



NISPAcee

THE NETWORK OF INSTITUTES AND
SCHOOLS OF PUBLIC ADMINISTRATION
IN CENTRAL AND EASTERN EUROPE

Volume XV • No.4 • Autumn

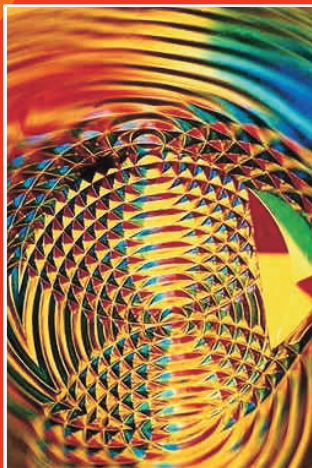
news 2008

Exemplary ICT Innovations in Central and Eastern European Countries? A Step Forward to a Learning Platform

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The last ten years a special kind of competition between public administrations of different countries, or between public organizations or sectors within countries, has been developing. The object of some of those competitions is the advanced state of development and application of Information and Communication Technologies (ICTs) in and by public administrations and public sector organizations. The different applications are distinguished according to the relationship in which they are used: government to government (G2G), government to business (G2B), government to citizen (G2C), government to employees (G2E), and the other way round: B2G, E2G and C2G.

Among those applications, government websites occupy an important place, albeit certainly not an exclusive one. The main website applications in the framework of e-government relate to 1) providing information and forms (still the most frequently used website applica-



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tion); 2) instant opinion polling with (organizations of) citizens; 3) reciprocal communication between government and citizens or businesses; 4) reciprocal communications or transactions, in which payments are involved; 5) strategic alliances with civil society organizations.

More recently, the amount of “mobile government” applications by deployment of mobile devices as mobile phones and programs such as SMS, PDA, GPS, and the like, is growing rapidly.

A certain growing frustration or disappointment can be established as a reaction on the failing effectiveness of the different e-government applications, just mentioned. Governments and NGOs try to intensify the learning processes with respect to the use of ICT applications in the relations between public administrations and societies.

Nevertheless, frustrating experiences are:

- ICT applications are more directed to information provision than to more sophisticated forms of interactivity, such as communication and transactions;
- ICT applications are more used to automate existing procedures than on the redesign of procedures, on transformation of organizations or on strategic alliances with societal partners;
- ICT applications are focused more on service provision than on democratic participation – even in decisions about what services to provide;
- ICT applications are more a support for bureaucrats than for citizens;
- Even the “one stop shops” that are created, are often more traditional front-office counters

than integrated front-back office or mid-office arrangements;

- Citizens, still, make less use of the service provisions by websites than was expected.

Partly as a reaction on these disappointing experiences national and international organizations develop programs to stimulate e-government practices in sectors or member countries. Competitions, which country is the most advanced in applying e-government, are examples of such endeavors. Between the members of different international organizations, such as UNO and EU, competitions are organized, which country has the best ICT applications that can be held up as examples for other countries. Diverse reasons can be given, why the interest in these competitions has been growing, and countries participate in them. The following reasons may be mentioned:

1. a policy competition is going on in the globalizing world, in which countries try to attract foreign investors by emphasizing their time-labor-and-effort saving ICT applications;
2. countries try to enhance their international prestige as an advanced and modern country, as well as their national legitimacy, by the deployment of advanced ICTs;
3. cognizance of stimulating examples, realized by others, can help to overcome the frustrations and disappointments, experienced in so many projects;
4. a massive pressure and publicity of producers and suppliers of ICT applications for public administration creates a sense of urgency, that is almost irresistible.

As far as this massive pressure and publicity are concerned, mention can be made of the international benchmark studies of

consultancy firms such as Accenture, PricewaterhouseCoopers, CapGemini, etcetera.

Their benchmarks are studied meticulously, and no country wants to stay behind other countries, let alone to be downgraded.

The most famous competitions are: the UN Public Service Awards 2001-3-5-7, the EU e-Government Award, the EU Quality Conferences, and the European Public Sector Award. Apart from these international competitions and benchmark studies, some countries organize their own national competitions. (e.g. Hungarian Public Administration Quality Assurance Award; Czech competition of the Czech Ministry of the Interior “Innovation in Public Administration in 2007” and competition of the Ministry for Regional Development, “The Smart Office of 2007”; The Polish competition about “The most Customer-friendly Office of the Government Administration, 2003)

In this paper the European Public Sector Award is chosen as subject of a pilot study with respect to the innovativeness of ICT applications in CEE countries. The questions raised and tentatively answered in this pilot study are: what is the degree of innovativeness of ICT applications in CEE countries; in how far are these innovations in some CEE countries transferable to other CEE countries; could a learning platform be based on CEE applications as shown in the EPSA competition?

1. The European Public Sector Award (EPSA) as an example

In 2007 the Bertelsmann Stiftung and the University of Speyer, both in Germany, and the European Group of Public Administration (EGPA) in Brussels organized a competition between

best practices in European countries: the European Public Sector Award (EPSA)

Three areas of “best practices” were selected for the competition:

a. Collaborative Governance, described in the brochure of the award competition as:

“We are looking for outstanding and innovative examples of partnership working and joined-up services involving public sector organizations and their partners across all sectors. More generally, we are looking for excellent and innovative examples of how public sector organizations and their partners have implemented good governance principles to coordinate their joint activities in a targeted and purposeful manner.”

b. Targeting with Scarce Resources, described in the brochure of the award competition as:

“We are seeking outstanding examples of how managerial innovations can be introduced and implemented to increase the satisfaction of citizens and communities. The candidates for the award must demonstrate that their innovations are effective and at the same time financially viable, so that they can be implemented cost-effectively and thereby help to improve the administration’s financial position.”

c. Coping with Demographic Change, described in the brochure of the award. Competition as:

“On the one hand we are looking for organizations that adapt to the demographic changes taking place within their own workforces. On the other, we are seeking organizations that help to innovate and implement policies which result in public programs better equipped to deal with an older and more mixed population.”

Two Qualities of applications for the award were of overriding importance: the *innovative aspects* of the applications, not only in a national but also in a European context, and the *transferability or instructiveness* of the applications to other countries, sectors of society, and levels of development.

The EPSA competition, which was held for the first time in 2007, and will be organized every two years, is not only a competition to determine which country, sector or application is, in a certain field of public administration, the most advanced, compared to other European countries. It is – above all – meant as a “learning platform, with made-to-measure contacts and efficient knowledge transfer within Europe”. As the case may be, the European Group of Public Administration (EGPA), as co-organizer of EPSA, can function as learning platform for cooperation between participants of the award competition. (Why should NISPACEE not fulfill a comparable role for the CEE countries?)

Every two years new topical themes for the competition will be announced.

Certainly, an interest in and need for a kind of “benchmarking” amongst EU and CEE countries does exist, (next to the reasons for participation in an award competition, mentioned before). The overall number of EPSA applications (about 325) testifies of this. This large amount of participants in the newly created EPSA competition of 2007 was a pleasant surprise for the organizing parties.

As far as the participation of different parts of the European Union is concerned, about 70 % of the applications came from the existing members of the EU, about 20 % from the new EU members, mostly Central and

Eastern European members, and about 10 % from other European countries.

“Collaborative Governance” scored about 33 % of the applications, “Targeting with Scarce Resources” about 50 % of the applications, and “Coping with Demographic Change” about 15 %. So, the distribution of the applications was quite unbalanced.

Such an unbalance was also noticeable *within* these three broad categories. Almost 1/2 of all the applications were related to developments in the sphere of e-government, business process redesign, and new services and new technologies. Within the category of Targeting with Scarce Resources (even) almost 2/3d of the applications contained developments in the sphere of e-government, business process redesign, and new services or new technologies. However, only 25 % of the CEE applications were ICT related. This makes this group of applications especially interesting for a pilot study and analysis of the state of the art of ICT applications in Central and Eastern European countries, field of interest of (the Working Group on e-Government of) NISPACEE.

