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news '99

Public Administration Reform in the Ukraine: Challenges of Transition

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It would not be an exaggeration to argue that successful public administration reform (PAR) in the Ukraine is almost a precondition for economic and social reforms in the country. The realization of this has been increasingly growing in the Ukraine recently. At the 5th January 1999 meeting of the Cabinet of Ministers, where the issue of the PAR in the Ukraine was discussed in detail, Vice Prime-Minister Serhiy Tihipko called the PAR a cornerstone of all economic reforms.

Since 1991 the historical record of this process has not been very impressive either in terms of contents and organisation during these first years of the Ukrainian independence. Some recent developments can be regarded as obvious moves forward, despite that they still carry a burden of the totalitarian society legacy, primarily in the form of the lack of transparency.

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The recently growing dynamics in this field of policy making can, to a substantial degree, be explained by the adoption of the Constitution of the Ukraine (1996), which not only laid a basis for further constitution writing efforts (including those related to the improvement of the administration structure), but also served as a strong impetus to initiate the constitution process.

The very first draft of the PAR Concept was prepared early 1996 by the Working Group set up by the Standing Committee of the Verkhovna Rada (Ukrainian Parliament) on Legal Policy and Judicial-Legal Reform. The document had to wait for more than two years to serve as a starting point for the elaboration of another draft by the State Commission on the PAR established early 1998 under the leadership of the former President Leonid Kravchuk. The Commission produced a 60-page document of the PAR Concept but it has never been made public, which serves as a good illustration of how important national building initiatives are treated in the Ukraine's eighth year of independence. Ironically enough, the Resolution of the PAR State Commission of 25th March 1998 enacted that the public at large, specialists, experts and practitioners should be involved in broad discussions over the provisions of the Concept, and submit their proposals and recommendations to be considered by the Commission. The question, however, remains open as for the effectiveness of such "public hearings" that were meant by the Commission to take only six weeks to be summarized at a regular meeting of the Commission in June.

The Summer and Autumn 1998 saw a series of Presidential Decrees on the PAR (22nd July, 10th September, 21st September) which gave an impression that the process had been marking time, with no significant progress made. This therefore, demanded the direct involvement of the President who was not satisfied with the situation. This impression proved to be true after the November 1998 regular meeting of the PAR Commission, which stated that:

- a) as the PAR Concept had been approved by the President, practical work should be started to implement the Reform;
- b) the powers of the Commission should be adjusted and formalized/legalized to adequately address the facing challenges (Ministry of Justice officials in attendance of the meeting suggested the Commission be granted the status of an advisory body under the President) ;
- c) whereas it is appropriate to assign the Government responsible for the Reform of the central bodies of executive power, the powers of reforming the bodies

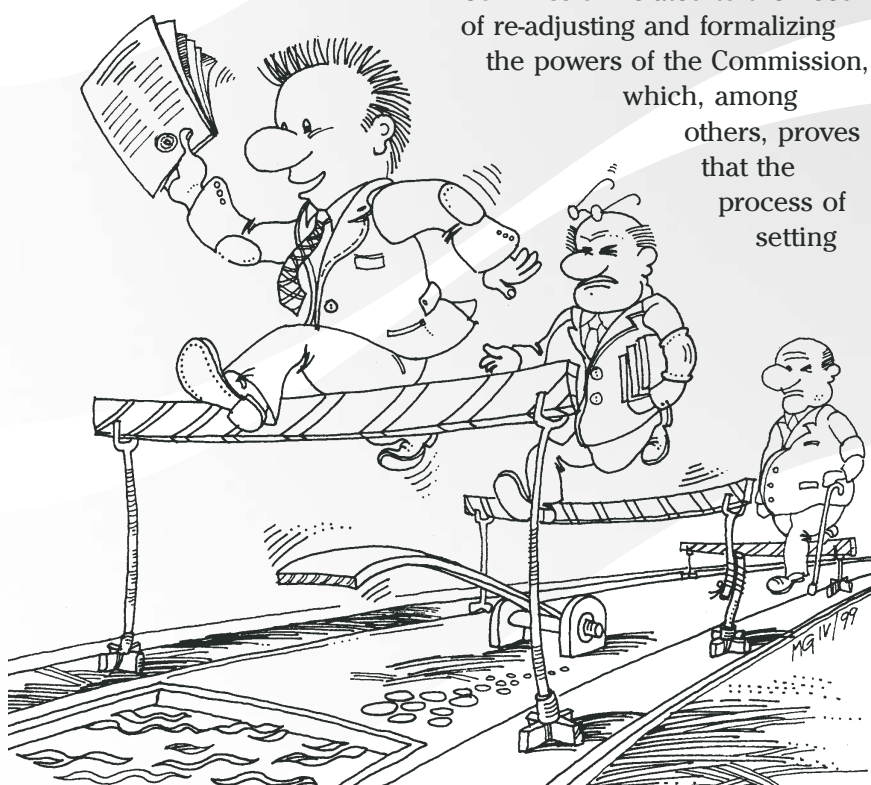
of local self-government, as representation authorities of territories, should be addressed by someone else;

- d) immediate measures on the implementation of the PAR should be approved through a Presidential Decree.

The Commission failed to reach a consensus on who could be assigned the mission of dealing with the local self-government component of the PAR. Neither was resolved the question of how and where from the required funding could be obtained.

Immediate Measures

Shortly after the PAR State Commission met, the Presidential Decree of 20th November 1998 approved "Immediate measures on the implementation of the administration reform in the Ukraine" - a comprehensive document comprising of seven major sections covering a wide range of related issues in a consistent and well thought out manner. First of all, it should be noted that the President agreed with the conclusions of the Commission related to the need of re-adjusting and formalizing the powers of the Commission, which, among others, proves that the process of setting



up the Commission one year ago did not receive enough thought with regard to contents and operations. There is also a strong hope, that this case, when the provisions of the Decree which enacted that the Concept be made public, have been fulfilled (at least partially), will serve an encouraging example to follow in the future.

Two sections of the “Immediate Measures” deal with the reforming of the Cabinet of Ministers and other central bodies of executive power. It should be noted that for the first time in the history of an independent Ukraine, the Concept of the PAR provides for a division between civil servant and politician, which, if implemented, may serve a contribution to achieve political neutrality of the civil service. Successful introduction of this principle is important for both the central government level and the local self-government.

It can be argued, however, that its significance in the mid-term is more relevant to the central Ministries and regional authorities (Oblast State Administrations), rather than municipalities. The former are those tiers of governance, which currently in the Ukraine (and normally anywhere else in transitional countries) demand more political neutrality for successful implementation of reforms.

Very recent developments in the Ukraine related to the budgeting process have proved this: for

the first time during the Ukrainian independence, the 1999 FY budget was approved by the Verkhovna Rada with strong consideration of the municipal interests, but those are undermined or ignored through politically biased (in principle, unconstitutional) budgetary decisions of the Oblast Authorities.

The Decree also stipulates the development of a few new laws and other normative acts to close some critical gaps in the related Ukrainian legislation. For example, the law “On the service in bodies of local self-government”, changes into the law “On civil service.” The chances of this complex legislative package to be speedily adopted by the Verkhovna Rada are not very promising. The good news, however, being the growing consensus on its need, as well as involvement into the process of different sectors of society, which is capable of at least marginally lobbying pro-reform oriented acts.

Another important (as well as extremely encouraging) component of the PAR package, approved by the Presidential Decree, is the Draft Program in Support and Development of Local Self-government in the Ukraine. The document contains a set of measures and projects (some of them scheduled until 2004) aimed at further improvement of the framework Law “On local self-government in the Ukraine” (1997), and development of a genuine Territorial

Hromada (Community) as a basis, and the key player, in promoting economic growth locally.

The comprehensive nature of those PAR related measures, which have been recently announced in the Ukraine, and are due to be performed in the mid-term, represents a step forward against somewhat ambiguous and contradictory initiatives of a year ago. The terms of accomplishment (as scheduled by the Presidential Decree) seem slightly over optimistic, especially taking into account the already started presidential race, which will, undoubtedly, distract a significant portion of the key actors’ attention. The evidence of a more than before transparent approach on the part of the authorities, might serve as a partial compensation for the presidential campaign’s political engagements, but its possible positive impact can hardly be assessed with hard data. The key achievement of today is that the PAR in the Ukraine has seen the green lights on process, being supported with strong thinking on vision.

