



Volume VIII • No.4 • Autumn

# news 2001

## Citizen Participation in Romania – The Right Way to Democracy

Daniel Serban, Research Triangle Institute, Bucharest, Romania

Background. Much has been accomplished over the past few years in the area of local government strengthening in Romania through United States Agency for International Development and other donor programs aimed at decentralisation and local government improvement. These efforts, combined with Western diplomacy, have contributed to passage of important decentralisation laws. In particular, the local government finances law (Law 189/1998) virtually fully decentralizes local budget revenues and budgeting and creates immediate opportunities and challenges to secure these recent achievements and move well beyond them through the Local Government Assistance Programme (LGA)



### PA in CEE

Citizen Participation in Romania /1

### PA on Internet

Project on Ministerial  
Administration in CEE /4  
IREX /5  
EGPA /5

### PA on Internet

Interesting Web Sites /6

### Review of Activities

Calendar of Events /7  
Visiting Professors /9  
Recent Publications /10

### Recent Events

Administration of the New Millennium /12  
Teaching Politico-administrative Relations /14  
Ethics and Responsibility /16

### NISPAcee Announcements

Joint NASPAA-NISPAcee Project /18  
Occasional Papers Series /18  
Translations into CEE National Languages /18  
10<sup>th</sup> Annual Conference /19  
NISPAcee Membership /20

>[continued from page 1]

**Objective.** The underlying objective of RTI's CP/CI element was to work to strengthen civil society by enhancing the ability of citizens to participate in local decision making and civic activity. Effective CP requires that both the Local Government Units (LGU) and local citizens value and promote participatory activities. RTI succeeded to work with both sides: with LGUs, encouraging proactive outreach to interested citizens and citizen groups, and with citizens directly (through Romanian experts and Romanian civil society NGOs) to educate citizens as to the purposes and rewards of CP and to encourage informed and constructive citizen response to LGU outreach activities (such as public hearings).

#### **Conclusions:**

- ❖ Citizen Participation Techniques to Help Solve Local Problems. Twenty-six Romanian cities and towns received training and technical assistance in planning, preparing and carrying out their action plans to solve a local problem using techniques of citizen participation. Techniques used in these communities included citizen task forces, surveys, focus groups, public meetings, public hearings and public information campaigns.
- ❖ Sustainability and Impact Evaluation Workshops, May 24 - 25, and July 12-13, 2001. To assess impact and sustainability, there were brought together representatives of Romanian cities and towns first and then communes that had successfully completed citizen participation action plans, along with Romanian trainers and consultants who had worked with them. After thinking "wide and deep" about the issues, participants defined criteria for sustainability and impact of Citizen Participation projects, then applied these criteria to the Local Government Assistance/Citizen Participation projects they were familiar with.
- ❖ Budget Transparency. Several Local Government Units prepared budgets in programme budget format and shared annual budget information with citizens through an open hearing on the draft budget.
- ❖ "Decision Making in Small Communities." Self-help projects with a strong citizen participation component are the centrepiece of another project, which was carried out with co-operation of a Calarasi Regional Training Centre, Romanian Association of Communes and Sibiu County. Of about 20 communes in the programme, a majority successfully used CP tools in carrying out action plans to resolve a community problem.
- ❖ Support For Citizen Information. With our encouragement, the National Association of Citizens Information Centres (NACIC) has become a juridical person, built a data base through surveying its members, established a dues structure and held its third annual meeting, without support from any outside donor. With RTI support, NACIC has written and tested a manual on CIC operation that builds on the manual written under the previous programme and incorporates the results of four years' experience with CIC operations. Also with our support, NACIC is in the process of developing an interactive web page, which will be an important tool for networking, exchange of information and dissemination of Citizen Participation/Citizen Information materials for local governments with CICs, and for those without. The web page address is: [www.ancic.ro](http://www.ancic.ro) (under construction)
- ❖ A Practical Guide to Citizen Participation in Local Government in Romania. The Citizen Participation team has produced a state-of-the-art guide, with a strong emphasis on practical advice and featuring extensive illustrations from Romanian local governments and the US. Manual available on the LGA web page: [www.lga.ro](http://www.lga.ro)
- ❖ Auto-dissemination of Citizen Participation Materials. We have noted several examples of cities borrowing CP techniques (and other improved management practices) from each other. At the Impact and Sustainability workshop, several participants expressed the thought that the sharing of good practices among Romanian LGUs is one of the best ways to extend the understanding of CP practices.
- ❖ Critical Mass of Results, Impact, and Good Prospects for Sustainability. We are now able to say that there is a considerable variety and volume of citizen participation and citizen information activity going on in Romania. Auto dissemination is occurring, and we think sustainability is probable. Added to this is significant growth and enhancement in the cadre of trained and experienced Romanian trainers and consultants, such that donors are likely to find qualified local consultants to promote further progress in the CP area. Some

LGUs have shown willingness to hire consultants for CP activities on their own, without donor support.

### Thoughts on Citizen Participation in Local Government in Romania

#### Some Local Government Leaders are Receptive to Change.

There is a need to continue to work with leaders who are receptive to these kinds of changes, supporting their step-by-step progress into a transparent and participatory government.

**However, Working with LGU Leaders is Only Part of the Equation.** It's also necessary to work with citizens and members of local councils. The local council must understand what is going on, and why, and be motivated to support and enhance the process, rather than treating it as something that will undermine their role.

**Citizen Participation Doesn't Work in a Vacuum.** In our project, CP stand-alone training was always associated with technical assistance. Before attending training, participant LGUs were asked to identify an issue that was susceptible to resolution using tools of CP. Training included setting out an action plan to apply CP tools to resolution of the problem. Associated technical assistance was made available to LGUs in working through the action plan.

**The Electoral Cycle Should not be Ignored.** CP projects that are too close to an election may be "hijacked" and made into an electoral tool. Further, new projects beginning right before an election will generate opposition from those not holding office and suspicion from ordinary citizens. If a new team comes into power, the projects of the outgoing administration



will not get high priority, even if both old and new teams are committed to CP, and efforts spent with the old team (if not wasted) will be minimally productive.

**Using Utility Service as a CP Focus.** Several LGUs that we worked with found utility service was an effective "entry point" into a closer dialogue with citizens. In most cities, apartment block tenants' organisations are being converted into owners' associations. LGUs supporting this process know that one of the primary concerns of a reconstituted owner association is going to be improved utility services. LGUs can play a potent role in this process by allowing owners to express these concerns effectively (providing accurate data) and by assisting them in dealing with utility service providers (regias) to improve service.

**Reviving Old Traditions.** Some rural communities have a history of citizen participation and voluntary community organisation that were crushed under the heavily centralised former regime. Reviving such institutions can be the first step to more vital local government. Example: co-operative management of common pastures.

**Addressing Relations Between Ethnic Romanian and Ethnic Hungarian Communities.** In local governments in the western part of Romania (Transylvania), where there is a substantial Hungarian minority, we encountered many ethnic Romanians who worked easily and effectively with their ethnic Hungarian colleagues, and vice versa. However, we were constantly made aware that in some communities mutual respect is lacking.

A Citizen Participation programme in a limited geographic area that deliberately set out to unite the two communities around a common participatory goal would well serve the objective of increasing stability and enhancing the growth of democratic ways of thinking in western Romania. Such a programme could be organised within a single entity or group of communes. Perhaps the most promising theme might be an environmental project, which would draw on both communities' strong sense of place.