In this paper the ICT applications, submitted to EPSA, will be (shortly) described. After that, an attempt will be made to answer the questions, whether, or in how far, these applications can be deemed *innovative* and *transferable* to other EU, and especially CEE countries. For that purpose some relevant criteria of innovativeness and transferability will be developed, and the EPSA applications, submitted by CEE countries, scored according some relevant criteria of innovativeness. This may be helpful for future exchanges of applications by CEE countries or sectors. From the way in which the CEE applicants filled out the guiding forms

of the applications, it appears that they are themselves convinced of the relative innovativeness of those applications, and of their exemplarity also for other European countries. This might be a topic for discussion amongst members or member countries of NISPACEE.

At the same time, the EPSA initiative gives an opportunity to draw the attention of wider circles of (CEE) countries on advanced and interesting e-government developments within their own category of countries, while they are confronted with comparable historical administrative legacies, and actual circumstances. In this sense there may be pragmatic reasons as well, to choose the EPSA applications as proxies for the state of the art of ICT within the CEE environment.

2. The ICT oriented EPSA application cases

For each of the EPSA applications a short summary of the content will be produced that will make it understandable, what kind of ICT application is at stake. The descriptions of the applications will take place as much as possible in the wording of the applicants themselves. At the end of the short description, the answers given on the questions of the EPSA form with respect to innovativeness of the application ("what do you think are the project's most innovative elements?") and its transferability ("what parts of the project can be transferred best to other public administration bodies?") will be reproduced.

1. Tallin City Office: eKool an internet based information system for the education sector, Estonia.
2. Mayor's Office of Pesterszébet Local Government: Establishing a Document Office meet-

ing international standards, Hungary

3. Integrated System for Documents Management, Giurgiu County, Romania
4. Municipality Office of Piotrów Tribunalnski: "The Municipality Office as a Civic Platform of Young People, Poland.
5. eSTAT, project of the Statistics Estonia.
6. The Data Warehouse of the Vysočina Region, Czechia.
7. Taxation Department in Pila, Poland.
8. ZPIZ Slovenije – The Pension and Invalidity Pension Insurance: Project "Pension Insurance & e-Government".
9. Uricani Public Administration, Project "Economy based on Knowledge", Romania.
10. Statutory City of Chomutov, Project "Concept Phone Book", Czechia.
11. Taxation Office in Gostyń, Project "System improvement for Tax Declaration", Poland.
12. Ministry of Finance, Department Of Information Technology Services (DITS), Project "Electronic Document Management System" (e-OAS), Cyprus.
13. Tartu City Government, Project "Transfer to the digital document management system in the Tartu City Council, the City Government and subordinate institutions", Estonia.
14. Municipality of Rybnik, Project "The electronic Town Card and public Internet Access points in the City of Rybnik", Poland.
15. Ministry of Public Administration, Project "e-VEM – One stop shop system – ", Slovenia.
16. Estonian Health Insurance Fund, Project "Register of the insured persons", Estonia.

Full description of the EPSA applications available at the NISPACEE web site www.nispa.sk.

3. Exemplary innovativeness and transferability

As indicated before, the purpose of this paper is to give an impression of the state of innovativeness and transferability of Information and Communication Technology (ICT) applications in Central and Eastern European (CEE) countries, and especially with the new members of the European Union. Both qualifications are required for the creation of a "learning platform". Innovativeness and transferability are very complex concepts and difficult to make operational. This pilot study is an attempt to develop relevant criteria. As a proxy criterion for the level of ICT use in the CEE countries, the self selected and self evaluated CEE applications of the EPSA competition 2007 are chosen. The choice of these EPSA scores as proxies for a general innovativeness of countries or sectors may be justified because of the self-selection that took place, and the relative transparency of the ICT sector for the participating actors. Next to innovativeness, transferability to other CEE countries was one of the qualities that the applications of EPSA must have to participate in the competition (see above). From the way in which the applicants filled out the guiding forms of the applications, it appears that they are themselves convinced of the relative innovativeness of those applications and of their exemplarity also for other European countries.

So, the first purpose of this paper is, to determine how the CEE competitors within EPSA perceive the degree of innovativeness and transferability of their applications.

At the same time, the EPSA initiative gives an opportunity to draw the attention of wider circles of the CEE countries on advanced and interesting e-government developments within their own category of countries, while they are confronted with more or less comparable circumstances. Instructiveness and transferability of the applications, which are being sent in by CEE countries to EPSA, are preconditions for their participation in the competition as well. If the applications satisfy these preconditions, there are also good pragmatic reasons to choose the EPSA applications as a proxy for the state of the art of ICT in CEE countries.

4. Dimensions of Innovativeness¹ and transferability

The Encyclopedia of the Social Sciences (1968) describes innovation as “the process by which new products and techniques are introduced into the economic system. Successful innovation results in the capability of doing something that could not be done before, or at least not so well, or so economically”. Following Schumpeter, innovation was considered as a technical/economic phenomenon. In this line of reasoning, actually, not only products and processes, but also the entry into, or development of new markets, may be considered to be innovations. More recently, the introduction of other kinds of changes may be recognized also as innovations. The concept is extended to more social dimensions, such as the creation of new forms of organization, personnel policies, informatization, financing, auditing, and housing (e.g.

office landscapes, flexible offices, telework, etcetera).

The Encyclopedia of the Social Sciences focuses upon objectively measurable innovations at a macro-level: the introduction of changes in the economic or the societal system. At a micro level of individual organizations, managers and entrepreneurs, and individual employees innovations are more psychological phenomena. At that level there are no objective measures to determine, what an innovation is. “Innovations are only in the eye of the beholder.” In the overview of EPSA applications in the foregoing section many innovations are mentioned that have only a localized meaning for the persons and organizations involved in them. This has consequences for the significance of a pretended innovation for the other parties at the learning platform. An innovation, considered as such by the “sending” CEE country or sector is not necessarily an innovation for the CEE country or sector, “receiver” country of the message.

For this reason, this paper limits the question, whether the EPSA applications, presented by CEE countries, are innovative, to the more objective dimensions of innovativeness in the literature. The dimensions, which will be the background of the scoring, are the following:

Content of the innovation

In accordance with the latest developments of the extension of the concept of innovation, this paper is not only focused upon changes of products, processes, services, and markets, but also on changes of the supporting processes, mentioned above. These changes may be initiated by the supplier or the consumer of a service, or both. They are often accompanied by more or less radical changes in the relationship between supplier and customer.

Normally, innovations do not occur in one dimension of innovativeness or in one dimension of change. On the contrary, when one part or aspect of an organization is innovated it will have its repercussions in other parts or aspects of the organization. E.g. when processes are innovated, human resource management may have to follow to reap the full benefits of that innovation.

The consequences of such innovations may occur at a grand scale or at a small scale; they may affect citizens directly or indirectly.

Intensity of the innovation

An innovation may be radical (revolutionary) or incremental (evolutionary). Radical innovations entail, amongst others, new institutional arrangements; incremental innovations require some minor adaptations in properties, capabilities and competencies, without changes of the essence of the public product, process or service.

Place of initiation of the innovation

The starting of an innovation may take place externally (in cooperation or coordination with stakeholders of any kind) or internally (through within-puts from the service providing organization). Where radical innovations are concerned, initiatives from many sides may be required. Especially when an innovation requires institutional adaptations, or cooperation and coordination of many actors inside and outside the organization, the initiation of an innovation will require also involvement of the top of the organization.

Phases of the innovation process

In principle, an innovation process may start at every step of the business, from research and development to marketing and

¹ This section of the paper relies mainly on a study and analysis executed by InAxis for the Commissie Innovatie Openbaar Bestuur (Innovation Commission on Public Administration) in The Netherlands.

consumer relations. The more steps are involved in the process of change, the greater the chance that a real innovation is created.

If also other organizations are involved in the process of change, the degree of transfer of the necessary capacities, capabilities and insights to the other organizations has to be taken into consideration in the judgment whether a certain country, sector or organization is really innovative.

Explicitness of the innovative process

The targets of the innovative process may be made explicit in quantitative or in qualitative terms. To check, whether a certain goal is reached, quantitative criteria are more exact than qualitative ones, but as instruments, to establish the degree of innovativeness of an application or organizational change, they cover only part of the innovation spectrum, that is relevant for our research question.