Regional Program “Working Together”

Regional Programme for Capacity Building in Governance and Local Leadership for Central and Eastern European Countries

The goal of the Regional Programme “Working Together” is to forge a sustainable regional network of training institutions and specialists, involved in the reform of local governments, through capacity building, focused on good governance and competent local leadership.

The Regional Programme was established with the following objectives:

1. To develop on a regional basis, the capacity of instructional organizations to initiate national programs, through which they will train trainers and instructors to work with local governments to enhance good governance and competent local leadership.
2. To facilitate the information dissemination, expertise exchange and collaboration between countries, through establishing the regional network of capacity building institutions and specialists.
3. To support the development of national programmes focused on the capacity building of local governments.

Regional Support Centre, Network and Steering Committee

Founded in May 1998, the Regional Support Centre is located in Bucharest, Romania and is managed by the Partners Romania Foundation for Local Development (*The Foundation for Local Development and Public Service* before October 1998)

The Regional Support Center provides for the network members, training institutions from 15

countries, (Albania, Bulgaria, Czech Republic, Croatia, Estonia, Georgia, Hungary, Latvia, Lithuania, Poland, Republic of Moldova, Romania, Russia, Slovakia, Ukraine) following services consistent with the above mentioned objectives:

- Training of Trainers and Instructors Programmes in areas identified as needed in CEE countries.
- Training materials, high quality, user- friendly and easily



2nd Steering Committee Meeting, Bucharest, January 1999

accessible for translation/ adaptation at national level.

- Facilitation of information exchange and collaboration among network members.
- Support for national programmes development.

The common language of the network, used by the Regional Support Centre for all its services is English.

Activity Plan

The activities are structured in time as follows:

- For the period 1995-1998, performed before the Regional Programme approval by LGI/OSI, through which the network of training institutions and countries have been step

by step built, and the Regional Program activities and focus clarified.

- For the period May 1998 - May 1999, performed under the Regional Programme 1st year of activity, based on the Steering Committee 1st Meeting decisions, activity approved and financed by LGI/OSI
- For the period May 1999-2000, planned to be held in the Regional Programme 2nd year of activity, based on the Steering Committee 2nd Meeting decisions and being the subject of the present request for funding or other possible funding sources.
- For the period May 2000-2001, planned to be held in the Regional Program 3rd year of activity.

The activities are structured as follows:

Training of Trainers (TOT) programs

Focused on public administration issues as well as on advanced training and managerial skills.

TOT's for the Regional Programme 1st year of activity:

- Consulting Skills (two weeks TOT, held in September 1998, for 18 trainers from nine countries)
- Elected Leadership (two weeks TOT, held in September-October 1998, for 14 trainers from eight countries)
- Local Government General Management (to be held in April 1999)

TOT's for the Regional Programme 2nd year of activity:

- Advanced TOT for Training Needs Assessment and Train-

ing Impact Evaluation (to be held in September 1999)

- Advanced TOT for Training Design (to be held in November 1999)

The other TOT fields: Public Service Management (TQMn), Financial Management, Consulting Skills, Participatory Planning, Conflict Management, Environmental Management, Elected Leadership, Citizen Participation.

The Steering Committee identified also as a new type of activity for the Regional Support Centre: development of new training materials for network use in the fields of Conflict Management and Participatory Planning.

Support for Regional and National Programmes

Through: Regional Support Centre operation and administration, Regional Programme Steering Committee meetings, consulting services, for the regional network and for the national programme development, translation and adaptation of training materials.

Information dissemination

Through:

- specialized newsletter "FORUM International"
- Internet web page and data base

Contact:

Partners Romania Foundation for Local Development (FPDL)
Str Academiei 18-20, sector 1
Bucharest 70109
Romania
Tel/Fax: + 40-1-312 61 65
e-mail: fdls@mailto:fos.ro
http://www.dnt.ro/users/fdls/

Programmes at Al Nova

ACADEMIA ISTROPOLITANA NOVA (AINova)



an institute of higher education in the Slovak Republic invites you to apply for one of the following post-graduate programmes:

EUROPEAN STUDIES: History, Culture and Politics.

A one-year full time programme oriented towards European cultural and social history, political cultures in a European perspective, with the emphasis on the process of European integration. Career opportunities are open for European Studies graduates in both governmental sector (ministries, public administration offices, education and research), and non-governmental sector (EU institutions, mass media, NGOs, banks).

Contact: eurost@ainova.sk

PROFESSIONAL PROGRAMME IN APPLIED ECONOMICS

A modern two-year programme, designed to prepare university graduates for professional careers as economic and financial analysts and consultants, economic policy advisors and system analysts, also for engineers and scientists seeking alternative careers in new and challenging fields.

The Federal Chancellery of the Republic of Austria is offering 10 scholarships for CEE students at the Professional Programme in Applied Economics.

Contact: ppae@ainova.sk

ARCHITECTURAL CONSERVATION STUDIES

The aim: training of professionals whose activities are in the field of maintenance, preservation and

adaptation of historic towns and buildings. The programme curriculum: philosophical, cultural, legal, economic, management and technical aspects of cultural heritage conservation.

The study is for Slovak and CEE students free of charge in the academic year 1999/2000.

Limited amount of students can be awarded scholarship to the amount of 6000,-SK per month.

Contact: acs@ainova.sk

ENVIRONMENTAL POLICY

Serious environmental problems as well as current changes in Central and Eastern Europe (new environmental laws and regulations, economic transformation, administrative reforms) have given rise to the need for specialists (from governmental and private sector) who are responsible for decision and policy making in the environmental field.

Contact: ep@ainova.sk

Conditions for admission:

university degree in relevant field and good knowledge of English (language of instruction)

SUMMER '99 OFFER

Central Europe: Region of Borders

The programme curriculum: specific features and patterns of development, comprehensive overview of modern history, politics and societal development of four countries of Central Europe: the Czech Republic, Slovakia, Hungary and Poland.

Programme co-ordinator:

Mrs. Katarína Cigánová,
e-mail: kata@ainova.sk

Web page: <http://www.ainova.sk>



to Web Sites



<http://www.osi.hu/hesp/index.html>

Higher Education Support Program of Open Society Institute, information about its programmes and application possibilities for grants.



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

Other Public Management Links put together by OECD/PUMA.



<http://www.wws.princeton.edu/other/otherpages.html>

Web Sites and Home Pages of Other Public Policy Schools put together by the Woodrow Wilson School of Public and International Affairs, Princeton University.



<http://www.coleurop.be/>

Site of the College of Europe (Bruges, Belgium), a unique innovative postgraduates institute for European studies.



<http://www.e-elgar.co.uk/>

Site of Edward Elgar Publishing – The International Publisher in the Social Sciences.



<http://www.nobribes.org>

participate in the design, implementation, and monitoring of effective anti-corruption activities.