## New Research Project About the Changes in Ministerial Administration in Central and Eastern Europe

The Deutsche Forschungsgemeinschaft is sponsoring a new research project with the title „Genesis, Organisation and Efficiency of the Central-state Ministerial Administration in Central and Eastern Europe“. The project is managed by Prof. Dr. Werner Jann, who is holding the Chair for Political Science, Administration and Organisation at the University of Potsdam. It will start in September 2001 and run for two years.

### Central-state Administration and Transformation

Ministerial administration is an important precondition for political performance and forms the central link to other political-administrative institutions. It is assumed that in transitional countries ministerial administration plays an even bigger role in formulating policy and mediating interests than in consolidated democracies. Its democratic foundation, however, seems more precarious. Analysing institutional change at the central-state level may therefore prove to be a key element for evaluating the success of transition changes. By analysing processes, outcomes and efficiency of central-state ministerial administration in Central and Eastern Europe this project will make a contribution.

### Countries and Policy Fields

The project is based on a comparative analysis of four Central and Eastern European countries: Poland, Slovakia, Estonia and Russia. These countries were chosen because they differ

greatly in their history, transition path and context. Relative success or failure of institutional change may be explained for example by strong or weak communist and pre-communist legacies, strong or weak external influence, state continuity or collapse and different systems of government (presidential/ parliamentary/mixed system).

With regard to the policy fields the project will focus on Agricultural and Media Policy, which are considered essential to successful transition and represent (except for Russia) central topics in the EU-integration process.

### Cross-country, Cross-sectoral and Longitudinal Comparison

The research will include cross-country as well as cross-sectoral and longitudinal comparison of the policy fields. It will be based on the following main questions:

- Context: What are the basic features of governmental organisation that affects both policy fields?
- Genesis: How did institutions change in the respective policy fields and why? (Assuming legacies, external influence and specific constellation of actors to be a relevant factor).
- Structures: How can ministerial administration be described in terms of horizontal and vertical differentiation? What are the instruments of governance?
- Processes: What role does ministerial administration

play in formulating, mediating and implementing policies?

### Methodology

The project is based on the recent theoretical and empirical literature and on own semi-structured interviews with executive personnel from these four countries and with experts from the West who worked as consultants for the ministries of these countries.

### Project Network

The researchers from Potsdam are interested in forming an international network on the topic of the project “Changes of the Central-state Ministerial Administration in Central and Eastern Europe”. Interested researchers and experts find more information on the homepage of our chair:

[http://www.uni-potsdam.de/u/ls\\_verwaltung/index.htm](http://www.uni-potsdam.de/u/ls_verwaltung/index.htm)

### Contact

University of Potsdam, Chair for Political Science, Administration and Organisation

Prof. Dr. Werner Jann  
Post-Box 900327, D-14439 Potsdam

Tel.: (0049) 331 / 977 3240

Fax.: (0049) 331 / 977 3302

[jann@rz.uni-potsdam.de](mailto:jann@rz.uni-potsdam.de)

Dr. Jochen Franzke

Tel.: (0049) 331 / 977 3414

Tax.: (0049) 331 / 977 3302

[franzke@rz.uni-potsdam.de](mailto:franzke@rz.uni-potsdam.de)

# IREX Programmes

## FSA Contemporary Issues Fellowship Programme

The programme provides opportunities for experienced professionals and specialists from the New Independent States (Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyz Republic, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.) to conduct policy-oriented research in the United States for four months.

Research projects must address one of the five following categories:

- Sustainable Growth and Economic Development of NIS Economies in Transition
  - Democratisation, Human Rights, and the Rule of Law
  - Political, Military, Security, and Public Policy Issues
  - Strengthening Civil Society
  - Communications Revolution, and Access to Information
- Professionals eligible for the program

At the time of the deadline, applicants must be at least age 24 but no older than age 55, have an academic degree of diploma or above, have at least three years of professional experience in the topic of their research, and possess a level of English language proficiency adequate to conduct independent research in the United States.

**The deadline for the applications is November 23, 2001.**

### Contact:

[www.irex.org](http://www.irex.org) or [www.irex.ru](http://www.irex.ru).

## IREX Wins Regional Scholar Exchange Programme (RSEP)

RSEP develops higher education and scholarship in the New Independent States (NIS) and United States by providing opportunities for junior and mid-level university faculty, researchers, scholars, and PhD candidates in

the social sciences and humanities to conduct independent research at US and NIS institutions in fields relevant to the political, economic, social, legal, educational, and philosophical challenges currently facing them. IREX will recruit and select 112 NIS and 10 US fellows through a competitive, merit-based process. For a selected number of the Russia and Ukraine fellowships, IREX will be collaborating with the Kennan Institute for Advanced Russian Studies at the Woodrow Wilson International Center for Scholars.

### Contact:

e-mail: [irex@irex.org](mailto:irex@irex.org)

<http://www.irex.org/programs/rsep/index.htm>

## 2002-2003 Russian-us Young Leadership Fellows for Public Service Programme

A one-year public service and non-degree academic study program for Russian and US citizens provides intensive professional and academic training to both US and Russian young leaders. Public service forms the core of the YLF Program. Both Russian and US fellows will perform a minimum of 40 hours of volunteer work per month. Participants also complete one year of non-degree academic study at qualified universities and colleges. The fellowship will culminate in a professional internship and will build upon the public service and academic components of the programme.

**The application deadline is November 30, 2001.**

### Contact:

E-mail: [ylf@irex.org](mailto:ylf@irex.org),

tel.: +1-202-628 8188,

Web: [www.irex.org/programs/ylf](http://www.irex.org/programs/ylf)

# 2002 Activities of the EGPA Study Group on Local Governance

The Study Group on Local Governance of the European Group of Public Administration would like to encourage practitioners and academics from Central and Eastern European countries to contribute to our 2002 theme "Modernising the Relationship between Levels of Governance". It will specifically focus on how modern approaches to local governance can be strengthened by improved relationships with governance structures and processes at national and regional levels.

Papers should be empirical in nature. In order to be eligible for publication, authors should pay careful attention to these guidelines for the case studies. All papers should be co-authored by an academic and a practitioner with expertise in the field. The total length of the case study should not exceed 6000 words. If you have any queries, please check out your proposed approach with the chairpersons at an early stage.

The call for papers is available on the website:

<http://www.uwe.ac.uk/bbs/sglg/>

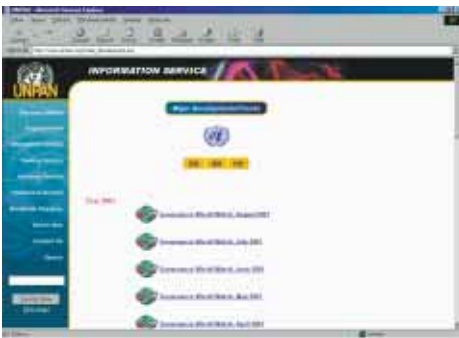


## to Web Sites



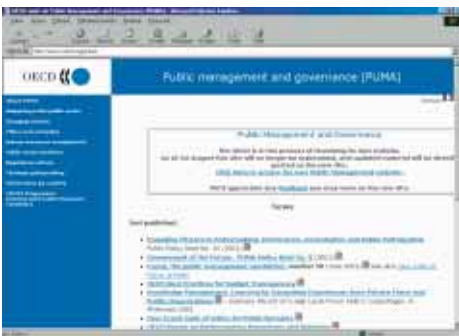
<http://www.uwe.ac.uk/bbs/sglg/>

The site was created by the Study Group on Local Governance within the European Group of Public Administration (EGPA). It already contains details of the first meeting of our Group in Vaasa, Finland, in early September 2001. This includes material with case studies on local governance in Europe and interviews with representatives from best practice local authorities in Germany and Finland.