As far as *transferability* is concerned, only some elements of the conceptual framework of the "innovation diffusion" theory² are relevant in the context of this paper. Not all elements of this theory are relevant, because most of its elements lie outside the influence of the EPSA competitors. Most elements of the diffusion theory, such as the different kinds of adopters, of communication channels, and of stages of the diffusion process lied outside the grip of the participants of the EPSA competition. These participants cannot determine what kind of channel (mass communication or personal communication) is available and will be used. Neither can they determine, which kinds of adopters are at the receiving side of the

communication (innovators, early adopters, early majority, late majority or laggards), or in which stage of development (awareness, interest, evaluation, trial or adoption) the diffusion process is. It is, of course, useful to try and take these elements into consideration, when a practical learning process becomes started, but they are outside the decisive influence of the EPSA competitors.

What they can do to further transferability and the factual transfer of the best practices is, to be as transparent as possible with respect to the problems that were encountered, to prevent the seduction of window dressing, to sketch a realistic picture of the costs and benefits, and to share their experiences. By making case studies, the different dimensions of the transfer processes can be put in the right context. This way they may enable the adopters of an innovation that is advocated, to take adequate decisions with respect to the transfer of the innovation.

5. Criteria for scoring innovativeness and transferability

From these considerations the following criteria to determine the innovativeness and transferability of the CEE projects, related to ICT applications, and submitted to the European Public Sector Award (EPSA 2007), were derived:

1. content of innovation: product, **Service**, market, operational or supporting **Process**.
2. intensity of innovation: **Radical**, **Incremental**.
3. locus of initiative: **External** (with stakeholders), **Internal** (from within), or both.
4. orientation of innovation: **Administration** process, **Citizen** service orientation
5. scale of introduction of innovation: **Large** scale, **Small** scale

6. transferability of innovation: **Organization**, **Sector**, **National**, **International**.
7. factual transfer: only **Internal**, only **External** or both **Internal/External**.

On the basis of these criteria the scores of Fig. 1. are composed.

6. Some Findings

Although the number of participating CEE countries in the EPSA competition is too small, and the character of a pilot study does not allow to draw hard and fast conclusions, a certain profile of ICT applications by these countries comes to the fore. It is important to keep in mind that these findings are based on estimates, evaluations and reports produced by the competing countries themselves.

A first impression is that some countries are more active in this field of endeavor than other countries. Estonia is a good example in this respect. Despite its rather small size it has sent in 4 ICT applications. Poland with its large population, compared to the other CEE countries, has also sent in 4 ICT applications. The most active countries in this field of endeavor are represented with at least 2 applications. Not being present as a country in competitions, as the one organized by EPSA and others may be an indication of a secondary position in the ICT field.

Secondly, innovations may take place in processes as well as in services. In this pilot study the attention is evenly spread between process (re)design and (re)formulation of the content of services. The Estonian project in Tallin (no. 1) is a good example of the (re)formulation of a service to pupils, teachers, school management and local government. The Estonian project in Tartu (no. 13) is an example of the (re)design of a process that improves the inter-

2 Rogers, E.M. (1995). *Diffusion of Innovations* (4th ed.). New York: Free Press

Fig. 1
Innovativeness and Transferability Scores of CEE-EPSA Applications.

	1	2	3	4	5	6	7
1. Est.	Service	Radical	Int/Ext.	Citizen	Large	S/N/Int.	Int/Ext
2. Hung.	Process	Increm.	Internal	Citizen	Small	-	-
3. Rom.	Process	Increm.	Internal	Admin.	Small	-	-
4. Poland	Service	Increm.	Int/Ext.	Citizen	Small	0	Internal
5. Est.	Service	Radical	Internal	Admin.	Large	0	Internal
6. Czech.	Process	R/I ?	Internal	Admin.	Large	S	Internal
7. Poland	Service	Increm.	Internal	Admin.	Small	S	Internal
8. Slov.	Process	Radical	Int/ext.	Admin.	Large	0	Internal
9. Rom.	Service	Increm.	Internal	Citizen	Small	0	Internal
10. Czech.	Service	Increm.	Internal	Citizen	Small	0	Internal
11. Poland	Process	Increm.	Internal	Ad/Cit.	Small	S	-
12. Cyprus	Process	Increm.	Internal	Admin.	Small	0	Internal
13. Est.	Process	Radical	Int/ext.	Ad/Cit.	Small	S	Int/Ext
14. Poland	Service	Increm.	Internal	Ad/Cit.	Small	S	Internal
15. Slov.	Service	Radical	Int/ext.	Citizen	Large	0	Int/Ext
16. Est.	Process	Radical	Int/ext.	Ad/Cit.	Large	S	Int/Ext

nal efficiency and external accessibility as bureaucratic values.

As far as the focus of the ICT applications is concerned, the outcome is that four applications are oriented on improvement of both citizen service and administration. The other applications are evenly split between these orientations. The same number (6) that is directed to create or improve a service is directed to create or improve an internal administrative process. In combination with indications about the orientation of the applications on the public administration itself or on the citizens (in column 4 of Fig. 1), this balance is corroborated: exactly half of the applications are wholly or partly citizen oriented, and half are administration oriented. However, as far as the process oriented applications are concerned, 7 out of 8 are predominantly centered on the administration itself.

Thirdly, most innovations, although perhaps experienced locally as radical changes, represent only incremental shifts of the organizational arrangements through which the changes of processes or services are realized. For an outside observer, the

size of most of these changes is small. The supposition, in section 4 of this paper that real or radical innovations are per definition multidimensional, seems to be corroborated. Interestingly, all radical innovations, apart from one application, were at the same time the larger ones. The initiative of those innovations came from inside as well as from outside the innovating organization.

Fourthly, as far as the transferability of the applications is concerned, given the situation in which CEE countries in the area of ICT exist, country wide and international projects are the exception more than the rule. The organization that initiates the ICT project is also the main focus of the innovation. Only a few projects are, in principle, suitable for application in the sector to which the initiating organization belongs. It is therefore a matter of course that the factual transfer of innovations is limited to internal addressees.

Finally, the dominant profile of EEC applications in the framework of EPSA is:

- a mostly internally initiated ICT project;

- introducing rather incremental changes;
- containing adaptations on a small scale;
- transferable to the own organization/sector;
- or in fact transferred within the organization.

7. Final Remark. Creation of a "Learning Platform"?

In view of the examples described in this paper, the idea of the creation of an ICT "learning platform" through which the CEE countries can exchange experiences and insights with respect to informatization is very inviting.

The following steps to realize this idea might be taken by the NISPACEE as a common endeavor of the members of the Working Group on e-Government:

- a. The existing databases concerning international and national award competitions with respect to ICT applications, such as the ones mentioned in this paper, could be traced, e.g. via internet, and the applications by CEE countries selected there from.
- b. Next to that, projects deemed exemplary by members of the e-government Working Group could also be selected for the learning platform and discussed with those members of the Group, who are specially interested in them.
- c. The projects submitted by the CEE countries can be analyzed by the members of the Working Group with respect to their innovativeness and transferability, and if necessary described in a case study. The considerations derived from the pilot study, and explicated in this paper can be taken into account.

d. Although innovativeness and transferability are selection criteria for the learning platform, they are not the only ones. Partly overlapping criteria are: sophistication of forms of interactivity, redesign of procedures, transformation of organizations, formation of strategic alliances with societal partners, creation of opportunities for democratic participation, citizen friendly arrangements and support, mature mid-office approaches, etcetera.

e. The members of the Working Group may function as ambassadors for the learning platform, looking actively for possible best practices, acting as intermediaries to get collaboration of authorities in their home country.

f. As indicated, they can evaluate and contribute new applications to the learning platform. Furthermore, they might want to follow and monitor the life cycle of an application already included in the platform and investigate the relation between innovation, transferability and actual impact/usability of that application. In this way they might contribute to the framework of the learning platform in terms of criteria, scoring methods, etcetera.

This approach could possibly further also that on the national level of the EEC countries European solutions for informatization are chosen³.

Full version of the whole paper is available at the NISPAcee web site www.nispa.sk section Publications/Newsletter/Autumn 2008.

3 The author thanks Vincent Homburg, Marcel Thaens, Ljupco Todorovski and Sandra Van Thiel for their very valuable comments.



to Web Sites



www.welttrends.de

WeltTrends – is an academic journal for international politics and comparative studies. It was established in 1993 by German and Polish academics from the University of Potsdam and the Instytut Zachodni in Poznań/Poland. As a foreign policy journal of the Berliner Republik, it is discussing the “new German foreign policy” and the challenges for Germany’s international policies at the beginning of the 21st century. As a German-Polish project, WT especially deals with the politics of the “wider Europe” in a changing world. The domestic developments in the Central, Eastern and South-Eastern European countries and their foreign relations are permanent features in WT editions. It addresses decision-makers in politics, administration, media and civil society. A special target group are scholars and students of universities.