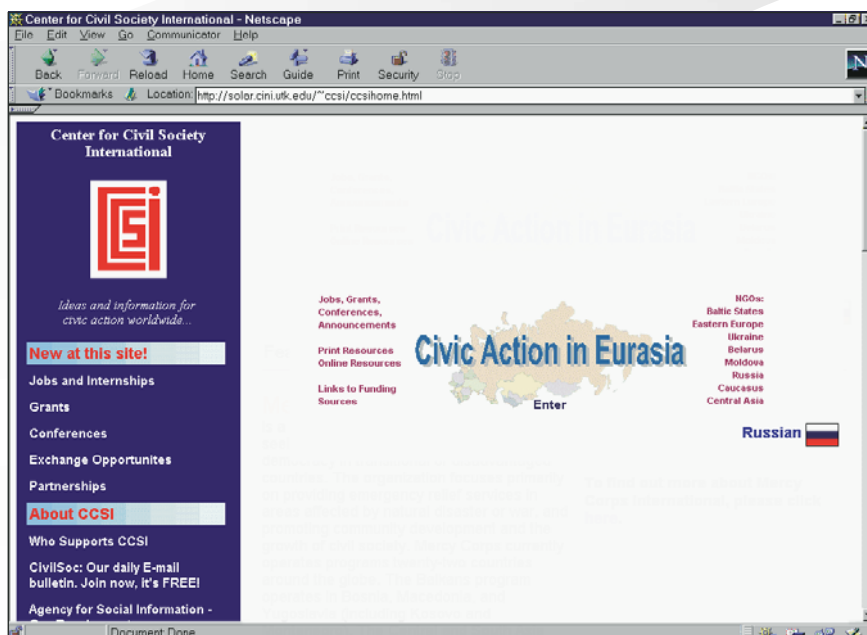


The Anti-Corruption Network is a forum where all parties interested in reducing public sector corruption can exchange information about anti-corruption programmes as well as collaborate on regional, national, sub-national initiatives. Ideas and information are exchanged across the Network to allow all constituencies to

The Network is focused primarily on Eastern Europe and the Former Soviet Union. Stakeholder groups in these countries include business, international non-profit organisations, and donor agencies. The co-ordinating body for the Network is a Steering Group composed of several international organisations and major NGOs.



<http://solar.cini.utk.edu/~ccsi/ccsihome.html>



Civic Action in Eurasia, resources, NGOs, and research related to

Civic Action in Eurasia, jobs, grants, exchange, etc.

Calendar of Events

March 15-19, 1999, Workshop “Political Management and Local Democracy”

Working language: English

Contact:

Mrs. Georgheta Ghete, Mr. Eugen Crai,
Territorial Centre for Professional
Training for Civil Servants in PA, B-dul;
Elisabeta 47, sector 5, Bucharest,
Romania,
phone: +40-1-312 5226,
fax: +40-1-312 5270,
e-mail: ctpbuc@hades.ro

March - June, 1999, Special Course “Management in the New Local Government’s Units”

Working language: Polish

Contact:

Malopolska Institute of Local Govern-
ment and Administration (MISTIA),
Cracow, Poland
phone: +48-12-6335 154,
fax: +48-12-6335 154, 633 9800,
e-mail: mistia@mistia.org.pl

April 6-9, 1999, Regional Seminar “Improving Public Sector Service Delivery”

Working language: English

Contact:

Gunta Veismane, Director, Maija
Bilsena, Director’s Cssiistant, Latvian
School of Public Administration, Raina
bulv. 4, Riga LV-1050, Latvia,
phone: 371-7-229 116,
fax: 371-7-821 277,
e-mail: maija@vas.lv

April 12-16 and May 3-7, 1999, Special Course “TOT on Local Government Management”

Working language: English, translation
to Latvian

Contact:

Donatas Silauskas, Local Government
Training Centre, Riga, Latvia,
phone: +371-7-551 217,
fax: +371-7-552 252,
e-mail: donatas@lpmc.riga.lv

April 14, 1999, Scientific and Theoretical Seminar on Theoretical and Methodological Background to Effective Performance of State- Owned Establishment at Local Level

Working language: Ukrainian

Contact:

Galina Odintsova, 75 Moskovsky Ave.,
310050 Kharkiv, Ukraine,

phone/fax: +380-772-215 343,
e-mail: root@kbuapa.kharkov.ua

April 19-22, 1999, Workshop “MPA – Program Validation, supported by University of North London, UK”

Working language: Ukrainian, English

Contact:

Olexander Sinytskiy, UAPA LB,
Sukhomlynskoho 16, 290901, Lviv –
Brukhovychy, Ukraine,
phone: +380-322-593 468, 593 463,
fax: +380-322-593 463,
e-mail: sina@uapalb.lviv.ua

April 19-23, 1999, Workshop “Local Co-operation”

Working language: French

Contact:

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Saulean, Bucharest, Romania,
phone: +40-1-312 5226,
fax: +40-1-312 5270,
e-mail: ctpbuc@hades.ro

April 19-23 and May 24-28, 1999, Special Course “TOT on European Integration”

Working language: English, translation
to Latvian

Contact:

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Training Centre, Riga, Latvia,
phone: +371-7-551 217,
fax: +371-7-552 252,
e-mail: donatas@lpmc.riga.lv

April 21-24, 1999, Seminar “Resourc- es and Energy Saving Technologies in Public Administration and Local Government”

Working language: Ukrainian

Contact:

Petro Shevchuk, UAPA LB, Sukhomlyn-
skoho 16, 290901, Lviv – Brukhovychy,
Ukraine,
phone: +380-322-593 491, 593 385,
fax: +380-322-593 385,
e-mail: admin@uapalb.lviv.ua

April 1999, Seminar “Urban Manage- ment: Management Development in Local Government (Ukraine – The United Kingdom)”

Working language: Ukrainian, English

Contact:

Taras Seniuta, UAPA LB, Sukhomlyn-
skoho 16, 290901, Lviv – Brukhovychy,
Ukraine,
phone: +380-322-593 568, 593 463,

fax: +380-322-593 463,
e-mail: admin@uapalb.lviv.ua

May 3-7, 1999, Workshop “Municipal Services, Infrastructure”

Working language: English

Contact:

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May 7, 1999, Conference “Theory and Practice of the State Consolida- tion in Ukraine: History and Moder- nity”

Working language: Ukrainian, English

Contact:

Andriy Lipentsev, UAPA LB, Sukhom-
lynskoho 16, 290901, Lviv – Brukhovy-
chy, Ukraine,
phone: +380-322-593 485, 593 463,
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e-mail: lipen@uapalb.lviv.ua

March 10-14, 1999, Workshop “Corruption and Ethics in Local Government”

Working language: French

Contact:

Mrs. Georgheta Ghete, Mr. Eugen Crai,
Bucharest, Romania,
phone: +40-1-312 5226,
fax: +40-1-312 5270,
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May 10-14, 1999, Special Course “TOT on Strategic Planning for Regional Development”

Working language: English, translation
to Latvian

Contact:

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Training Centre, Riga, Latvia,
phone: +371-7-551 217,
fax: +371-7-552 252,
e-mail: donatas@lpmc.riga.lv

May 17-21, 1999, Multistage Seminar for State Officials and UAPA’s Faculty “Adults Learning (Swiss- Austria-Ukraine)”

Working language: Ukrainian, German

Contact:

Sergey Romashko, UAPA LB, Sukhom-
lynskoho 16, 290901, Lviv – Brukhovy-
chy, Ukraine,
phone: +380-322-593 460, 593 463,
fax: +380-322-593 385,
e-mail: admin@uapalb.lviv.ua

May 18-19, 1999, International Scientific and Practical Conference on the Problem of Forming a Welfare State under Transitional Conditions of the Ukrainian Society

Working language: Ukrainian, Russian, English

Contact:

Vasily Lisnichiy, 75 Moskovsky Ave., 310050 Kharkiv, Ukraine, phone/fax: +380-572-214 546, e-mail: root@kbuapa.kharkov.ua

May 26, 1999, European Conference „The Enlargement of the European Union“

Working languages: English, French, German

Contact:

Dr. Thomas Kröker, DBB-Bundesgeschäftsstelle, Peter-Hensen-Str. 5-7, D-53175 Bonn, Germany phone: +49-228 811 190, fax:+49-228 811 171, e-mail: post@dbb.de

May 31 - June 4, 1999, Workshop “Role and Functions of PA in the Training Process”

Working language: English

Contact:

Mrs. Georgheta Ghete, Mr. Eugen Crai, Bucharest, Romania, phone: +40-1-312 5226, fax: +40-1-312 5270, e-mail: ctpbuc@hades.ro

May, 1999, Conference “Benchmarking”

Contact:

Malopolska Institute of Local Government and Administration (MISTIA), Cracow, Poland phone: +48-12-6335 154, fax: +48-12-6335 154, 633 9800, e-mail: mistia@mistia.org.pl

May - September, 1999, Special Course “Ukraine 2001”