[http://www.unpan.org/major\\_development.asp](http://www.unpan.org/major_development.asp)

The Governance World Watch, issued on a monthly basis, contains articles that cover the news collected from over 100 national and international media from all regions. The news is categorized by the following topics: 1/ public economic policies & globalisation, 2/ governance systems and institutions, 3/ civil services & ethics in public sector, 4/ management innovation & trends, 5/ public finance, 6/ private sector development



<http://www.oecd.org/puma/>

At this website you will find OECD's latest Public Management Policy Brief, Government of the Future.

<http://www.oecd.org/puma/focus/>

Focus, OECD's public management newsletter is online. It includes articles on recent meetings, on OECD/PUMA work areas, abstracts of recent publications and many items on public management initiatives in OECD Member countries.



<http://www.freedomhouse.org/research/nattransit.htm>

Nations in TRansit 2001, the fifth in a series, is the only comprehensive, comparative and multidimensional study of reform in former Communist states. The report tracks the evaluation of these countries by examining reform process in key areas such as democratic elections, decentralized governance, the rule of law, civil society, independent media and market economics.



<http://www.eipa.nl>

The latest edition of EIPA'S Bulletin „EIPASCOPE“, 2001/2 is now available on the internet and can be accessed on this website. There are also information on EIPA (European Institute of Public Administration), seminars and staff and an up-to-date list of publications. EIPA's working papers, as well as former editions of our EIPASCOPE bulletin are available in full text form and may be downloaded free of charge.

## Calendar of Events

### September 21-23, 2001, Conference "Human Resource Management in Public Administration – Theory and Practice"

Working Language: Polish

Contact:

Robert Szczepankowski, Bialystok  
School of Public Administration,  
phone/fax: +48-85-732 1489,  
e-mail:  
rszczepankowski@wsap.bialystok.pl

### October 11-12, 2001, International Seminar "Enlargement of the EU Preparing for the Accession of the First Wave"

Working language: English

Contact:

Cicero Foundation, Paris, France,  
phone: +33-1-4380 1821, fax: +33-1-  
4267 9204, e-mail:  
cifo@compuserve.com

### October 11-13, 2001, Training Programme "How to Be a Better Policy Advisor"

Working language: English

Place: Bratislava, Slovak Republic

Contact:

Elena Zakova, NISPAcee Secretariat,  
phone: +421-2-6428 5435, fax: +421-2-  
6428 5557, e-mail: zakova@nispa.sk

### October 17-19, 2001, International Conference "Reshaping Globalisa- tion: Multilateral Dialogues and New Policy Initiatives"

Working language: English

Contact:

Andrea Krizsan, Center for Policy  
Studies, Central European University,  
Nador utca 9, 1051 Budapest, Hunga-  
ry, phone: +36-1-327 3000, 327 2285,  
fax: +36-1-235 6170,  
e-mail: krizsana@ceu.hu,  
web: <http://www.ceu.hu/cps>

### October 25-27, 2001, Training Programme "How to Be a Better Policy Advisor"

Working language: Russian

Place: Almaty, Kazakhstan

Contact:

October 25-27, 2001, NASPAA  
Annual Conference "Challenges for  
NASPAA Programmes in 2001 and  
Beyond"

Working language: English

Place: Washington, USA

Contact:

NASPAA, Washington DC, USA, phone:  
+1-202-628- 8965, fax: +1-202-626  
4978, e-mail: [naspaa@naspaa.org](mailto:naspaa@naspaa.org)

Elena Zakova, NISPAcee Secretariat,  
phone: +421-2-6428 5435, fax: +421-2-  
6428 5557, e-mail: [zakova@nispa.sk](mailto:zakova@nispa.sk)

### October, 2001, Seminar "Structure of Management Science and Preparation of Specialists in Management"

Working language: Russian

Contact:

Aleksey Barabashev, Anna Kashirova,  
School of Public Administration,  
Moscow State University,  
Moscow, Russia,  
e-mail: [barabash@ipa-ss.msu.ru](mailto:barabash@ipa-ss.msu.ru),  
[kashirova@spa.msu.ru](mailto:kashirova@spa.msu.ru)

### October 2001, Seminar "Openness and Transparency in Local Govern- ment"

Working language: Ukrainian

Contact:

UAPA Dnipropetrovsk Branch, 29,  
Gogolya Street, Dnipropetrovsk,  
Ukraine,  
tel.: +38 056 7447514,  
fax: +38 0562 454064,  
e-mail: [inter@vidr.dp.ua](mailto:inter@vidr.dp.ua)

### October 2001, Seminar "Perfor- mance Appraisal of Civil Ser- vants"

Working language: Latvian

Contact:

Ms. Inese Lozda, 4 Raina Blvd., Riga,  
LV - 1050, Latvia,  
fax: 371-7212502,  
e-mail: [inesel@vcp.gov.lv](mailto:inesel@vcp.gov.lv)

### October - November, 2001, Post- graduate & Students's Conference "Reforms in Modern Russia, Their Models and Results"

Working language: Russian

Contact:

Aleksey Barabashev, Anna Kashirova,  
School of Public Administration,  
Moscow State University, Moscow,  
Russia,  
e-mail: [barabash@ipa-ss.msu.ru](mailto:barabash@ipa-ss.msu.ru),  
[kashirova@spa.msu.ru](mailto:kashirova@spa.msu.ru)

### November 5-6, 2001, 6th Nordic Conference on Local Public Fi- nance

Working language: English

Contact:

Mr. Antti Moisio, Government Institute  
for Economic Research (VATT),  
P.O. Box 269, 00531 Helsinki, Finland,  
phone: +358 9 703 2947,  
fax: +358 9 703 2968,  
e-mail: [antti.moisio@vatt.fi](mailto:antti.moisio@vatt.fi)

### November 20-21, 2001, Conference "Public Service Reform in Russia: Problems and Solutions"

Working language: Russian

Contact:

Vjacheslav Jitinev, Ural Academy of  
Public Administration, Yekaterinburg,  
Russia,  
phone: +7-3432-297738, 223523,  
e-mail: [jitinev@uapa.ru](mailto:jitinev@uapa.ru)

### November 2001, Seminar "Regional Marketing and Support of Muni- cipal Economy"

Working language: Ukrainian

Contact:

UAPA Dnipropetrovsk Branch, 29,  
Gogolya Street, Dnipropetrovsk,  
Ukraine,  
tel.: +38 056 7447514,  
fax: +38 0562 454064,  
e-mail: [inter@vidr.dp.ua](mailto:inter@vidr.dp.ua)

### December 18-23, 2001, Course "Youth European Citizenship"

Working language: English

Contact:

Alex Tanase, Black Sea University  
Foundation, Bd. Primaverii no50,  
Bucharest-1, 71297, Romania,  
tel./fax: +40-1-222 4118, 222 7001,  
E-mail: [bseau@rnc.ro](mailto:bseau@rnc.ro)

### December 6-7, 2001, Conference "Public Administration Education and Training in a Framework of Modernization and Decentraliza- tion: Comparative Perspectives and Challenges for Slovakia"

Working language: Slovak, English

Contact:

Elena Zakova, NISPAcee Secretariat,  
phone: +421-2-6428 5435, fax: +421-2-  
6428 5557, e-mail: [zakova@nispa.sk](mailto:zakova@nispa.sk)

### February 7 - 8, 2002, International Conference "Economic Theory and Practise at Present Time and in the Future"

Official languages: Slovak, Czech,  
English

Contact:

Zuzana Kramarova, University of Matej Bel, Faculty of Economics, Banska Bystrica, Slovakia, tel.: +421-48-446 2143, fax: -48-415 2793, e-mail: kramarov@ef.umb.sk