<http://stefanwolff.com/jmasi/call.htm>

Information on the project of 2009 Jean Monnet Advanced Study Institute “Europe’s Evolving Security Architecture: Integration, Cooperation or Confrontation?” The purposes of this Institute are, first, to stimulate excellence in teaching and research in Security Studies in higher education institutions in Europe generally and the CIS particularly; second, to create new opportunities for junior faculty to present the results of their research and teaching activity and exchange ideas; and third, to raise the teaching and research skills of participating young faculty by training in interactive and experiential learning techniques.

Calls

Fellowships/ Jobs

**Georg Forster
Research Fellowship
for postdoctoral
researchers**

Institution/Organiser: Alexander von Humboldt Foundation

Kind of support/work: fellow

Duration: 6 – 24 months

Place: Germany

Topics: Scientists and scholars from all disciplines from developing and threshold countries may apply to the Alexander von Humboldt Foundation directly at any time. The research proposal must address issues of significant relevance to the future development of your country of origin and, in this context; promise to facilitate the transfer of knowledge and methods to developing and threshold countries.

Eligibility: Doctorate or comparable academic degree (Ph.D., C.Sc. or equivalent), completed less than four years prior to the date of application. Candidates who have nearly completed their doctoral degrees are eligible to apply provided that they submit the manuscript of their dissertation or publications containing the results of their dissertation.

Deadline: ongoing

E-mail: info@avh.de

Internet: http://www.humboldt-foundation.de/en/programme/stip_aus/gf_p.htm

**Humboldt Research
Fellowship for
Postdoctoral
Researchers**

Institution/Organiser: the Alexander von Humboldt Foundation

Kind of support/work: fellow

Duration: 6 – 24 month

Place: Germany

Topics: Research projects are carried out in cooperation with academic hosts at research institutions in Germany. Candidates choose their own research projects and their host in Germany and prepare their own research plan. Details of the research project and the time schedule must be agreed upon with the prospective host in advance. Short-term visits for study and training purposes or for attending conferences are not eligible for sponsorship. The fellowship is worth 2,250 EUR per month. This includes a mobility lump sum and a contribution towards health and liability insurance.

Eligibility: scientists and scholars who are just embarking on their academic careers and who completed their doctorates less than four years ago. Candidates are selected solely on the basis of their academic record. There are no quotas for individual disciplines or countries. The most important criteria for assessment are: the academic quality and feasibility of the research proposal submitted by the candidate; academic publications in internationally-reviewed journals and for publishing houses; statements on the candidate's academic achievements and potential contained in the expert references submitted by the candidate.

Deadline: ongoing

Contact: Alexander von Humboldt Foundation, Selection Department, Jean-Paul-Str. 12, 53713 Bonn, Germany, e-mail: info@avh.de, web: http://www.humboldt-foundation.de/pls/web/wt_show.text_page?p_text_id=771

**The Max Weber
Programme**

Institution/Organiser: The European Commission (DG Education), the European University Institute, Florence

Kind of support/work: fellow

Duration:

academic year 2009 – 2010

Place: Florence, Italy

Topics: The Programme offers 1 – 2 year fellowships to junior post-docs who have received a doctorate in economics, history, law or political and social sciences in the last 5 years. Fellows are selected on the basis of their research accomplishments and potential, their academic career interests, and the availability of EUI faculty to provide mentorship. The Programme is aimed at young academics who want to consolidate their research and training in an active multidisciplinary environment before entering the international academic job market, or who wish to develop their skills in advanced research and academic practice. To promote research and training the Programme provides communication skills (writing, presentation and teaching), multidisciplinary research workshops, and hosts the MWP Academic Careers Observatory Max Weber Fellows are encouraged and supported in their own research agendas and will work in close cooperation with the Departments of the European University Institute (EUI) and/or the Robert Schuman Centre for Advanced Studies (RSCAS). Fellows are associated with a department.

Eligibility: Max Weber Fellowships are open to candidates who have received their Ph.D. or officially been accepted for defence by the time of the start of the programme (1 September).

Deadline: October 25, 2008

Contact: Academic Service, European University Institute, via dei Roccettini 9, 50014 San Domenico di Fiesole

E-mail: applyfellow@eui.eu

Internet:

<http://www.eui.eu/MaxWeberProgramme/Apply.shtml>

Jean Monnet Fellowships

Institution/Organiser:

The Robert Schuman Centre

Kind of support/work: fellow**Duration:**

the academic year 2009/10

Place:

San Domenico di Fiesole, Italy

Topics: Through its Jean Monnet Fellowship Programme the Robert Schuman Centre for Advanced Studies offers yearly between 15 and 20 fellowships to post-docs in an early stage of their academic career. During their stay at the RSCAS, fellows work on a selected topic that fits well in the overall research profile of the RSCAS and they are expected to participate actively in the academic life of the Centre and of the EUI. Each fellow is assigned a professorial mentor. Their stay at the Centre should result in the publication of either a RSCAS Working Paper or a publication in a scientific journal or with an appropriate publishing house. The current core research themes of the RSCAS are: Institutions, Governance, and Democracy, Migration, Economic and Monetary Policy, Competition Policy and Market Regulation, International and Transnational Relations. Two of the fellowships will be awarded as 'Vincent Wright Fellowships', in memory of the distinguished political scientist Vincent Wright. These fellowships are usually awarded to candidates working on European Comparative Politics or European Comparative History.

Deadline: October 25, 2008**Contact:** Academic Service, European University Institute, via dei Roccettini 9, 50014 San Domenico di Fiesole, Italy**Tel.:** + 39 055 4685 377**Fax:** +39 055 4685 444**E-mail:** applyfellow@eui.eu**Internet:**

<http://www.eui.eu/Servac/Postdoctoral/JeanMonnetFellowships>

2008 Viadrina CEE Essay Contest: MBA – Management for Central and Eastern Europe Institution/Organiser: European University Viadrina

Kind of support/work: fellow**Duration:** the MBA Program class 2009/2010, 18 month**Place:** Frankfurt (Oder), Germany

Topics: The topic of this MBA Program is "Impact of the EU accession to Eastern European countries Chances and Challenges". What are the positive and negative impacts of the EU enlargement 2004 on economies of new EU CEE countries Poland, Czech Republic, Hungary, Slovakia, Slovenia, Latvia, Lithuania, Estonia, Bulgaria and Romania? The topic should concentrate on economies of all, one or several countries of the given countries. The first and second prize: a scholarship covering half of the tuition fee for the MBA – Management for Central and Eastern Europe worth € 7.250. The third prize: a 25 % scholarship for the MBA – Management for Central and Eastern. The essay will be evaluated by experts of the MBA Team and European University Viadrina.

Eligibility: Residents of CEE countries with at least three years of working experience and university degree can take part.**Deadline:** October 30, 2008**Contact:**

Monika Diekert,
Program Director',
MBA-Office, Grosse Scharnstr. 59,
15230 Frankfurt (Oder), Deutschland,

phone: +49 (0) 335 553416 421,**fax:** +49 (0) 335 553416 427,**e-mail:** mba@euv-frankfurt-o.de,**web:** <http://www.mba-cee.com>

Master's and Doctoral Scholarships in Public Policy, 2009

Institution/Organiser: University of Central Asia (UCA) and the Lee

Kuan Yew School of Public Policy, National University of Singapore (LKYSPP)

Field of study: public policy

This programme provides full scholarships for Central Asian students in LKYSPP's Public Policy Master's (MPP) and Doctoral (PhD) programmes. Graduates sponsored under this programme will be considered for academic appointments in UCA's Graduate School of Development and/or undergraduate School of Arts and Sciences. Students completing their Master's level will be encouraged to continue their studies in the Doctoral programme at LKYSPP. The selection of students for LKYSPP's programmes is based solely on merit and subject to LKYSPP's admission criteria. Applicants from Kazakhstan, the Kyrgyz Republic, and Tajikistan are strongly encouraged to apply.