Working language: Ukrainian

Contact:

Petro Shevchuk, UAPA LB, Sukhomlynskohoho 16, 290901, Lviv - Brukhovychy, Ukraine, phone: +380-322-593 491, 593 385, fax: +380-322-593 385, e-mail: admin@uapalb.lviv.ua

June 7-11, 1999, Workshop “Economic Policies for Local Public Administration”

Working language: English

Contact:

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June 13-17, 1999, SCEPSTA Annual Conference “Ethics in Training and Training in Ethics”

Working language: English

Contact:

Donatas Silauskas, Local Government Training Centre, Riga, Latvia, phone: +371-7-551 217, fax: +371-7-552 252, e-mail: donatas@lpmc.riga.lv

June 14-18, 1999, Workshop “Sources of Income for Local Budgets”

Working language: English



Contact:

Mrs. Georgheta Ghete, Mr. Eugen Crai, Bucharest, Romania, phone: +40-1-312 5226, fax: +40-1-312 5270, e-mail: ctpbuc@hades.ro

June 21-25, 1999, Workshop “Cost-Benefit Analysis for Projects of Public Investments”

Working language: English

Contact:

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June 22-23, 1999, International Seminar on Regional Sciences

Working language: Czech

Contact:

Dr. Jiri Vystoupil, Dept. of Regional Economics & Administration, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic, phone: +420-5-43 523 240, fax: : +420-5-43 523 222, e-mail: maryas@econ.muni.cz

June 28 – July 2, 1999, Workshop “Optimising of the Financial Activity of Local Public Authorities”

Working language: English

Contact:

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June 28 – July 3, 1999, Multistage Seminar for State Officials and UAPA’s Faculty “Adults Learning (Swiss-Austria-Ukraine)”

Working language: Ukrainian, German

Contact:

Sergey Romashko, UAPA LB, Sukhomlynskohoho 16, 290901, Lviv - Brukhovychy, Ukraine, phone: +380-322-593 460, 593 463, fax: +380-322-593 385, e-mail: admin@uapalb.lviv.ua

July 4-11, 1999, Seminar “Information and Communications Technology in the Relationship between Public Administration and Citizens”

Working language: Romanian

Contact:

Alex Tanase, Black Sea University Foundation (BSUF), 50, Primaverii Blvd., 71297 Bucharest 1, Romania, phone: +40-1-222 4118, 222 7001, fax: +40-1-222 4118, 222 7001, e-mail: bseau@rnc.ro

July 5-9, 1999, Workshop “Organisation and Management of Local Public Services”

Working language: English

Contact:

Mrs. Georgheta Ghete, Mr. Corneliu Saulean, Bucharest, Romania, phone: +40-1-312 5226, fax: +40-1-312 5270, e-mail: ctpbuc@hades.ro

July 12-16, 1999, Workshop "Methodology for Collecting and Analysing Information on Local Social-Economic Situation"

Working language: English

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phone: +40-1-312 5226,
fax: +40-1-312 5270,
e-mail: ctpbuc@hades.ro

July 19-23, 1999, Workshop "Local Economic Development"

Working language: English

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fax: +40-1-312 5270,
e-mail: ctpbuc@hades.ro

July 25 – August 1, 1999, Seminar "Legislative Reform in Public Administration"

Working language: Romanian

Contact:

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phone: +40-1-222 4118, 222 7001,
fax: +40-1-222 4118, 222 7001,
e-mail: bseau@rnc.ro

August 22-29, 1999, Seminar "Public Service Management"

Working language: Romanian

Contact:

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phone: +40-1-222 4118, 222 7001,
fax: +40-1-222 4118, 222 7001,
e-mail: bseau@rnc.ro

August 31 – September 1, 1999, Scientific and Practical Conference on Regional and Local Government in the Ukraine and Abroad: Contemporary Experience

Working language: Ukrainian, Russian, English

Contact:

Galina Odintsova, 75 Moskovsky Ave., 310050 Kharkiv, Ukraine,
phone/fax: +380-572-215 343,
e-mail: root@kbuapa.kharkov.ua

August, 1999, International Meeting "Project Management"

Contact:

Malopolska Institute of Local Government and Administration (MISTIA), Cracow, Poland
phone: +48-12-6335 154,
fax: +48-12-6335 154, 633 9800,
e-mail: mistia@mistia.org.pl

August, 1999, Summer School of Public Economics

Working language: Czech

Contact:

Mr. Vladimir Hyanek, Dept. of Public Economics & Administration, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic,
phone: +420-5-43 523 237,
fax: +420-5-43 523 222,
e-mail: hyanek@econ.muni.cz

September 6-8, 1999, Conference "Designing the Future in Europe '99"

Contact:

Assoc. Prof. Frantisek Petrusek, Civic Futurological Society, Cerna 13, 110 00 Prague 1, Czech Republic,
phone: +420-2-295 444,
fax: +420-2-2491 1937,
e-mail: petrusek@vse.cz,
barbora@vse.cz

September 9-12, 1999, Conference "Societal Changes and Social Policy Responses"

Contact:

Prof. Martin Potucek, Institute of Sociological Studies, Faculty of Social Sciences, Charles University, Celetna 20, 116 36 Prague 1, Czech Republic,
phone: +420-2-2449 1492,
fax: +420-2-2422 7950, 2421 0505,
e-mail: potucek@s.fsv.cuni.cz

September 22, 1999, Scientific and Theoretical Seminar on the Problem of Public Administration over Ethnic and National Process in Ukraine

Working language: Ukrainian

Contact:

Vasily Lisnichiy, 75 Moskovsky Ave., 310050 Kharkiv, Ukraine,
phone/fax: +380-572-214 546,
e-mail: root@kbuapa.kharkov.ua

September 23-24, 1999, Conference "Municipality and School III"

Working language: Czech

Contact:

Assoc. Prof. Antonin Malach, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic,
phone: +420-5-43 523 223,
fax: +420-5-43 523 222,
e-mail: malach@econ.muni.cz

September 23-25, 1999, Conference "Slovene Administration"

Working language: Slovene, English

Contact:

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e-mail: simona.koncnik@vus.uni-lj.si

September, 1999, Conference "Ethics in Strategic Management"

Contact:

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phone: +48-12-6335 154,
fax: +48-12-6335 154, 633 9800,
e-mail: mistia@mistia.org.pl

September, 1999, International Seminar on Department of Finance

Working language: Czech

Contact:

Assoc. Prof. Viktoria Cejkova, Dept. of Finance, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic,
phone: +420-5-43 523 212,
fax: +420-5-43 523 222

September, 1999, Workshop "Urban Management System in Ukraine: The Ways for Improving"

Working language: Ukrainian

Contact:

Anatoliy Cemerys, UAPA LB, Sukhomlynskoho 16, 290901, Lviv - Brukhovychy, Ukraine,
phone: +380-322-593 568, 593 463,
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October 14-15, 1999, Conference "European Union and Its Influence on School Management III"

Working language: Czech, German

Contact:

Assoc. Prof. Antonin Malach, Masaryk University, Faculty of Economics and Administration, Lipova 4a, 659 79 Brno, Czech Republic,
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e-mail: malach@econ.muni.cz

Recent Publications

“New State, New Millenium, New Public Management: Coping with the Problems of Transition: The case of Slovenia”

Editors: Morton R. Davies, Miha Brejc, Stanka Setnika-Cankar, Mirko Vintar,
Publisher: School of Public Administration, University of Ljubljana, and Liverpool University, Language: English, Price: 1260 SIT.

Resume: This book addresses some of the problems of transition in Slovenia. The ideas and analysis presented in this volume will provide „food for thought“ in many transitional societies.

Contact:
School of Public Administration, University of Ljubljana, Ljubljana, Slovenia,
phone/fax: +386-61-168 6123,
e-mail: simona.koncnik@vus.uni-lj.si

“Baltic Economic Case Studies”

Editor: Barry Lesser,
Publisher: Latvian School of Public Administration,
Language: Latvian

Resume: Economic Case studies are real economical situation samples from economical transition period in Latvia. They have been designed as teaching materials for different training programs on economical subjects.