## Events of the Training Centre at the Ministry of Finance Republic of Lithuania

### October 8-12, 2001, Baltic regional program seminar "The Reforms of Property Dues and Property Evaluation Establishment"

Working language – simultaneous translation from English to Russian

### October 11-12, 17-18, 2001, Special Course "Psychology of Objective Communication"

Working language – Lithuanian

### November 7-8, 2001, Special Course "Negotiations and Civil Servant's Ethics"

Working language – Lithuanian

### November 20, 2001, Special Course "Accountant"

Working language – Lithuanian

### November 25 - December 1, 2001, Seminar "Labor Market Policy"

Working language – English

Contact:

Ms. Kristina Marceliene, Birutes 56, Vilnius, tel.: +370 2 722 968, fax: +370 2 721 637, E-mail: fmmc@takas.lt

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

### October 18-19, 2001, Seminar "Understanding Decision-Making in the European Union: Principles, Procedures and Practice"

Working languages: English/French

Participation fee: EUR 600

Contact:

Ms. Araceli Barragan, tel.: +31 43 3296 325, fax: +31 43 3296 296, e-mail: a.barragan@eipa-nl.com

### October 22-23, 2001, Ninth Schengen Colloquium „Towards a Common Approach to Managing

### Migration Flows and Preventing Illegal Immigration"

Working languages: English/French

Participation fee: EUR 625

Contact:

Ms. Winny Curfs, tel.: +31 43 3296 320, fax: +31 43 3296 296, e-mail: w.curfs@eipa-nl.com

### October 25-26, 2001, Seminar "Public-Private Partnerships: Can the EU Accommodate National Initiatives?"

Working languages: English

Participation fee: EUR 650

Contact:

Ms. Sonja van de Pol, tel.: +31 43 3296 371, fax: +31 43 3296 296, e-mail: s.vandepol@eipa-nl.com



### October 29-30, 2001, Seminar "Mobility - A Useful Tool to Make the Civil Service more Flexible and Attractive? A Comparison of Different Experiences"

Working languages: English/French

Participation fee: EUR 590

Contact:

Ms. Eveline Hermens, tel.: +31 43 3296 259, fax: +31 43 3296 296, e-mail: e.hermens@eipa-nl.com

### November 1-3, 2001, International Conference "Social and Economic Developments of Region: Potential, Problems and Perspectives"

Working language: English

Contact:

Pavlodar University, Pavlodar, Kazakhstan, Ms. Olga Kolomoets, Prof. Sholpan Gaisina, phone: +7-3182-450 862, fax: +7-3182-326 797, e-mail: bim-pau@nursat.kz

### November 5-6, 2001, Seminar "Implementation of European Environmental Legislation - The

### Difficulties with the Birds and Habitats Directives"

Working language: English

Participation fee: EUR 595

Contact:

Ms. Winny Curfs, tel.: +31 43 3296 320, fax: +31 43 3296 296, e-mail: w.curfs@eipa-nl.com

### November 8-9, 2001, Seminar "EU Banking and Financial Law: The Completion of the Single Market for Financial Services"

Working language: English

Participation fee: EUR 600

Contact:

Ms. Araceli Barragan, tel.: +31 43 3296 325, fax: +31 43 3296 296, e-mail: a.barragan@eipa-nl.com

### November 19-20, 2001, Seminar "Keep Ahead with European Information"

Working language: English

Participation fee: EUR 600

Contact:

Ms. Joyce Groneschild, tel.: +31 43 3296 357, fax: +31 43 3296 296, e-mail: j.groneschild@eipa-nl.com

### November 22-23, 2001, Colloquium "Bringing the People into the European Debate: What can Public Policy Do?"

Working languages: English/French/German

Participation fee: EUR 500

Contact:

Ms. Araceli Barragan, tel.: +31 43 3296 325, fax: +31 43 3296 296, e-mail: a.barragan@eipa-nl.com

### November 26-27, 2001, Seminar "State Aid Policy and Practice in the European Community - An Integrative and Interactive Approach"

Working languages: English

Participation fee: EUR 590

Contact:

Ms. Sonja van de Pol, tel.: +31 43 3296 371, fax: +31 43 3296 296, e-mail: s.vandepol@eipa-nl.com



**November 29-30, 2001, Practitioners Seminar "Achieving Better Procurement Practices in Europe"**

Working language: English

Participation fee: EUR 600

Contact:

Ms. Gediz Cleffken,

tel.: +31 43 3296 279,

fax: +31 43 3296 296,

e-mail: g.cleffken@eipa-nl.com

**December 3-4, 2001, Seminar "Electronic Commerce and Financial Services"**

Working languages: English

Participation fee: EUR 600

Contact:

Ms. Noëlle Debie,

tel.: +31 43 3296 226,

fax: +31 43 3296 296,

e-mail: n.debie@eipa-nl.com

**December 6-7, 2001, Conference "20 Years of Public Management Reform - Which Ways Forward?"**

Working languages: English/French

Participation fee: EUR 500

Contact:

Ms. Araceli Barragan,

tel.: +31 43 3296 325,

fax: +31 43 3296 296,

e-mail: a.barragan@eipa-nl.com

**December 10-11, 2001, Seminar "The Introduction of Performance Related Pay Systems in the Public Sector: Strengths and Weaknesses"**

Working language: English

Participation fee: EUR 595

Contact:

Ms. Winny Curfs,

tel.: +31 43 3296 320,

fax: +31 43 3296 296,

e-mail: w.curfs@eipa-nl.com

**December 10-11, 2001, Workshop "Reform of EC Competition Policy: Decentralisation and Effective Enforcement in an Enlarged European Union"**

Working languages: English

Participation fee: EUR 500

Contact:

Ms. Sonja van de Pol,

tel.: +31 43 3296 371,

fax: +31 43 3296 296,

e-mail: s.vandepol@eipa-nl.com

**December 17-18, 2001, Seminar "Efficient Management and Coordination of Structural Funds"**

Working language: English

Participation fee: EUR 600

Contact:

Ms. Lisette Borghans,

tel.: +31 43 3296 334,

fax: +31 43 3296 296,

e-mail: l.borghans@eipa-nl.com

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

**October 1-5, 2001, Seminar "Control and Audit"**

Working language: Romanian

**October 8-12, December 3-8, 2001, Seminar "Legislation and European Institutions"**

Working language: Romanian

**October 8-12, 2001, Seminar "Civil Service Management"**

Working language: Romanian

**October 8-12, 2001, Seminar "Trainers Training" in the programme EU Regional Training of Romanian Civil Servants**

Working language: English

**October 8-12, 2001, Seminar "European Computer Driving Licence"**

Working language: English

**October 13-20, 2001, Seminar "European Public Area" - in Tempus programme**

Working language: French

**October 15-19, 2001, Seminar "Statute of Civil Servants and Human Resource Management"**

Working language: Romanian

**October 15-19, 2001, Seminar "Public Management"**

Working language: Romanian

**October - December, 2001, Seminar "Communication, Public Relations and Negotiation Techniques"**

Working language: Romanian

**November 5 - 9, 2001, Seminar "Instruments of Public Management"**

Working language: Romanian

**November 19-20, 2001, International Conference "Japanese Coordinates of Public Sector Management"**

Working language: English and Romanian

**November 19 - 23, 2001, Seminar "Management of Public Institutions"**

Working language: Romanian

**November 19-23, 2001, Seminar "New Approaches and Methods of Management"**

Working language: Romanian

**December 3-7, 10-14, 17-21, 2001, Seminar "Human Resource Development" in the programme EU Regional Training of Romanian Civil Servants**