Application forms and further**information:** Dilrabo Jonbekova,
e-mail: facultydev@ucentralasia.org,
phone: +996-312-691-822, ext. 412,
fax: +996-312-696-029,
web: www.ucentralasia.org**Deadline:** Completed applications for the PhD programme should be received by October 21, 2008. Completed applications for the MPP programme should be received by December 10, 2008.

Fellowship possibilities at the Center for Policy Studies (CPS), Budapest, Hungary

The CPS operates a visiting fellow scheme that is open to advanced graduate students, academics or practitioners wishing to conduct research relevant to the center's mission. Fellows can come to Budapest for one to several months for library research, to collaborate with colleagues at the center, the university or the Budapest based Open Society network programs. They will have full access rights to CEU Library, as well as to other resources of the Center for Policy Studies. Fellows

may be writing up research, developing teaching and training materials or generally wishing to take advantage of the academic resources available at the CEU. Fellows are welcome to consider joint research projects and stay in touch with the CPS beyond their stay in Budapest.

More information:

<http://cps.ceu.hu> or cps@ceu.hu

The Kokkalis Fellowship

Institution/Organiser:

The Kokkalis Program

Kind of support/work: fellow

Place: Cambridge, USA

Topics: The Kokkalis Program strives to provide individuals committed to invigorating the public sector in Southeastern and East-Central Europe with educational opportunities to explore effectual and pioneering means of governance. For this reason, it awards fellowships to enable individuals from the region to pursue one of the following Master's degrees at the John F. Kennedy School of Government, Harvard University: Master in Public Policy (MPP); Master in Public Administration (MPA2); Master in Public Administration in International Development (MPA/ID); Master in Public Administration/Mid-Career (MPA/MC).

Eligibility: Eligible to apply for the Kokkalis Fellowship Program are natives of Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Greece, Hungary, Kosovo, the former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia Slovenia and Turkey, who are applying to one of the following degree programs at the John F. Kennedy School of Government: Master in Public Policy (MPP); Master in Public Administration (MPA2); Mid-

Career Master in Public Administration (MC/MPA); Master in Public Administration in International Development (MPA/ID). Candidates should hold an undergraduate degree recognized by their

native state and an academic and/or professional background in one of the following fields: social sciences, public policy and/or administration, the non-profit sector, law, economics, business, or work experience in related fields. All applicants should demonstrate a strong commitment to public service and the region of Southeastern Europe.

Deadline: January 09, 2009

Contact: The Kokkalis Program on Southeastern and East-Central Europe, John F. Kennedy School of Government, Harvard University, 79 John F. Kennedy Street, Cambridge, MA 02138, United States, **phone:** +1 (617) 496-0175, **fax:** +1 (617) 496-5700, **e-mail:** Kokkalis_Program@ksg.harvard.edu, **web:** <http://www.hks.harvard.edu/kokkalis/fellowships.html>

Graduate School of Social Sciences

Institution/Organiser: the Faculty of Social Sciences at the University of Aarhus

Kind of support/work: fellow

Duration: The PhD programmes are offered as: 3-year scheme (5+3); 4-year scheme (4+4). The Master's degree is obtained after two years of study in the four-year scheme. The programme in Social sciences is available in the form of a three-year education only.

Place: Aarhus, Denmark

Topics: The 'Graduate School of Social Sciences' is the joint PhD degree programme at the Faculty of Social Sciences at the University of Aarhus within the fields of: Economics and management; Law; Political science; Psychology; Social sciences

Deadline: November 15, 2008

E-mail: phd@socsci.au.dk

Internet: <http://www.samfundsvi-denskab.au.dk/en/phd>

Open Rank Position in Public and International Management

The Graduate School of Public and International Affairs, University

of Pittsburgh invites applications and nominations for a position in the field of public and international management at the assistant, associate or full professor level, tenured or tenure-stream, to begin in the fall term of 2009. Candidates for this position will focus on issues involved in managing interorganizational processes. Areas of scholarly focus include innovative approaches to the analysis of issues that intersect public, private and nonprofit organizations (including international organizations) and that cross local, national, and international jurisdictions. A research agenda that includes developing countries is essential. Candidates should strengthen the movement toward a governance approach that will provide coherence across the degree programs within the School. All candidates must provide evidence of excellence in teaching and research, and senior candidates are expected to be recognized leaders in their field.

Qualified applicants should submit a letter of application describing teaching and research interests, a curriculum vitae, two samples of scholarly writing, three letters of recommendation and teaching evaluations to:

Mary Ann Gebet, Administrative Assistant to the Dean, Graduate School of Public and International Affairs, 3407 Posvar Hall, Pittsburgh, PA 15260

Applications must be submitted by November 14, 2008 to receive full consideration.

The University of Pittsburgh is an Affirmative Action, Equal Opportunity Employer.

Assistant or Associate Professor in Public and International Affairs

The Graduate School of Public and International Affairs at the University of Pittsburgh invites applications or nominations in the field of Human Security at the tenure-

stream assistant or tenured associate professor level to begin in the fall term of 2009. A Ph.D. prior to August 2008 is strongly preferred. Scholars from all social science disciplines are invited to apply. Applications from scholars whose research focuses on one or more of the following areas are especially welcome: the protection of civilians (particularly women and children) trapped in violent conflicts, the social and economic challenges (domestically and internationally) involved in the reconstruction of societies damaged in such conflicts, and the achievement and assurance of basic securities (in the acquisition of food and maintenance of health) for people perennially or acutely at risk of suffering the collapse of such securities because of war, recent migration or environmental deterioration. Knowledge of governmental and international organizations (including non-governmental organizations) is an added advantage. Evidence of a vibrant and promising research agenda leading to high quality publications in any of the wide variety of topics related to Human Security is essential.

Qualified applicants should submit a letter of application describing teaching and research interests, a curriculum vitae, two samples of scholarly writing, three letters of recommendation and teaching evaluations to:

Mary Ann Gebet, Administrative Assistant to the Dean, Graduate School of Public and International Affairs, 3407 Posvar Hall, Pittsburgh, PA 15260

Applications must be submitted by November 14, 2008 to receive full consideration.

The University of Pittsburgh is an Affirmative Action, Equal Opportunity Employer.

Calendar of Events

October 10 – 11, 2008, First Euro-Mediterranean Dialogue in Public Management

A Workshop for doctoral candidates will precede the Conference from 8 – 9 October

Organiser: EGPA/Université Paul Cézanne, Aix-Marseille III in partnership with ENA France/ENA Tunisia

Place: Aix-en Provence, France,

Working languages:

French, English

Contact:

Dr. Fabienne Maron, EGPA Executive Secretary, Brussels, Belgium,

phone: + 32 2 536 08 84,

fax: + 32 2 537 97 02,

e-mail: f.maron@iias-iisa.org,

web: www.med2008.org

October 13 – 14, 2008, Joint UNDESA-IASIA-SSPA Euro-Mediterranean Conference “Re-designing Public Administration Training to deal with the Global Development Agenda”

Working language:

English/French/Italian

Place:

13 – 14 October 2008, Rome, Italy

Contact:

Johannes Irschik, IASIA Executive Secretary, Brussels, Belgium,

phone: +32/2-536.08.89,

fax: +32/2-537.97.02,

e-mail: j.irschik@iias-iisa.org,

web: www.sspa.it

October 17 – 18, 2008, Conference “Social Integration and Cohesion in Post-Communist Europe”

Place: Glasgow, Scotland, UK

Organiser: Centre for Russian, Central and East European Studies (CRCEES), University of Glasgow (Roberts funded conference)

Working language: English

Contact:

Helen Lowther, University of Newcastle, Ada-Charlotte Regelmann, University of Glasgow,

e-mail:

helen.lowther@newcastle.ac.uk,

a.regelmann.1@research.gla.ac.uk

October 20 – 22, 2008, “5th Quality Conference for Public Administration in the EU”

Place: Paris, France

web: *www.5qualiconference.eu*

October 29 – 31, 2008, EIPA-ECR Seminar “Evaluation of Public Policies: Procedures, Methods, Practices and Standards”

Place: Barcelona (ES)

Contact:

Mercè Kirchner,

phone: +34-93-567 2405,

e-mail: m.kirchner@eipa-ecr.com,

Caroline Layous Dit Chicoy,

phone: + 34-935-672 418,

fax: +34-935-672 356,

web: http://www.eipa.eu

November 3 – 7, 2008, Workshop “Incorporating Diversity in Public Administration Higher Education”