Contact:
Maija Bilsena, Latvian School of Public Administration, Raina bulv. 4, Riga LV-1050, Latvia, phone: 371-7-229 116,
fax: 371-7-821 277,
e-mail: maija@vas.lv

“Local Government Finances: Options for Reform”

Authors: Kenneth Davey, Gabor Peteri,
Publisher: Pontes Ltd, Nagykovacs, Hungary 1998. Language: Hungarian, English



Resume: The book focuses on local government issues in Hungary. First chapter discusses the allocation of functions, relationship between institutional changes and reform of inter-governmental transfers. Two sets of fiscal policy options with basic simulations are analysed: incremental and radical changes.

The authors' major proposals are to incorporate own source revenue raising capacity into the grant allocation formula, to introduce local surcharge on personal income tax, to develop value based local property taxation and to support co-operation among municipalities by fiscal measures.

The last chapter gives an overview of local service delivery methods with a special focus on contracted services.

Contact:
Local Government Know How Programme, Kolozsvar tca 22/a, H-2094 Nagykovacs, Hungary,
e-mail: gabor_peteri@compuserve.com
(the book is free of charge)

“Exchange Rate of the Slovenian Tolar in the Context of Slovenia’s Inclusion in the EU and in the EMU”

Author: Vladimir Lavrac,
Publisher: Institute for Economic Research

Contact:
Dr. Peter Stanovnik,
phone: +386-61-345 787,
fax: +386-61-342 760,
e-mail: *stanovnikp@ier.si*

Publications of Kharkiv Branch of the Ukrainian Academy of PA, Kharkiv, Ukraine

“Philosophy of Education: Change of Orientations”

V. Korzhenko; UAPA Publishing House; Ukrainian language; Price 7 GRN

Resume: The monograph investigates problems of changing philosophical paradigms and suggestions and the place of the role of human education as an essential factor in the development of society.

“Law and Legislative Process in the Ukraine. Part 1. Foundations of the Law Theory: Manual”

A. Nechitaylenko; UAPA Publishing House; Ukrainian language; Price 3.50 GRN

Resume: The manual elucidates the issues of the origin and essence of law and its interrelation to other social norms that are valid in the society.

“Management of Investment and Innovation Activity on the Basis of Project Analysis”

A. Iakovlev; UAPA Publishing House; Ukrainian language; Price 5 GRN

Resume: The structure and content of project analysis are considered as well as the necessity of its use to create high

quality innovations and to render services.

Contact:

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fax: +380-572-213 266
e-mail: kpuapa@cki.ipri.kiev.ua*

Publications of Lviv Branch of Ukrainian Academy of PA, Lviv, Ukraine

“East Galizia and Poland in 1918-1923: Problems of the Relationship”

Orest Krasivskiy; UAPA Publishers; Ukrainian language; Price 15 GRN
Resume: Complex analysis of the relationship between Ukraine and Poland in 1918-1923

“History of the Social Movements and Political Parties in the Ukraine: XIX – XX Centuries”, Yaroslav Malyk (Ed.); Lviv State University; Ukrainian language; Price 15 GRN

Resume: Discovering processes of arising and consolidation of the social movements and political parties in the Ukraine in XIX – XX centuries

“Intro to Political Science, Vol. 3
Borys Kukhta (Ed.); UAPA LB; Ukrainian language; Price 12.5 GRN

Resume: Considering main aspects of the political science, particularly political culture

“Occasional Seminars, for Excellence, 1998-1999”, Anatoliy Chemerys (Ed.); UAPA LB; Ukrainian language; Price 3.5 GRN

Resume: Collection of special seminars in advanced training for state officials and managers of state enterprises



“Strategy for Business Development and State Regulation of Economics”

Igor Alekseev (Ed.); UAPA; Ukrainian language; Price 8 GRN

Resume: Review of existing state regulation systems related to the opportunities for business development

Contact:

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Visiting Professors

Davis Steven, Dr.,

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Period of the visit: February – May 1999

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Penikis Janis, Prof.,

Field of Expertise: Foreign Political Systems and Investments, Indiana University at South Bend, USA
Period of the visit: February – April 1999

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7th NISPAcee Annual Conference 'Improving Relations between the Administration and the Public' and the NISPAcee Business Meeting

**Ludmila Gajdošová, NISPAcee Executive Director,
in co-operation with the working sessions and working groups co-ordinators**

The 7th NISPAcee conference was held in Sofia, Bulgaria, on March 25th-27th, 1999 and organised in co-operation with the Sofia University and the New Bulgarian University. This year's conference was positioned to examine administrative reforms from a broader perspective bearing in mind the citizens as the clients of the services provided by the state. Improving the relationships between the administration and the public, and providing responsive services to citizens were the main themes of the conference discussions. The goal was not only to use the conference as a forum for exchanging research results on the overall theme, but also to teach interested participants more about this important reform area.

Accordingly, the plenary session at the beginning of the conference utilised an opportunity to provide the conference participants with information about the recent development of public administration and the state of public affairs in Bulgaria. Four Bulgarian speakers presented their views and experience.

Mario Tagarinski, Minister of the State Administration explained the Public Administration reform process in Bulgaria, stressing the important dialogue between civil society and the political level. In explain-

ing the government strategy he pointed out that the whole administrative system had been analysed, and attention was



Opening Plenary Session: Vladislav Slavov, Mario Tagarinski, Ludmil Georgiev, László Váradi (NISPAcee President), Todor Tanev (from the left)

being given for the first time to the legal status of civil servants through a civil service act which was in 2nd reading in the Parliament. Plans for reform include the inception of an Institute of Public Administration and EU Integration, improving information policy, and dialogue with civil society as the state withdraws from regulating the social processes. The EU Integration and Institution building are the pillars around which the strategy is built.

The presentation of Vladislav Slavov, President of the Supreme Administrative Court provided the audience with a sense of history going back to 1888 as he traced the evolution of the Court. Since transition, the court has been functioning for two years, and has the main tasks of controlling the legality of acts and raising the quality of decisions

rendered by civil servants. The change in the attitudes of civil servants towards citizens, by getting them to focus on the results of administrative actions on the citizen, is an important mentality change that needs to occur in Bulgaria according to Judge Slavov.

Assen Djulgerov, General Secretary of the Sofia City Municipality spoke about a process, which allows direct access of citizens to the Municipality of

Sofia. This is accomplished by organising a Citizen Reception Room where a member of the public can meet the person working in the Municipality against which he has a complaint. This institution provides useful feedback. Nearly one third of citizens ask to see the Mayor, and about 25% ask to see the Deputy Mayor for Restitution and Construction. This type of reception office fills an important gap in Bulgaria - namely that of not having an ombudsman type of institution.

Ludmil Georgiev, Vice-Rector of the New Bulgarian University, stressed the need for a management rather than administrative-oriented system of government to meet the challenges of internationalisation, privatisation and decentralisation facing Bulgaria currently. The traditional view of the apathetic citizen being taken care of by adminis-

trators' needs to be replaced by methods that reinforces participation. Public participation creates a sense of ownership of public decisions. Bulgarian citizens are more and more concerned about being consulted as evidenced, for example, from the popularity of call in radio shows about public opinion of administrative decisions.

After the opening plenary the conference was split into two thematic working sessions focusing on the conference theme and two working groups focusing on topics which generated considerable interest at last year's conference in Prague.

Results and recommendations of the working sessions and working groups were reported to the conference participants during the closing plenary session.

More than 130 participants from 26 CEE and also Western countries and the US appreciated the intensive and fruitful working programme of the conference. They were also well enriched by the pleasant social events which provided participants with a good opportunity to relax and enjoy the pleasant social atmosphere, and to visit some interesting parts of Bulgaria as well. We would like to thank the Sofia University, mainly Mrs. Albena Taneva and Mr. Todor Tanev, and to the New Bulgarian University, mainly Mr. Ludmil Georgiev, for their efforts their devotion to the conference preparation and implementation which contributed in a great deal to the overall success of the conference.