Working language: English

Contact:

Prof. Lucica Matei, National School of

Political Studies and Public Administration, Str. Povernei, no. 6-8, sector 1,

71124 Bucharest, phone: +40-1-650

6750, fax: +40-1-314 6507, e-mail:

lmatei@snspsa.ro

## VISITING PROFESSORS

Marek Debicki Prof., Field of Expertise: Public Policy, Public Administration, Administrative Law, Public Policy Process and Analysis, College of Public Administration at the Manitoba University, Canada, Period of the visit: up to July 2002

Contact:

Bialystok School of Public Administration, Bialystok, Poland, tel.: +48-85-732

6507,

fax: +48-85-732 6507,

e-mail: debickimarek@hotmail.com

## Recent Publications:

### **A Practical Guide to Citizen Participation in Local Government in Romania**

Publisher: Research Triangle Institute

Language: English, Romanian

Price: free of charge

Resume:

This manual is a product of the USAID-funded Local Government Assistance programme in Romania in the years 1999 - 2001. It is intended to explain some western concepts of citizen participation, with discussion and illustrations of how these concepts have been or might be used in a Romanian context. The overall objective of the manual is to contribute to an expanded and more citizen-interactive role for local government in Romania.

It could be useful to Romanian local government officials, non-governmental organisations (NGOs), affinity groups and citizens. It is also intended as a training tool for local government associations in Romania and for Romanian training institutions providing training in citizen participation.

Contact:

Mr. Daniel Serban, Research Triangel Institute, Bucharest, Romania,

tel./fax: 40-1-212 2176, 212 2177, 212 2178,



e-mail: [dserban@xnet.ro](mailto:dserban@xnet.ro),

web: [www.lga.ro](http://www.lga.ro)

### **Public Sector Reforms in Ukraine: On the Path of Transformation, LGI Discussion Papers, No. 18**

Author: Alex Sundakov

Language: English

Contact:

Local Government and Public Service Reform Initiative (LGI), Open Society Institute, Budapest, Hungary,

tel.: +36-1-327 3104,

fax: 36-1-327 3105,

e-mail: [lgprog@osi.hu](mailto:lgprog@osi.hu),

web: [www.osi.hu/lgi](http://www.osi.hu/lgi)

### **Actual Problems of Public Administration**

Author: Collected research works

Publisher: UAPA, Dnipropetrovsk Branch

Price: 12 hryven

Language: Ukrainian

Resume:

This publication can be useful for the wide range of academics, who research the problems of theory, history, philosophy of public administration and local government; for public servants, governmental organisations; other persons, interested in this issues.

The publication contents the view of development of Ukrainian state system in transition period. The materials present the experience of different regions of Ukraine.

Contact:

UAPA, Dnipropetrovsk Branch, 29, Gogolya Street, Dnipropetrovsk, Ukraine,

tel.: +38 056 7447514,

fax: +38 0562 454064,

e-mail: [inter@vidr.dp.ua](mailto:inter@vidr.dp.ua)

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

Language: Russian

“Political Kyrgyzstan ”

Editors: Aalybek Akunov,

Sharshe Kerimbaev

Publisher: Institute of Public Administration and Social Research

Price: 100 soms

Resume:

The book represents a theoretical and practical analysis of the political processes taken place in the sovereign Kyrgyzstan since 1991 to nowadays. Based on sociological, historical, and other materials, the authors present formation of new political democracy and socio-political life of the country. This book is a first attempt to evaluate the newest political processes, such as formation of the Institute of President, Jogorku Kenesh (Parliament of the Kyrgyz Republic), legislative, executive, and judicial branches, political parties, local government and other institutes on the whole.

### **“Political History of Kyrgyzstan”**

Editors: Aalybek Akunov, Mels Artykbaev

Publisher: Institute of Public Administration and Social Research

Price: 150 soms

Resume:

The book analyses the most important issues of the Kyrgyz political history beginning from the VII-VIII century to the end of the XX century. Evolution of

ideas and theories of political structure of the country in the ancient times, Middle Ages and nowadays as well as various models of state structure of Kyrgyzstan are described.

Contact:

Ms. Asel Stamova,  
tel./fax: +996-312-215 983,  
e-mail: [stamova@mail.ru](mailto:stamova@mail.ru),  
[gulay@aport2000.ru](mailto:gulay@aport2000.ru)

### **Publications of EIPA (Euroean Institute of PA), Maastricht, The Netherlands Capacity Building for Integration**

This series (5 volumes) has been produced to make EIPA expertise available both to Member States' administrations and to those in the countries preparing themselves for membership of the European Union. The material presented in these volumes is the result of EIPA's mission to respond to the issues and questions national governments have to face in managing their European responsibilities. The experience gained in the present Member States will, of course, be very useful to newcomers to the EU. The series is produced in response to a special request by the European Parliament. The volumes in this series include:

1. Managing EU Structural Funds: Effective Capacity for Implementation as a Prerequisite Frank Bollen
2. European Environmental Policy: The Administrative challenge for the Member States Christoph Demmke / Martin Unfried
3. Enlargement of the European Union and Effective Implementation of its Rules – a Case Study on Telecommunications (Published 2000) Phedon Nicolaides
4. Effective Implementation of the Common Agricultural Policy: The Case of the Milk

Quota Regime and the Greek Experience in Applying it Pavlos Pezaros

5. Organisational Analysis of a Europeanisation Process: A Dutch Experience Adriaan Schout

Price:



All volumes are individually priced, but EIPA can offer the complete series for NLG 190 / EUR 85

### **Finland's Journey to the European Union**

Author: A.Kuosmanen, 2001,

Price: 31.76 EUR

Contact:



Ms. Marita Simons, Publications Services,

tel.: +31-43-3296 274,

fax: +31-43-3296 296,

e-mail: [m.simons@eipa-nl.com](mailto:m.simons@eipa-nl.com)

### **New Interactive Teaching Aid - System of Public Administration**

This teaching aid is the result of joint project (TRANSFORM PROGRAM) between Institute of Public Administration, State University of Management (SUM), Moscow and Federal

University of Applied Administrative Science of Germany (FH Bund).

The teaching aid is also targeted to the system of training and re-training of public servants of different levels.

The teaching aid consists of five modules:

- "State and Law"
- "State and Politics"
- "State role on the market economy during the transition period".
- "Sociology and Psychology"
- "Information technologies"
- Electronic version of the teaching aid on CD for interactive, long-distance learning, including together with the material for lectures non-traditional methodological approach, such as: the interactive system of search, glossary, the system of automatic tests, access to Internet, etc.

The development of the media package served two purposes: it intended to support the competence of public servants in Russian regional administration and to establish a team of competent young lecturers as a personnel base for a didactic centre at SUM it can also be used in the distance learning.

This teaching aid was published in 2000 with the support of Ministry of Interior, Germany, on the financial means from the TRANSFORM programme.

The price of the five modules is 700 rubles.

To order this textbooks applied to: Address: 99, Ryazansky Avenue, SUM, Institute of Public Administration, lk -304, Moscow, 109542, Russia.

Director of IPA Valentine Afanasjev.

phone/fax: +7-095-371 3174

E-mail: [igs@guu.ru](mailto:igs@guu.ru)

# The First National Seminar on Human Resource Development for Public Administration "Administration of the New Millennium – Policies for Undergraduate and Postgraduate Education"

**Bucharest, September 12-13, 2001**

**Prof. Lucica Matei, National school of Political Studies and Public Administration, Bucharest, Romania**

The seminar was organised by the Faculty of Public Administration – National School of Political Studies and Public Administration (NSPSPA), Bucharest together with Research Triangle Institute (RTI), North Carolina, USA, with financial support of USAID. Mention should be made of the fact that RTI implements an Assistance Programme for Local Public Administration (LGA).