Place: Budapest, Hungary

Organiser:

The Local Government and Public Service Reform Initiative (LGI)

Working language: English

Contact:

Curriculum Resource Center (CRC)/ Central European University, Budapest, Hungary,

phone: + 36 1 327 3189

+ 36 1 327 3000

fax: + 36 1 327 3190,

e-mail: crc@ceu.hu

November 3 – 7, 2008, Workshop “Incorporating Diversity in Public Administration Higher Education”

Organizers: MMCP/LGI, the Curriculum Resource Center (CRC) and Center for Policy Studies (CPS), Central European University, Budapest, Hungary

Working language: English

Contact:

Lilla Jakobsz,

CEU, Nador u. 9,

1051 Budapest, Hungary,



phone: 36-1-327-3132,
 fax: 36-1-235-6170,
 e-mail: Jakobsl@ceu.hu

November 10 – 12, 2008, European Regional Conference of the International Political Science Association's Research Committee No. 25 on Comparative Health Policy

Place: Institute of Social Studies, The Hague, The Netherlands
Working language: English

Contact:

Professor dr. J. W. Björkman,
 phone: 31-70-4269589,
 fax: 31-70-4260799,
 e-mail: bjorkman@iss.nl

November 20, 2008, 8th Ernestas Galvanauskas' International Science Conference

Place: Siauliai University the Faculty of Social Sciences, Siauliai, Lithuania

Working language:

Lithuanian, English, Russian

Contact:

Kristina Kučinskaitė,
 e-mail: dekanatas@smf.su.lt,
 phone: +370 41 595 880

November 20 – 21, 2008, National Interests in the European Union. Theoretical Perspectives and their Applications

Place: Olomouc, Czech Republic

Organiser:

Palacký University, Olomouc

Working language: English

Contact:

e-mail: ces-journal@upol.cz,
 web: <http://nzcr.upol.cz>

November 24 – 25, 2008, Solutions for a Complex World: Governance, Conflict and Crisis, and Aid Effectiveness

Place: Maastricht, The Netherlands

Organiser: The Maastricht Graduate School of Governance

Working language: English

Contact:

Marjolein Koeman,
 e-mail: Marjolein.Koeman@governance.unimaas.nl,
 web:

http://www.governance.unimaas.nl/research/Call_for_papers.html

December 1 – 5, 2008, 7th Garnet PhD School: Global Governance, Regionalism & the Role of the EU: The Gender Dimension

Place: University of Kassel, Germany

Organiser: The GARNET PhD schools are part of the GARNET Network of Excellence

Working language: English

Contact:

E-mail: garnet@uni-kassel.de,
 web: http://www.garnet-eu.org/PhD_School.321.0.html

December 5 – 6, 2008, Workshop "Gated and Guarded Housing in Eastern Europe"

Place: Leipzig, Germany

Organiser: Leibniz Institute for Regional Geography

Working language: English

Contact:

Christian Smigiel,
 phone: +49 341 255-6564,
 e-mail: c_smigiel@ifl-leipzig.de

December 13 – 17, 2008 Conference "Justice and Law"

General theme: Law and International Integrations"

Place: Belgrade, Serbia

Contact:

phone: +381 11/244-6910
 +381 11/444-8459,
 fax: +38111/244-3024,
 e-mail: upj@Eunet.yu

April 6 – 8, 2009, The Thirteenth Annual Conference of the International Research Society for Public Management

Hosted by:

Copenhagen Business School

Venue: Copenhagen Business School, Frederiksberg, Denmark (www.cbs.dk)

Contact:

Prof. Carsten Greve,
International Center for Business and Politics, Copenhagen Business School,
 e-mail: cg.cbp@cbs.dk,
 web: <http://www.irspm.cbs.dk>

June 18 – 19, 2009, World Summit on Public Management Education, Training and Development

Place: Budapest, Hungary

Organiser: Corvinus University, Budapest, Hungary jointly with the European Foundation for Management Development, the International Research Society for Public Management, and the Public and Non-profit Division of the Academy of Management

web:

<http://www.worldsummit2009.uni-corvinus.hu>

Conferences of the Academy of Public Administration, Belarus

Working language:

Russian, Belarusian

October 2008, Scientific Research Conference "Public Administration in the Republic of Belarus in the Context of Building a People-oriented State"

Contact:

phone: +375 17 228 63 16,
 e-mail: niiptgu@pacademy.edu.by

November 2008, XIII Republican Student Scientific and Research Conference "Theoretical, Methodological and Practical Aspects of Public Administration"

Contact:

phone: +375 17 222 76 42,
 fax: +375 17 222 80 02,
 e-mail: igu@pacademy.edu.by

Events of the Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

January 22 – 23, 2009, Conference "White places of theory and black holes of public sector reforms"

Working language:

Czech, Slovak, English

Contact:

Dr. Mirka Wildmannová,
 e-mail: mirkaw@econ.muni.cz

Course "Transformation of Public Sector"

Working language: English

Date: autumn semester 2008 and spring semester 2009

Contact:

Dr. Robert Jahoda,
e-mail: jahoda@econ.muni.cz

Course "EU Public Policy: From Agenda Setting to Policy Formulation and Policy Decision Making and Through to Policy Implementation"

Working language: English

Date: November 2008, Faculty of Economics and Administration,

Contact:

Ms. Lenka Jilková,
e-mail: jilkova@econ.muni.cz

Course "Economic Aspects of the Transition Process" Date: Autumn semester 2008 and spring semester 2009

Working language: English

Contact:

Assoc. Prof. Libor Židek,
e-mail: zidek@econ.muni.cz

Course "Impacts of the Transformation on the Regional Development of the Czech Republic"

Working language: English

Date: spring semester 2009

Contact:

Dr. Vladimír Žitek,
e-mail: zitek@econ.muni.cz

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

October 30 – 31, 2008, Seminar "Equality & Non-Discrimination – a framework strategy"

Place: Maastricht (NL)

Contact:

Ms Eveline Hermens,
phone: +31.43.3296259,
fax: +31.43.3296296,
e-mail: e.hermens@eipa-nl.com

October 30 – 31, 2008, Seminar "Equality & Non-Discrimination – a framework strategy"

Place: Maastricht (NL)

Contact:

Ms Eveline Hermens,
phone: +31.43.3296259,
fax: +31.43.3296296,
e-mail: e.hermens@eipa-nl.com

November 3 – 4, 2008, Seminar "Managing Change in Public Administration"

Place: Maastricht (NL)

Contact:

Ms Nicolette Brouwers,
e-mail: n.brouwers@eipa-nl.com,
phone: +31.43.3296245

November 10 – 11, 2008, Seminar "European Information Management: Europe on the Internet – Finding your Way through the European Information Jungle"

Place: Maastricht (NL)

Contact:

Ms Esther Haenen,
phone: +31.43.3296246,
fax: +31.43.3296296,
e-mail: e.haenen@eipa.eu

November 10 – 11, 2008, Seminar "The Common Assessment Framework in Action"

Place: Maastricht (NL)

Contact:

Ms Ann Stoffels,
phone: +31.43.3296317,
fax: +31.43.3296296,
e-mail: a.stoffels@eipa.eu

November 13 – 14, 2008, Training "The Common Assessment Framework in Action"

Place: Maastricht (NL)

Contact:

Ann Stoffels,
phone: +31.43.3296317,
e-mail: caf@eipa.eu,
fax: +31.43.3296296,
web: http://www.eipa.eu
and http://www.eipa.eu/caf/

November 2008, Seminar "How to Develop a Convincing Project Strategy for EU Funding: Do's & Don'ts for Local and Regional Actors"

Place: Barcelona (ES)

Contact:

Caroline Layous Dit Chicoy,
phone: +34 93 567 24 18,
e-mail: c.layous@eipa-ecr.com

December 10 – 12, 2008, Seminar on "CAF and leadership: from managers to leaders"

Place: Maastricht (NL)

Contact:

Ann Stoffels,
phone: +31.43.3296317,
e-mail: caf@eipa.eu,
fax: +31.43.3296296,
web: http://www.eipa.eu
and http://www.eipa.eu/caf/