Reports on Working Sessions

Working Session I

Improving Accessibility and Participation

Co-ordinators:

Joanne Caddy, SIGMA/OECD, Paris France, and Emilia Spiridonova-Kandeva, New Bulgarian University, Sofia, Bulgaria

This working session covered a large number of topics – ranging from public participation in local strategic planning to issues of transparency in the award of national public contracts – as was to be expected given the breadth of its title. The nine papers from seven countries presented in the session provided a useful basis for debate, while the diverse backgrounds of the participants (drawn from national administrations, NGOs, training centres and schools of public administration) brought a significant wealth of experience to bear on the issues under review. Despite such diversity, and the exploratory nature of the discussions, the focus throughout was on the conditions needed to bring about concrete improvements in the openness, responsiveness, and quality of the public administration's relations with citizens.

Three main components were identified as being essential in this regard, namely: laws, institutions and attitudes. A clear legal basis for citizens' rights of access to information, rights of standing and appeal of administrative decisions was considered to be of fundamental importance – as was the specification of the responsibilities and obligations of the public administration itself, for example, by means of a law on administrative proce-

dures. It was agreed that the existence of legislation meant little if the institutional framework for the exercise of such rights is not also in place. Such institutions as administrative courts, information offices, public hearings and ombudsman offices were identified as being important elements in lowering the opportunity costs for the effective use of legal provisions by citizens. Finally, the importance of changing the attitudes of both public officials (via training and learning-by-doing through direct engagement in reform initiatives) and members of the public (through education and awareness raising) with regard to



Conference participants

the scope, rewards and limits of their relations was highlighted.

Although the group made good progress in providing preliminary answers to the key questions of 'why', 'who' and 'how' to improve accessibility and participation – much remains to be done in the fields of research, reform and practice in order to achieve tangible improvements in relations between the administration and the public it serves.

Working Session 2

Reducing the Administrative Burden

Co-ordinators:

Jeffrey Straussman, Syracuse University, New York, USA, and Mirko Vintar, School of Public Administration, University of Ljubljana, Slovenia

Twelve papers from six countries were presented at the conference in this session. At the very beginning it became obvious that the problem being addressed is more or less common to all countries, regardless of the state of economy or general development level. Discussion started with an attempt to define the notion of the "administrative burden", possible perspectives for its further analysis and its decrease. Participants agreed that the main course of

action should be focused on rationalisation of all public activities through increased efficiency and effectiveness of public administration organisations, however without detracting from quality of services, right of choice or user-friendliness of the administration. Presentations of papers highlighted different possible approaches to reducing the administrative burdens through decentralisation and better organisation of local services, better human resource management, improved training and innovative use of information and communication technology.



Working Session II.

After two days of discussions it was evident that the topic was far from being exhausted. More research would be needed in order to give governments of different states better insight into what the public expect from the public administration in this respect and what kind of strategy focusing on reducing administrative burden would meet their expectations.

Reports on Working Groups

1. Working Group on Politico-Administrative Relations

Co-ordinators:

Tony Verheijen, University of Leiden, The Netherlands,

E-mail:

Verheyen@rulfsw.fsw.leidenuniv.nl, and

Aleksandra Rabrenovic,

University of Belgrade, Yugoslavia,

E-mail: saska@eunet.yu

The working group on politico-administrative relations was established at the 1998 NISPAcee Annual Conference in Prague. The research activity under the working group in 1998-1999 focused on the development of country studies on politico-administrative relations and a comparative analysis, based on a research protocol for comparative research developed by the co-chairs of the group. The discus-

sion during the working group meeting in Sofia focused on the analysis of factors determining the nature of politico-administrative relations, the development



Working Group 1:

Aleksandra Rabrehovic, Tony Verheijen, Dragoljub Kavran (from the left)

of comparative methodology and the research agenda for the next year.

Three sessions were devoted to a discussion of factors. The first

session focused on the influence of political culture and history on the development of politico-administrative relations. The second session dealt with the question why laws have so far had only a limited impact on the stabilisation and professionalism of the administration. The third session dealt with a typology of policy processes designed by Georg Sootla. This typology could help explain the often-unpredictable differences in practise in Central and Eastern European states at given times.

In the session on methodology the usefulness of existing configurations for the analysis of politico-administrative relations was debated. There was general agreement on the fact that the models used thus far, do not allow sufficiently for the dynamic situation in states in transition. Two members of the working Group will design of a methodology for comparative

analysis of politico-administrative relations, to facilitate further comparative research.

Objectives of research agenda

1. Widening the number of country studies on politico-administrative relations in central government.
2. Developing the local government dimension of the working group.

3. To design new methodologies for comparative analysis.
4. To draft thematic papers on possible solutions to the problems of politico-administrative relations. The following areas have been identified thus far:
 - Organising policy advice and reconciling politicians and civil servants

- Educating politicians, an inventory of instruments
- Literature paper on professionalism as an instrument of stabilising politico-administrative relations
- Alternative approaches to re-design politico-administrative relations

For more information contact working group coordinators.

2. Working Group on System of Social Security and Unemployment, Youth and the Elderly

Co-ordinators:

Janos Hoos, Centre for Public Affairs Studies, BUES, Budapest, Hungary,
E-mail: janos.hoos@jkut.bke.hu, and

Markéta Miková, Research Institute for Labour and Social Affairs, Prague, Czech Republic,
E-mail: jarka@ecn.cz

Nine papers dealing with the subject were presented in the working group from following countries: Armenia, Czech Republic, Estonia, Latvia, Hungary, Macedonia, Russia, Ukraine and Croatia. The papers were country case studies based upon field research. The working group had two aims:

- exchange by participants about the social security system of their countries;
- make recommendations about future policy making and research.

The group concluded that every country evaluated in the discussion could be considered as a special case, as there are great differences among them. However, at the same time there are very essential common features as well and both of the differences and common characteristics have important messages for the future policy-making and research. The follow-

ing main lessons can be drawn from papers and the discussion:

- Although it is very important to consider the whole system of social security, there are some key issues and priorities to be investigated and to be developed which are: unemployment, poverty and gender problems.
- The data related to social policy should be handled very carefully by distinguishing the so-called official and unofficial data.
- The ratio of the so-called non-market economy is very high in some of these countries.
- It is very important from the social policy point of view, as well to invest into the human capital and the infrastructure of these countries.
- In order to find solutions for the problems of social securities one needs to simultaneously take account of the proper rate of economic growth and efficient system of social security.
- In the cases of many of these countries the unstable international political and economic situation and the refugee problem should be taken into consideration.

The members of the working group agreed to form a research

group to further evaluate the discussed subjects and to apply for funding for future research.



Working Group 2:

Janos Hoos, Markéta Miková, Olha Mikrukova, Olga Kulachek (from the left)

Business Meeting

After the closing plenary of the conference, the NISPAcee Business Meeting was held. NISPAcee annual reports (activities, finances) and future plans were presented to representatives of NISPAcee members and other participating interested guests. The future development of the organisation towards its sustainability was also on the discussion. To meet in a larger scope part of the administrative costs of the organisation, the general assembly approved an increase of membership fees for Institutional members from US \$100 to US \$150 per year, effective from the year 2000.

Call for Participation

Working Group on Better Quality Administration for the Public



*Coordinators of the conference WS I:
Joanne Caddy, Emilia Spiridonova-Kandeva
(from the right)*

The central theme of the 7th NISPAcee Annual Conference “Improving Relations Between the Administration and the Public” was explored by two groups of academics, teachers and practitioners attending the conference. Working Session I addressed the issue of “Improving Accessibility and Participation” and Working Session II focused on “Reducing the Administrative Burden”. While both groups made considerable progress in establishing an analytical framework, identifying key problems and reviewing potential solutions in their respective areas, they also recognised that more empirical investigation would be necessary – preferably of a comparative nature.