## Conceptual Motivation

The Seminar had been organised under the coordination of the Ministry of Education and Research and the Ministry of Public Administration. The seminar has noted the concern for the training of future and present civil servants on the basis of Romanian public administration reform – that means, taking into consideration the need of compatibility between the forms and methods

used and those of the EU countries or USA, which are well known for their democratic tradition and efficient administration. The European public space, and mostly the administrative one impose rigors and specific regulations not only for the conceptualisation and legality of the administrative actions, but also for the legal, methodological and formative harmonisation of the public administration systems of the EU members or the candidates. It is in this context that the necessity of a change in the university and postgraduate education curricula appears, due to the increased need of adjusting it according to the

European exigencies and that of the structural uniformity in the curricula of all Romanian universities and academic institutions from the public administration area.

An interesting aspect of the university and postgraduate programme is based on the relationship between civil servant and citizen: there is a double perspective when analysing this particular equation. We underline

on one hand, the bilateral efforts for understanding this relationship and stimulate it, and on the other hand, the need of adjusting the role of citizen opinion in the democratic development of the society, including an elaborate form of specific studies and research concerning the university and postgraduate formative process. The present programmes supported by Research Triangle Institute strengthen this final conclusion and endorse the necessity of this seminar.

## Purpose

- The integration of the efforts concerning the promotion and application of public administration reform made by the academics amongst the concerns of Romanian authorities;
- The creation of an inter-university frame for discussion and analysis of the university and postgraduate education in public administration and other related topics;
- The curricula compatibilisation of the educational supply and the training programmes created by different universities in public administration and administrative sciences;
- Attracting NGOs or other programmes supported by USAID in the educational circulation as well as the re-evaluation of their support in

- areas connected with public administration;
- The creation of an active interface between the academic-civil servant and the citizen;
- The elaboration of own standards concerning the initial and continuous training of present and future civil servants.

### Participants

At this seminar participants included: high representatives of the Public Administration Universities, mayors from Romania including Bucharest, the executives of some major democratic institutions of local and central authorities and the executives of some NGOs, concerned about the training of human resources in public administration or the application of different international programmes. There have also been present delegates of USA Embassy, USAID, RTI, NISPAcee, Ministry of Education and Research and Ministry of Public Administration. The context of organising this seminar is the International Conference of NISPAcee, due to take place in 2003, which is also going to be organised by the Training Centre for Public Administration (NSPSA).

### Programme of the Seminar

The programme included presentations and discussions on the following themes:

- Civil servant training needs according to *acquis communautaire*
- Citizen participation for improving the decision-making process in local government in Romania
- Analysis of curriculum for undergraduate and postgraduate education
- Co-reports concerning the way to use the information from the Manual "Citizen participation for improving the decision-

making process in local government "

- Analysis of curriculum for undergraduate and postgraduate education

### Curriculum in Public Administration Area

Other parts of the seminar were focused on presentations and discussions concerning development of curricula in public administration programmes. The most important discussions were held concerning university curriculum. All participants agreed that the 17 faculties or departments of public administration should teach according to the same basic curricula, their compatibilisation will reach 90 % and the remaining 10% will be specific for each faculty.

Finally, it has been established that the curricula structure will comprise packages of disciplines, as follows:

- Administrative science
  - General theory of state and law (1 semester)
  - Constitutional law and political institutions (1-2 semesters)
  - Administrative law (2-4 semesters)
  - Public management (1-2 semesters)
- Legal science
  - Law of labour and social security (1-2 semesters)
  - Financial law and taxation (1-2 semesters)
  - Family law (1-2 semesters)
  - Civil law (2-4 semesters)
  - Elements of criminal law and criminal procedures (1-3 semesters)
- Economic science

- Political economics (1-2 semesters)
- Accounting (1-2 semesters)
- Public finance (1-2 semesters)
- Public strategies and policies (1-2 semesters)
- Informatics (1-2 semesters)



- Social – humanistic and political science
  - Sociology (1semester)
  - Bases for political science (1 semester)
  - Deontology of civil servant (1 semester)
  - Philosophy (1 semester)
  - Foreign languages (3-4 semesters)

The volume of time dedicated to each discipline is indicative and the packages of disciplines are going to be completed with optional compulsory and non-compulsory disciplines.

The experience acquired, the educational needs expressed by Romanian public administration, as well the comparative studies achieved with similar education institutions from Central and Eastern Europe accomplished by NISPAcee, represent the basis of the current structure of the curriculum, that is going to be submitted to the Ministry of Education and Research in Romania.

## Teaching Politico-administrative Relations in a Comparative Context

**NISPAcee Summer Workshop in Bratislava, July 15-18, 2001,  
Laszlo Vass, Budapest University of Economic Sciences, Hungary**

NISPAcee Working Group on Politico-Administrative Relations has proudly published the first result of the two-year group-work in the title of "Politico-Administrative Relations: Who Rules?" The book edited by Tony Verheijen includes eight theoretical, thematic chapters and nine country cases.

In co-operation with the European Public Administration Network and being in line with the mission of NISPAcee, the Working Group did not stop at the publishing of research outcomes, but also wanted to transfer the lessons to the teaching practice on public administration. Taking into account that the published book is a very valuable resource for teaching politico-administrative relations in comparative context, a summer workshop has been organised. The aim was to attract those academics, who are interested in teaching a joint module on comparative politico-administrative relations in East and West. The book produced by the Working Group on Politico-Administrative Relations served as the basis for the workshop, and the interested academics studied together the possible use of it as textbook in their future academic work.

The OSI/LGI and the EU SOCRATES Programme provided fund made possible to finance the pro-

gramme. 20 applicants from CEE countries and Western Europe have been selected as participants and six resource persons have been mobilised for the workshop. The UNDP RSC in Bratislava, Slovak Republic, hosted the event, and the NISPAcee staff did the best for the organisation.

The three-day intensive work included presentations, discussions and teamwork. (See the next table.)

In short the workshop has successfully enriched the knowledge of the participants about what the comparative approach of the politico-administrative relations is and also the participants were efficiently confronted with the most crucial difficulties of the teaching in comparative PA related studies. It is not possible to list all of the conclusions of the workshop, but it is worthy of sharing some of the

most important and general lessons:

- There is no comparison without a stable, comprehensive and the explaining of theoretical fundamentals. It is a question, how the academics in CEE countries are trained or retrained in social, political and administrative theories? The older generations of teachers may have general Marxist/Leninist backgrounds, the youngsters have mostly American or British type, positive basics in PA theories while the CEE countries have definite Continental European (French-German) traditions in their public administration development. The teachers should at first be faced to their own thorough grounding and then to think about the students' preliminary studies in theory.
- Finding good theoretical frameworks is not the only