Events of Kharkiv Regional Institute of Public Administration, Ukraine

Working language: Ukrainian

October 2008, Conference "European Integration Process: Experience for Ukraine"

October 2008, Conference "Policy of Regional Authorities on New Socio-political Conditions"

October 2008, Conference "Innovative-investment development of Regional Economy and State Management Mechanisms of the Effective Usage of Labour Potential"

October 2008, Conference "Issue of civil servants' teaching to foreign languages in the condition of eurointegration of Ukraine"

Working language:

English, Ukrainian

November 2008, Seminar: "European Holiday – Armistice Day"

November 2008, Conference "Public Administration: Metamorphosis of Theory and Practice Development in Terms of Democratization of Social Processes"

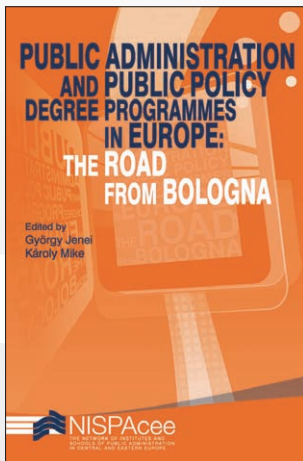
November 2008, Conference "Modern Tendencies of Public Administration and Local Government Development"

November 2008, Round-table "Innovative-communicative supply of customers needs in getting administrative services on local level"

Contact:

Irina Lutovinova,
e-mail: intaffdpt@kbuapa.kharkov.ua

Recent Publications



Public Administration and Public Policy Degree Programmes in Europe: The Road from Bologna

Publisher: NISPAcee

Editors:

György Jenei and Károly Mike

Resume:

The objective of this book is to analyse and evaluate recent reforms of public policy and management programs in different parts of Europe, with special emphasis on the difficulties faced by countries in Eastern Central and Eastern Europe. It is thus based on the conviction that European countries face some common challenges and can learn from one another. At the same time, it seeks to highlight differences both between and within different regions on the Continent. The volume also follows the tradition of openness to the global academic and professional community that has been characteristic to both organisations. American scholars have made valuable contributions to the book. Moreover, a chapter looks beyond Europe and discusses the experience of non-European countries around the Mediterranean.

The first part of the book provides an overview of some of the most important changes

in the aftermath of Bologna. Particular emphasis is placed on the functions of international scholarly co-operation, issues of accreditation and doctoral programs. The second part of the book contains country reports of PA education in EU member states. The third part extends the analysis beyond the European Union to Eastern Europe. The book contains an analysis of a European Education

Network consisting of various Universities from Western and Eastern Europe. The final chapter discusses non-European countries in the Mediterranean.

Contact: NISPAcee

Project Reviews, Assurance and Governance

Author: Graham Oakes

Publisher: Ashgate Publishing

Resume:

Projects are hard. By definition, projects are about non-routine activities. Many of them are large and complex; they may involve many people, often from different backgrounds and increasingly with different languages and cultures. Amongst all of this, it is easy to get lost, to overlook important trends or to misunderstand each other. So projects fail.

Graham Oakes' Project Reviews, Assurance and Governance is about learning from your mistakes and understanding what's really going on with your projects. In order for reviews and assurance to provide you with this information and learning, you need to perform them effectively and that is the purpose of this book.

The core of the book is built around a number of models of project review processes and governance, all derived from

practice and interspersed with case studies drawn from practitioners, project management literature and from practices in other industry. The result is the blend of the conceptual and the practical needed to make your project assurance process sympathetic, relevant and rigorous for your organization and the range of projects and programmes which you undertake.

Orders:

1] Order online at

http://www.researchandmarkets.com/product/689374/project_reviews_assurance_and_governance

2] Order by fax:

Print an Order form from http://www.researchandmarkets.com/product/689374/project_reviews_assurance_and_governance and Fax to +353 1 4100 980

3] Order by mail:

Print an Order form from http://www.researchandmarkets.com/product/689374/project_reviews_assurance_and_governance and post to Research and Markets Ltd. Guinness Center, Taylors Lane, Dublin 8. Ireland.

Publications of the Carinthia Tech Institute - University of Applied Science, Austria

Widespread Civic Participation. Analysis of a Regional Energy Project in the City of Lienz (Umfassende Bürgerbeteiligung – Untersuchung am Beispiel des kommunalen Energieprojektes der Stadt Lienz)

Author: Oskar Januschke

Publisher: Carinthia University of Applied Sciences, School of Public Management

Price: € 21.50

Language: German

Short resume:

The author gives an overview of possibilities of successful civic participation, exemplified by a regional energy project.

European Perspectives for Public Management – Chances and Development of Public Administration in Europe of Tomorrow (European Perspectives for Public Management – Chancen und Entwicklungspfade der öffentlichen Verwaltung im Europa von morgen)

Author: Dietmar Brodel/Franziska, Cecon (editors)

Publisher: Carinthia University of Applied Sciences, School of Public Management

Price: € 28.50

Language: German

Short resume: The further development of administrative reform has also brought a change in objectives and instruments used. Today, the modernisation of the public sector has to be seen in the context of New Public Management and Public Governance. The striving for increased efficiency is accompanied by considerations to improve and intensify effectiveness as well as participation of the civil society. Furthermore, Europeanization of the public sector's advancement can be observed. This was the subject of the symposium "European Perspectives for Public Management", whose findings are documented in the second volume of the series "Public Management". As an impulse for foresighted changes, central challenges at local and regional level within the European structure are highlighted. Good examples of reforms demonstrate how to succeed in a Europe of tomorrow.

Handbook of Municipal Management –

Framework Conditions, Responsibilities, Chances and Challenges (Handbuch Kommunales Management – Rahmenbedingungen, Aufgabenfelder, Chancen und Herausforderungen)

Author: Dietmar Brodel (editor)

Publisher: LexisNexis ARD Orac

Price: € 68

Language: German

Short resume: The handbook gives a quick, holistic and application-oriented overview of the central fields of responsibilities, municipal management has. The topics range from the general framework and the fields of activities of local management to the management of the local government and the future chances and challenges for municipalities. These topics are discussed by experienced scientists and practitioners. The handbook addresses managers and employees of public administrations, public organisations, NPOs and private enterprises working closely with the public sector as well as students of political science and economics with emphasis on public management.

Reasons for Differences in Regional Economic Development of the German States – Sound Policy Effects or Fortunate Circumstances (Ursachen der unterschiedlichen Wirtschaftskraft der deutschen Länder – Gute Politik oder Resultat günstiger Rahmenbedingungen)

Author: Thomas Döring/Lorenz Blume/Matthias Türck

Publisher: Nomos-Verlag

Price: € 39

Language: German

Short resume: Different regional economic theories come to different conclusions with regard to the impact of (state) policies on the economic prosperity

of regions. The book provides empirical evidence, that determinants like geography, urbanization, industrial mix and social capital explain 72 percent of the variation in GDP per capita among West German regions. All these factors have in common that they cannot, at least in the short run, be influenced by state policies. Determinants like infrastructure and human capital that could be influenced by state policies only explain another 8 percent. These empirical results do not only constrain the significance of those ranking studies currently in vogue, which assume a noteworthy responsibility of states for their own economic situation. These results are also of importance for the current political discussion on the reform of German inter-governmental fiscal relations.

Free Movement of Services in the Enlarged Europe. Economic Assessment of Existing Market Regulations Exemplified by Austria and Slovenia (Freier Dienstleistungshandel im erweiterten Europa Ökonomische Analyse bestehender Marktbeschränkungen am Beispiel von Österreich und Slowenien)

Author:

Thomas Döring/Birgit Aigner

Publisher: Carinthia University of Applied Sciences, School of Public Management

Language: German

Short resume: Analyses the economic usefulness of the restrictions of cross-border service activities between Austria and Slovenia.

Contact:

Marika Gruber, phone:

+43(0)5/90500-1239, fax:

+43(0)5/90500-1210, e-mail>

m.gruber@fh-kaernten.at , web:

www.fh-kaernten.at

Invitation

NISPAcee 17th Annual Conference

State and Administration in a Changing World

May 14 – 16, 2009, Budva, Montenegro

Organised in co-operation with the Government of the Republic of Montenegro, the Human Resources Management Authority

The Conference programme will include the opening and closing plenary sessions, general sessions, working sessions on the main conference theme, specialised panels and forums and meetings of NISPAcee Working Groups which will run in parallel.