It was in this spirit that Working Sessions I and II joined forces during the last session of the conference to outline a common research agenda and to establish a Working Group on Better Quality Administration for the Public which would develop this theme further through co-ordinated empirical research. The main issue for the

Working Group is that of *improving the quality of public administration in the service of the citizen* in a wide range of areas, including, but not limited to: the provision of services, policy-making and decision-making,

creation of stable and supportive administrative framework for the private sector. The use of the term ‘citizen’ is taken here to encompass a broad range of counterparts to the public administration – including individual citizens, non-governmental organisations (NGOs) as well as small and medium sized enterprises (SMEs). That each of these may, at different moments in time, occupy different positions vis-a-vis the public administration (as clients, partners or subjects) is also recognised.

The main research questions will focus on how the public administration: tailors its actions to the expectations and needs of the public; assesses the quality of its actions; incorporates information about its performance into efforts to bring about improvements and, finally, delivers better quality to its public. The main objective of

this Working Group will be to conduct empirical research on concrete cases – which may be drawn from the national, regional and local levels.

A set of detailed ‘Guidelines for Research’ to be conducted under the auspices of the Working Group is currently being drafted and will be made available on the NISPAcee website together with a ‘Call for Papers’ setting out the schedule by which the work will be carried out. If you are interested in participating in the Working Group please contact the coordinators, whose email addresses are provided below.



*Coordinators of the conference WS II:
Mirko Vintar, Jeffrey Straussman (from the right)*

*Co-ordinators of the working groups:
Joanne Caddy (SIGMA, Paris),
email: joanne.caddy@oecd.org*

*Mirko Vintar (University of Ljubljana, Slovenia),
email: mirko.vintar@vus.uni-lj.si*



Two Years of East-East Exchanges

“I am sure that the knowledge I obtained from my meetings with the representatives of the Hungarian Parliament will help me in my future work”, expresses Irena Sergeeva, Student, Yekaterinburg, Russia.

“Information collected during the visit to Charles University, Prague was used for the preparation of the master paper by the students of the Dnipropetrovsk Branch of the Ukrainian Academy of PA and in the improvement of new modules of the programme, “Master of Public Administration”, says Yuri Navruzov, Dnipropetrovsk, Ukraine.

These are just some of the quotations from the reports of those grantees who participated in one of the most successful NISPAcee activity East-East Exchange Programme.

The programme aimed to extend the possibilities of mobility of scholars, professors and students within Central and Eastern Europe to understand and learn more about the public administration situation in CEE countries.

Thanks to the grant awarded to NASPAA (National Association of Schools of Public Affairs and Administration, USA) for NISPAcee by **The Pew Charitable Trust**, this activity could start its first phase and the visits were carried out during the **1997-1998** and continued in a second phase ended in **March 1999**.

The Exchange Programme Selection Committee appointed by the NISPAcee Steering Committee was working on a selection of applications for the two years of the project's duration. The Committee selected 97 students who were awarded grants within the *Students Exchange Programme* and 18 schol-

ars within *Visiting Scholars Programme* and the *Invited Speakers Series* in the two-year of the existence of the project.

The participants and the NISPAcee Steering Committee extend their appreciation to the sponsors and the members of the Exchange Programme Selection Committee chaired by **Georg Sootla**, Tallinn Pedagogical University, Centre of Public Administration, Estonia in co-operation with **Stanka Setnikar-Cankar**, University of Ljubljana, School of Public Administration, Slovenia; **Janos Hoos**, Budapest University of Economic Sciences, Hungary; **Martin Potůček**, Institute of Sociological Studies, Faculty of Social Sciences, Charles University, Czech Republic; **Vladislav Romanov**, the Ukrainian Academy of Public Administration, Office of The President of Ukraine, Dnipropetrovsk Branch, Ukraine.

In the years 1997 - 1998 the most active and attractive institution in these programmes was the *Budapest University of Economic Sciences, Hungary* which hosted five groups of students (from Poland, Russia and the Ukraine) and two scholars from Russia. They offered academic lectures for students as well as extensive knowledge and expertise for visiting scholars, and visits to the Parliament and local government units. Some of the visits were reciprocal when the initiators of the exchanges were professors from the following universities: Georg Sootla, Tallinn Pedagogical University and Gyorgy Jenei, the Budapest University of Economic Sciences.

High appreciation comes to Tomáš Kučera (see the picture), Head of the Dept. of Demography and Geodemography, Charles University, Prague, Czech Repub-



Tomáš Kučera, first from the right, with the students from the Dnipropetrovsk State University before the departure to the north Bohemia and Poland

lic who was directly involved in hosting two groups of students from Dnipropetrovsk, Ukraine. Thanks to his determination, the participants obtained new insights and new experiences which brought range of perspectives for the future work.

Each participant has submitted the Final report on the accomplishments of the goals and objectives of the exchange programme including either the results of the research or by presenting an insight into the problems derived from the different regions.

The following are short reports of some participants who highly appreciated the possibility to join the NISPAcee Exchange Programme.

Russian Professors and Students of Public Administration in Budapest

Sergei Pushkarev

Assistant Professor, Ural Academy of Civil Service, Yekaterinburg, Russia

In early February, Professor Ivan A. Koch and Professor Sergei S. Pushkarev, together with the students Irina Sergeeva, Yelena Tereschenko, Sveta Goreva, Natalia Kondakova, Tatiana Ignatenko, Tatiana Tarazanova, Natalia Domovesova, Tatiana Barakshina and Aleksei Terebenin from the Ural Academy of Civil Service in Yekaterinburg, Russia, visited the Centre for Public Affairs Studies, the Budapest University of Economic Sciences. We were invited by Professor Gyorgy Jenei and Professor



Sergej Pushkarev and Ivan Koch (from the left), two scholars from Ural Academy of PA, Russia visiting The Budapest University of Economic Sciences, Hungary

Laszlo Varadi from CPAS. While the students attended lectures, debated PA topics and enjoyed the rich cultural life of Budapest, Professor Koch and Professor Pushkarev had several meetings with the faculty members at CPAS. These discussions focused on possible ways to do joint research and exchange information. It was interesting for us to get to know how the Centre

operates, what the Centre's current projects are and how they are managed. We used the opportunity to visit several foundations in Budapest, including OSI/Budapest, LGI, HESP, and the Central European University. We managed to get first-hand information on different programs and activities which are of interest to us.

The program for the students included lectures and discussions on the Hungarian political system, fiscal policy, problems of contracting out in government, the phenomenon of international bureaucracy, and the limits of state intervention. The students had a chance to compare the teaching styles and the topics discussed with those they are familiar with in Russia. Besides in-class meetings, there were several meetings with professionals. There was a meeting with Professor Imre Verebely from the Hungarian Institute of Public Administration who shared his vision of the reforms in Hungary. The students visited the Hungarian Parliament where they had a briefing with Istvan Zoltos, the Deputy Chief of Staff, and Peter Sardi, Head of the International Office. Whenever the students had any free time, they enjoyed the unique flavor of Budapest cultural and tourist attractions. Without any doubt, it was a valuable addition to their experience.

This visit followed the trip made by two Hungarian students to the Ural Academy of Civil Service in Yekaterinburg.



György Jenei and Kenneth Baar (from the right), a visiting lecturer at BUES, giving lectures to students from Ukraine and Russia

Internship Programme for Ukrainian Public Servants in Poland

Anna Opanasiuk

UAPA Doctorate Student, Kiev, Ukraine

After an active preparation of the Students' Exchange programme, 15 students from the Ukrainian Academy of Public and Administration in Kiev visited the School of Public Administration in Lodz, Poland.

The main goal of our visit which lasted from the 7th -18th September 1998 was to get acquainted with the system, functions and the tasks of the public administration in Poland.

At the very beginning of our special study stay we familiarised ourselves with the School of Public Administration structure, organisation and the mission of the school. We were informed about the practically oriented curriculum which was opened for international experience and flexibility corresponding to the changes and reforms introduced in Poland.

Lectures organised by SPA enlarged our knowledge on division of budget resources between the state budget and local government, central management versus the micro management of public resources. Of great interest was the lecture oriented on the structure of

public administration in Poland and on current problems connected with public administration reform implementation. We obtained more theoretical knowledge about the “Civil Service Law” recruitment and the promotion of public servants and civil service training system in Poland, for example.