Topics	Resource persons
<i>Theoretical approaches and their relevance to understanding European realities: East and West.</i>	Aleksandra Rabrenovic, Glasgow University Kutsal Yesilkagit, Utrecht University
<i>Introduction to assignment: designing a module on politico-administrative relations in a comparative European context.</i>	Ieva Lazareviciute, Kaunas University of Technology Kutsal Yesilkagit, Utrecht University
<i>Methodological problems in studying politico-administrative relations and their impact on teaching.</i>	Laszlo Vass, Budapest University of Economics and Public Administration
<i>How to teach critical issues in politico-administrative relations: Delivering policy advice.</i>	Ieva Lazareviciute, Kaunas University of Technology
<i>Professionalisation and politico-administrative relations.</i>	Ieva Lazareviciute, Kaunas University of Technology Kutsal Yesilkagit, Utrecht University
<i>How to teach critical issues in politico-administrative relations: Ethics and politico-administrative relations.</i>	Olga Vidlakova, University of Pardubice Laszlo Vass, Budapest University of Economics and Public Administration
<i>How to teach country case studies.</i>	Olga Vidlakova, University of Pardubice
<i>Teaching country studies on Western Europe: The Case of Belgium.</i>	Dieter Hoet, Leuven University
<i>Factor analysis: what matters in defining politico-administrative relations.</i>	Aleksandra Rabrenovic, Glasgow University
<i>Group work on practical assignment and discussion on module outlines, conclusion of the workshop</i>	Ieva Lazareviciute, Kaunas University of Technology Laszlo Vass, Budapest University of Economics and Public Administration

essential precondition for starting the comparative course in PA. Teachers have to complete another task: to explain the different meanings and contexts of the "terminus technicus" used by the mostly English language literature in PA and the professional terms used in the concerned CEE country. It means that there are some essential difficulties with the translation and the interpretation of the English PA vocabulary in CEE languages. (Eg. politics and policy vs. politika, public vs. state, civil servants vs. state employees, etc.)

- Comparison of country cases requires clear positioning of the own country. Teachers and students can see the cases of other countries through the "mirror" of their own domestic experiences. So, before any comparison, the students should be very familiar with their own country case. According to the positioning of a case, it should also be stressed, that any simplified unification of the CEE countries is a big mistake. Some Western scholars seem to go back to the "old cliché" of the East-West dichotomy, replacing the word "Communist" with "post-Communist" for the countries in the CEE region, suggesting that these countries are the same. It is very far from the truth.
- NISPACEE's mission is helping the development of a democratic and professional public administration in the CEE region. Therefore, we force a normative approach in our teaching instead of using only a descriptive one. Probably, we do not have problem with such values as transparency, or professionalism etc. But the interpretation of the efficiency, elimination of the corruption,

or the autonomous self-government might be much more difficult, because of the special societal contexts. If there is too big gap between the "Western" values and the current practices of a certain country, the teacher may risk his/her credibility before the students.

The final teamwork-exercise throws the light upon a very important technical issue. While the academics from many different countries were working on a course outline of comparative politico-administrative relations, an essential divergence has been revealed in their standards for a course syllabus. It is better to know that a standard course syllabus should not lack information about the main objectives and the prerequisites, the readings attached to or structured by the classes, and the assignments and the grading. Those countries, which want to join the European Credit Transfer System, should also calculate the exact workload of the students in the course, according to the class-work and the assignments.

Finally, the participants agreed on the most crucial readings necessary for studying politico-administrative relations. The basic textbook is:

- Politico-Administrative Relations: Who Rules? Tony Verheijen ed. NISPACEE, 2001.

Other essential readings are:

- B. Guy Peters: Comparing Public Bureaucracies. Tuscaloosa, University of Alabama Press, 1988.
- J.Aberbach, R.Putnam, and B.Rockman: Bureaucrats and

Politicians in Western Democracies. Cambridge, Harvard University Press, 1981.

- Politicians, Bureaucrats and Administrative Reform. B. Guy Peters, Jon Pierre eds. Routledge/ECPR, 2001.

A valuable source of more information for the comparative studies in public administration is the OECD PUMA website, especially the SIGMA country profiles at <http://www.oecd.org/puma/sigmaweb>.



### Participants of the workshop

Gauthier Le Bussy, Dieter Hoet (Belgium), Maria Dimitrova (Bulgaria), Olga Vidlakova, Lucie Nitschova (Czech Republic), Georg Sootla, Kaarel Haav (Estonia), Laszlo Vass (Hungary), Bernadette Connaughton (Ireland), Iveta Reinholde, Dace Jansone (Latvia), Darius Aidukas, Ieva Lazareviciute (Lithuania), Gerard Breeman, Kutsal Yesilkagit (The Netherlands), Mihaela Carausan (Romania), Natalia Pankevitch, Lidia Goverdovskaya, Elena Ivanova (Russia), Ludmila Malikova, Viera Wallnerova, Tony Verheijen (Slovak Republic), Olena Yatsunskaya (Ukraine), Alexandra Rabrenovic (United Kingdom), Sonia Lucic (Yugoslavia).

# NISPAcee Summer School Ethics and Responsibility

Poland, Bialystok, August 19 – 31, 2001

Patrycja Joanna Suwaj, Bialystok School of Public Administration, Poland

The NISPAcee Summer School 2001, Ethics and Responsibility was organised in co-operation with the School of Public Administration, Bialystok, Poland.

The purpose of the international summer school – Ethics and Responsibility was to

Romania, Slovak Republic, Ukraine and Yugoslavia.

There were many young academics with varied personalities (mentalities, cultures and habits); nevertheless all of them agreed that the summer school should help to increase consciousness of ethics as an

Primary long-term goal of the programme was achieved as each participant designed by himself/herself a separate curriculum concerning Ethics and Responsibility (for one course taught by them at their home institutions) or developed already taught course by adding ethical aspects as a component of existing curriculum. During the workshops participants also designed their own case studies as well as code of ethics – as tools that could be helpful in teaching at participant's home institutions.

From the resource persons point of view all participants utilised their previous knowledge and that acquired in the school to develop their own curricula. We also realise that they will transfer knowledge and methodology gained during the summer school to their home institutions. The summer school created a well integrated and understanding of each other groups of participants. For the resource persons it was a great pleasure to work with such a good team.

Content dealt with all the major areas of public administration in which typically ethical issues emerge. Thus we focused on the relationships between public servants and politicians, as well as the media. Secondly, we dealt with interpersonal relationships within administrative agencies both in terms of dealings with



develop new curricula, encourage new methods of teaching the "Ethics and Responsibility" within public administration programmes and to provide a forum for the exchange of ideas. The Summer School was conducted in English.

This course was designed specifically for young university teachers of public administration from former Eastern Block countries and focused on teaching and curricula development. Participants were academics as well as practitioners from: Belarus, Czech Republic, Estonia, Lithuania, Mongolia, Poland,

academic discipline and the comprehension of ethical conduct principles in society at large.

Participants were very active and encouraged to participate in the schools activities. All of them with a great interest and enthusiasm accepted the roles proposed to them by resource persons and took active part in: Oxford debate, simulation game, leaders of discussion after watching movies, panel discussion, working group on case studies, codes of ethics and participants self-presentations.





colleagues as well as between employees and their superiors. Thirdly, we covered major problems encountered in public administration such as conflict of interest, corruption, commitment to democratic norms, citizens and superiors and issues of openness and transparency.

The schedule was carried out according to the detailed plan with a certain extent of flexibility (taking into consideration participant's needs and suggestions, as well as consultation with the NISPACEE representative – Ms. Viera Wallnerova). All topics and issues were covered, however, according to the participant's personal interests and suggestions some of the sessions were extended and developed, some of them were shortened and presented in a general way.

Responsibility and accountability of public servants was a major component of the lectures during the course. We discussed the changing shifts in treatment of these issues including the emerging new doctrine from both the national courts as well as the European jurisprudence. We also concentrated on developing

strategies and tools aiming at the improvement in standards of behaviour.

Participants studied and discussed the ethical aspects of public life. Lectures provided some academic perspective on the problems, seminars provided new (for most of participants) methodology of teaching ethics. Participants also met in Warsaw the General Director of the Polish Civil Service, Robert Czarnecki, and the Chief of the Foreign Civil Service Department, Witold Krajewski. That visit to the Polish Civil Service Office gave participants a view of the practical usage and real need for ethical values in public life.