Main Conference Theme

Invited papers will be discussing the role of state and public administration in the regions of Central and Eastern Europe and Central Asia and the Caucasus. The floor is open for theoretical and practical approaches, case studies and general analyses.

The key questions of the conference: What are the lessons of history and recent experiences? How can the state contribute more effectively to economic and social development? What are the crucial tasks and challenges for state and administration? How can we find opportunities and how can we avoid failures?

General Session

The General Sessions will include papers that cover topics, which go beyond the conference or working group themes, can be presented. Such sessions are intended to give scholars the possibility to present their most interesting and recent research which they would wish to share and discuss with an international and knowledgeable audience – and to give them the option to do this in the NISPAcee framework.

Panel Session on Health Care, Reforms and Implementation

The primary goal of the panel is to compare processes and outcomes of health reforms in the CEE region, including explanations for their successes and failures. Papers focusing on health service delivery issues would also be welcomed.

Working Groups

I. Working Group on Local Government

Topic: Governance of City – regions in CEE and NIS countries

Technology applications in the area of public administration and analyses their impact on the relationships between government (administration) and business (G2B), government and citizens (G2C), and government departments between each other (G2G). The special geographical focus of the studies and analyses are in the central and east European (CEE) countries. The special interest of the workgroup is to evaluate the contribution of ICT applications to the transition process and its success.



The workgroup will focus on three challenges the CEE and NIS countries presently face:

1. The governance problem.
2. The developmental problem.
3. The decentralisation problem.

II. Working Group on e-Government

Topic: Launching an e-Government Learning Platform

The Group studies Information and Communication

III. Working Group on Civil Service

Theme: Civil Service Models in CEE; Training and Qualification in the Civil Service

The WG would like to start cross-country discussions and encourage people from different countries, with different backgrounds, to present and discuss various models of civil service, commonalities and differences among CEE states compared

to Western countries, qualification requirements and training programmes. The membership of the Working Group on Civil Service seeks to build connections between reflective practitioners and engaged scholars in the Civil Service in CEE field, as a matter of priority. The primary objective of the Group is to enrich the 2009 NISPAcee Conference programme with a basic concept of models, structures and the tasks of Civil Services in CEE including both academic and practice papers. The following topics for discussion:

1. Concept of civil service in the central and eastern European countries
2. Legal Regulation of Public Administration and of the Civil Service
3. Employment in Public Administration and Public Service
4. Civil Service Reform and its Management
5. Qualifications and Training in the Civil Service

IV. Working Group on PA Reform in Central and East European and Central Asian Countries in Transition (PARinCEECA)

The activity of this Working group aims to provide a structured forum on the dynamics of public administration reform in the CEE (incl. NMS experience) and Central Asia. Public administrative reform is described as any restructuring of the administrative part of the public sector in order to solve organisational and/or societal problems associated with this structure and intended as promoting a professional, merit-based and neutral civil service.

The questions to be addressed:

1. What explains successful Public Administration Reform (in post-socialist countries)?

- a. What are the factors that lead to the effectiveness of reform in Public Administration in post-socialist countries?
 - b. What relationships can be identified between the actors that assist in the development and functioning of the reform?
2. What effects are visible because of Public Administration Reform? Does it, for instance, lead to the development of democratic governance in post-socialist countries? If so, what mechanisms are in place and how do they function in order to achieve this goal?

V. Working Group on Public Sector Finance and Accounting

The Working Group will focus on Municipal Asset Management in CEE and CIS countries. First the origin and classification of municipal property in each country will be described: How state properties were transferred to municipalities? What local responsibilities and freedom can be identified related to each type of asset? This part should not be only legal analysis and it should include nation wide time series data. The key part of the paper will be a case study or multiple case studies of a municipality (municipalities) with a wider diversity of municipal assets (non marketable public buildings and land, marketable real estates, shares and bonds, municipal owned public service or utility companies etc.).

VI. Working Group on Capacity Building of a Civil Servants' Training System According to EU Requirements

The following relevant problems will be discussed at the next meeting of the Working Group:

- New challenges to develop a public servants' training system under conditions of globalisation, EU enlargement and knowledge society establishment;
- Progressive experience of public servants' training accumulated through international practice;
- Establishment and development of public servant training systems and the development and implementation of national and international strategies for improving such systems.

CONFERENCE DEADLINES

APPLICATION WITH THE PAPER: **October 15, 2008**

PROPOSAL FOR PANEL SESSION/FORUM: **October 31, 2008**

NOTIFICATION OF ACCEPTANCE OF PAPER PROPOSALS: **December 1, 2008**

SUBMISSION OF THE FINAL PAPER: **April 10, 2009**

DEADLINE FOR THE CONFERENCE REGISTRATION: **March 31, 2009**

CONFERENCE PAYMENTS (for fees, lunches): **April 15, 2009**

All additional information about next year's conference will be published on the NISPAcee website: www.NISPA.sk

Conference Fees

The conference fee covers organizational costs, full conference documentation, an access to all scientific activities and a CD with all conference presentations.

The fees for the participation in the conference are to be paid by March 31st, 2009 (in EUR).

- The participants from NISPAcee Institutional Members and NISPAcee Individual Members (from Eastern Europe) 100

- NISPAcee Non-Members (from Eastern countries) 200
- The participants from NISPAcee Associate Members and NISPAcee Individual Members (from Western countries and institutions) 300
- NISPAcee Non-Members (from Western countries and institutions) 390

Additional fee for registration after the deadline (March 31, 2009) 100

Visa information

All participants and also accompanying persons should find out from their side the necessary documents for obtaining visa to Montenegro in order to process VISA application. Each participant of the NISPAcee Conference takes responsibility for arranging his/her visa.

ALL conference participants who need visa are kindly asked to register for the Conference by the end of FEBRUARY 2009 and

contact the local organizer with individual visa requests.

The registered participants may get the Invitation letter from the NISPAcee Conference coorganizer:

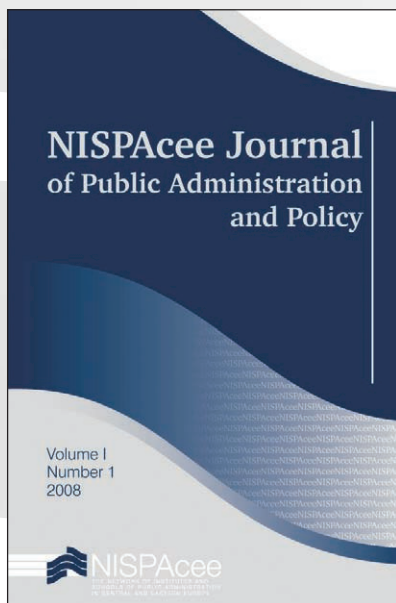
The Government of the Republic of Montenegro, The Human Resources Management Authority
Ms. Milena Lazarevic
e-mail:

milena.lazarevic@uzk.cg.yu



NISPAcee Journal of Public Administration and Policy

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.

Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief

Juraj Nemec, Matej Bel University, Banska Bystrica, Slovakia

Members of Editorial Board

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versity, Leuven, Belgium;

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Gyorgy Jenei, Corvinus University of Budapest, Budapest, Hungary.

Editorial correspondence, including manuscripts for submission, should be addressed to Mr. Juraj Sklenar, managing editor, e-mail: sklenar@nispa.sk.

Manuscripts should be sent in electronic form. Guidelines for authors are available at the NISPAcee website.

More information: www.nispa.sk



Translation of Selected Publications into CEE National Languages

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

How to apply

Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administra-

tion in Central and Eastern Europe; Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs; Priority will be given to institutions, which will distribute the publication at their own expense; Applicants should determine clear overall calculation of

costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

Please send letters of inquiry and applications to NISPAcee Secretariat.

The deadline:

November 15, 2008



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NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 131 Institutional members (from 23 countries), 38 Associate members (from 20 countries).

New Associate members of the NISPAcee

School of Governance, University of Georgia, Tbilisi, Georgia

School of Governance, Caucasus University, Tbilisi, Georgia

Faculty of Administration and Information Systems Management, University "St. Kliment Ohridski", Bitola, Macedonia

Fund "Center for Strategic Research", Moscow, Russia

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 first issue of volume XVI. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is November 30, 2008.



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