courses relying on the materials of the SI course: Managing Public Organisations, Strategic management at the Local Level, Local Government in the System of Governance. This shadowing program was

initiated to promote fourth general goal of the SI - *to develop training courses relying on US materials and cases and taught at and by Estonian Universities;*

The fourth general output achieved was the development of institutional co-operation between Baltimore and Estonia with the aim - to develop permanent institution of Summer schools between University of Baltimore and Estonian universities. For this mission professor of Department of Government, TPU will stay as Fulbright scholar at the University of Baltimore during spring 2003. One of his assignments at the program is the development of summer school in 2003.

Summary and conclusions.

SI has achieved all main goals and targets. The planned project exceeded in different dimensions, e.g. actual costs, the framework that was initially defined by NASPAA. This could be self-evident because the project was considered as the starting stage of the more comprehensive mutual institutional co-operation. From this point should be assessed also general outcomes of the project.

Georg Sootla
Professor of public policy
TPU

Principal investigator of the project

18.11.2002