Summer school activities were partially conducted by teaching using Socratic method (Marek Dębicki), partially by using computer techniques – like Power Point presentations (Barbara Kudrycka).

Discussions concerning all designed topics covered both theoretical and practical issues, in which the participants were interested. We can say that there was a very high level of discussion and openness of the participants ex-

pressing their own views and knowledge.

The project was a very successful one in the opinion of Polish Course Director, Barbara Kudrycka, resource person Marek Dębicki, teaching assistants, Patrycja Suwaj and Marta Rękawek as well as the participants.

Bialystok School of Public Administration is also a beneficiary of the programme. We have gained a very valuable experience in conducting such an important international project. We also had an opportunity to meet people from different countries and learn from them about the problem of ethical values in their home countries. Such contacts will stay with us and serve us in the future.



In the final analysis without the very high standards, commitment and knowledge of participants this project would not have been as successful.

## **NISPAcee Occasional Papers Call for Papers**

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

Contributors are invited to send their papers (hard copy and an electronic format as well) to the NISPAcee secretariat (contact information on the last page of the Newsletter).

If you feel you would need further information, please contact the NISPAcee Secretariat.

### **Publications Available:**

**Vol. I, No. 1, Winter 2000:**

**Vol. I, No. 2, Spring 2000:**

**Vol. I, No. 3, Summer 2000:**

**Vol. I, No. 4, Autumn 2000:  
1, Winter 2001:**

**Vol. II, No. 1, Spring 2001:**

**Vol. II, No. 2, Summer 2001:**

**Vol. II, No. 3, Autumn 2001:**

## **SIGMA and Other Publications – Translation into CEE National Languages**

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

### **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 the costs of translation (checking/editing) and publishing.

NISPAcee made 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:**

- November 30, 2001
- February 28, 2002

## **Announcement Joint NASPAA - NISPAcee Project**

### **(Grant Opportunities, Next Deadlines)**

NISPAcee announces the continuation in the NASPAA - NISPAcee project: "The Cooperative Governance Improvement and Technical Assistance Project" which has been developed in co-operation with NASPAA (National Association of Schools of Public Affairs and Administration), USA and is funded through a grant by USAID for a three year period.

The primary activity of the project is to implement a programme of applied policy research and management studies, linking governments and high education in Central and Eastern Europe.

**Next deadline:** March 15, 2002

The second activity which could be supported within this project involves the provision of technical assistance to programmes of NISPAcee member institutions to help build curricula, establish and evaluate missions, market academics programmes, and locate and develop teaching materials.

**Next deadline:** February 28, 2002

Applications are to be developed according to the project guidelines. Application forms and project guidelines for submitting proposals are available on the web-site <http://www.nispa.sk/news/projectnn.html> or by the Project Manager (Elena Zakova, phone: + 421 2 6428 5435, fax: + 421 2 6428 5557, e-mail: [zakova@nispa.sk](mailto:zakova@nispa.sk))

# Call for Participation

## The 10<sup>th</sup> NISPAcee Annual Conference: Delivering Public Services in CEE Countries: Trends and Developments

Krakow, Poland, April 25-27, 2002

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

### Main Conference Theme

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

Governments of western democracies began the reform of their administrative systems and institutions approximately twenty years ago with the aim of creating "better government", in other words a government which was more efficient, effective, economical, flexible, innovative and responsible. At the beginning of the 1990's in the former communist countries, adapting to new models of service delivery was more a desire than a feasible mode of operation. Most of the necessary components of the new models of service delivery – reformed political and administrative systems and a fully operating private sector – were in their initial stages of development. As changes in the public and private sector have come about, new ways of delivering public and social services have

advanced. Both central and local governments initiated changes in their service delivery systems and both have experienced successes and failures. The main objective of the 2002 conference is to exchange the knowledge accumulated and the experiences gained in the new methods of public and social service delivery in the former communist countries.

### WORKING GROUPS

#### I. Working Group on Politico-Administrative Relations

##### Coordinators:

Tony Verheijen, UNDP,  
Slovak Republic  
E-mail: [tony.verheijen@undp.org](mailto:tony.verheijen@undp.org)  
Alexandra Rabrenovic,  
University of Glasgow, UK  
E-mail: [saska@rocketmail.com](mailto:saska@rocketmail.com)

#### II. Working Group on Better Quality Administration for the Public

##### Coordinators:

Elke Löffler, Bristol Business School, Bristol, UK  
E-mail: [elke.loeffler@gmx.net](mailto:elke.loeffler@gmx.net)  
Tatiana Zaytseva, School of Public Administration, Moscow State University, Moscow, Russia  
E-mail: [zaytv@ipa-ss.msu.ru](mailto:zaytv@ipa-ss.msu.ru)

#### III. Working Group on Systems of Social Security

##### Coordinators:

Markéta Vylitová, Research Institute for Labour and Social Affairs, Czech Republic  
E-mail: [marketa.vylitova@vupsv.cz](mailto:marketa.vylitova@vupsv.cz)  
János Hoós, Budapest University of Economic Sciences and Public

Administration, Hungary  
E-mail: [janos.hoos@public.bke.hu](mailto:janos.hoos@public.bke.hu)

#### IV. Working Group on Democratic Governance of Multiethnic Communities

##### Coordinators:

Petra Kovacs, LGI/OSI, Hungary  
E-mail: [kovacsp@osi.hu](mailto:kovacsp@osi.hu)  
Jana Krimpe, Tallinn University of Educational Sciences, Estonia  
E-mail: [krimper@tpu.ee](mailto:krimper@tpu.ee)

#### V. Working Group on Public Sector Finance and Accounting

##### Coordinator:

Zeljko Sevic,  
University of Greenwich, UK  
E-mail: [Z.Sevic@gre.ac.uk](mailto:Z.Sevic@gre.ac.uk)

##### Applications

Application forms, Registration / Hotel Reservation forms are available on the Internet or from the NISPAcee Secretariat.

##### Deadline

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

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

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

##### Contact Person:

Viera Wallnerova, Project Manager  
phone: +421-2-6428 5558,  
phone/Fax: +421-2-6428 5557  
e-mail: [viera@nispa.sk](mailto:viera@nispa.sk)

### **NISPAcee**

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

### **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 111 Institutional members (from 21 countries), 32 Associate members (from 15 countries), and 206 Observers (from 35 countries).

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

Faculty of Economics and Business, University of Tirana, Tirana, Albania

Institute for Development of Kazakhstan, Almaty, Kazakhstan

Academia Istropolitana, Bratislava, Slovakia

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

- The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary - The Austrian Federal Chancellery, in particular the Federal Academy of Public Administration, Vienna, Austria - SIGMA/OECD, Paris, France (SIGMA-Support for Improvement in Governance and Management in Central and Eastern European Countries is a joint initiative of OECD/CCET and EU/PHARE mainly financed by EU/PHARE) - The Pew Charitable Trusts, Philadelphia, Pennsylvania, USA - National Association of Schools of Public Affairs and Administration, Washington D.C., USA.

**NISPAcee NEWS** is published with the support of the Local Government and Public Service Reform Initiative (Affiliated with the Open Society Institute), Nador ut. 11, 1525 Budapest 114, Hungary.

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

The deadline for the next issue is November 30, 2001.



### **NISPAcee Secretariat**

Hanulova 5/B

P.O.Box 163

840 02 Bratislava 42

Slovak Republic

tel/fax: +421-2-6428 5357, 6428 5557

e-mail: [nispa@nispa.sk](mailto:nispa@nispa.sk)

<http://www.nispa.sk>