In addition to the speeches and practical issues of administration modernisation we have gained invaluable experience in the areas of this expertise.

Visiting the City Council of Lodz we discussed the problem of responsibility for city co-operation with Eastern European markets. We have learned that there are various attempts made by the city authorities to create a positive image of the city and to attract foreign capital for important investments. The meeting with the “Burgomister” of The City Office of Leczyca, Mr. Krzysztof Lipinski, was based on the discussion about the organisation and functions of Leczyca Commune organs as a typical example of *gmina* (a body of executive authority in Poland).

At the Centre for European Studies we discussed the organisation, structure and tasks of the Centre with regard to political, social and cultural aspects of the integration process into the EU.

In the Ukraine there is a wide range of unsolved problems in the field of public administration. For us it was very interesting to know how similar problems are solved in Poland. In conclusion I would say that it was very useful:

- to see the role of governmental bodies in the realisation of administrative reform in Poland;
- to become acquainted with modern literature and legislative acts in the field of Public Administration;
- to establish contacts with foreign scientists;
- to know more about the history and the culture of Poland;
- to take part in the lectures, seminars, disputes, and meetings with

public servants, who are working for the governmental structures.

Many thanks to the organisers of our special study in Lodz for taking the time and trouble to provide with us all the possible information we needed.



The caption: Ukrainian students of the Students Exchange Programme in Poland (left t right: Natalia Petrenko, Oleksandra Vynogradova and Yuliana Kutsenko) in the library of the Institute of European Studies in Lodz, branch of the Institute of Public Administration in Maastricht

Cooperation between Czech and Slovak Institutions

**Alena Maaytová,
Leoš Vítek**

Lectures, University of Economics, Prague, Czech Republic

It is always interesting to meet new students, hear opinions of other school specialists. We visited the University of Mateja Béla (MBU) in Banská Bystrica, Slovak Republic. The programme in Banská Bystrica included lectures, seminars and discussions at the University.

During the visit of UMB we had a lot of meetings and discussions with lectures, academic researchers and with students. We discussed a lot of problems, for example: actual public administration in the Czech Republic and Slovakia, income and consumption level and structure among different groups of employees and the self-employed.

We had fruitful lectures with the students from University of Mateja Béla in Banská Bystrica. The lectures were concentrated on various topic. Mr. Leoš Vítek had lectures on actual issues in the public finance during the transition, Tax reforms in the Transitional Economies, Public Administration in Czech Republic and Tax policy in the Developed Countries. He explained development public expenditures, some changes in the institutional infrastructures of the central government administration and relations between politicians and bureaucrats.

Mrs. Alena Maaytová explained Fiscal Policy into the Transitional Economies, Non-profit sector in the Transitional Economies and Future of Czech health system. Last lecture was concentrated on the problem connected with financing the health care providers and the problem effective allocation of public revenue flow in the health system.

During our week in Banská Bystrica we took a lot of varied information from the area of macroeconomic, social and political development in the Slovak Republic. The main notion made after meeting and discussions was that in spite of the fact that the reform in Czech Republic began earlier than in Slovakia, but the present situation in many fields of public sector is similar. We prepared the research project “Administrative and Compliance Cost of Tax Administration in the Selected Transitional Countries”.

The most important results according to our point of view are collection of data about social policy, fiscal policy, transmissions new scientific information between Czech Republic and Slovakia and support of connections between students and lectures from University of Economics Prague and the University of Mateja Béla in Banská Bystrica.

Alena Brunovská Award for Teaching Excellence in Public Administration



Alena Brunovská

The NISPAcee Steering Committee has decided to launch this award in memory of Alena Brunovská, one of NISPAcee's founders and the first Chair of the NISPAcee Steering Committee. The award is a tribute to her commitment to the development of public administration education in the region of Central and Eastern Europe.

Eligibility

To be eligible candidates must:

- be full-time faculty members of an institute of public administration or university;
- have been actively teaching during at least three of the five most recent academic years (i.e. at least 50% of the full-time teaching load defined by the academic regulations of their respective institutions);
- be teaching courses at undergraduate or graduate level or for programmes of professional in-service training; those who are currently administrators of programmes are not eligible (e.g. dean, director, department head etc.)

Procedure for nomination

In submitting a nomination, the following procedures apply:

- candidates must be nominated by their department or faculty (self-nominations will not be accepted). It is recommended that a collegial process be used for selecting candidates;
- nominations should include all of the following: i) a completed nomination form; ii) the *curriculum vitae* of the candi-

date; iii) a description of the candidate's principal achievements in each of the areas covered by the selection criteria; iv) five letters of reference (two of which from students; two from colleagues on leadership in pedagogy and contribution to research, respectively; and one from a public official working in the national, regional or local administration on the candidate's contribution to the practice of public administration);

- nominations must be received by the NISPAcee Secretariat by 1st December of the year preceding the award (e.g. 1st December 1999 for the award presented in 2000).

Selection criteria

Candidates will be assessed on the basis of their performance in the following fields:

- *teaching excellence*: outstanding performance in classroom teaching
- *leadership in pedagogy*: in all non-classroom activities which contribute to improving the teaching of public administration

Although the main emphasis is on the criteria set out above, the following will also be taken into consideration:

- *contributions to the practice of public administration*: all activities which support improvements in the public administration of the candidate's country or region
- *applied research*: research and related activities which advance the practice of public administration

Selection procedure

A Selection Committee will be appointed by the NISPAcee Steering Committee to review the applications and to designate the award winner. Decisions of the Selection Committee will be final and binding. The results of the competition will be made public as soon as the Selection Committee delivers its decision.

Award and public lecture

The recipient of the Alena Brunovská Award for Teaching Excellence in Public Administration will receive a certificate (accompanied by a monetary prize of 500 US) at the award ceremony to be held during the NISPAcee Annual Conference. The recipient may be invited to deliver a lecture to the Conference on a topic of his or her choice, within the field of public administration. In this event, travel and expenses will be covered for such participation.

Further information and nomination forms

Nomination forms and a copy of the *Guidelines for the Preparation of Nominations* (in which the selection criteria and nomination procedures are specified in more detail) may be obtained from the NISPAcee Secretariat.

The Alena Brunovská Award
NISPAcee Secretariat
Hanulova 5/B
840 02 Bratislava 42
Slovak Republic

Tel/fax: +421 (7) 6428 5357,
6428 5557

email: nispa@nispa.sk
<http://www.nispa.sk>

Call for Donors to the Monetary Prize of Alena Brunovská Award

Interested donors are invited to contribute. Contributions can be accepted by cheque, credit card, or bank transfer in USD.

Accepted credit cards:

American Express, Visa, Eurocard/MasterCard (contact NISPAcee secretariat for a form)

Bank transfer could be done to the following account (please, complete all following items in your payment order):

Bank name:

TATRA BANKA

Address:

Karloveská 1, 841 04 Bratislava, Slovak Republic

Account number:

2826430014/1100

Account holder:

NISPAcee

SWIFT code:

TATR SKBX

Details of Payment:

introduce your name or the name of donating organization

Donors

NISPAcee would like to express its thanks to the first donor -



Michael Brintnall

NASPAA (National Association of Schools of Public Affairs and Administration), Washington, USA. The

contribution was given by Dr. Michael Brintnall, Executive Director of NASPAA during the business meeting at the 7th NISPAcee Annual conference in Sofia, Bulgaria, March 27th, 1999.

Announcement of a Discussion Paper Series

Published by the Local Government and Public Service Reform Initiative (Affiliated with the Open Society Institute)

LGPSRI is inviting researchers to submit papers to be published in the Discussion Papers series in the following areas of particular interest:

- (1) Sub-national governmental finance, fiscal decentralisation, and financial management;
- (2) local development;
- (3) legislative frameworks for decentralisation;
- (4) local decision-making and citizen participation;
- (5) corruption, transparency and ethics;
- (6) social service delivery, particularly to the elderly and the unemployed;
- (7) ethnic conflict, multicultural politics, and local governance;
- (8) urban services and infrastructure; and
- (9) organisations management.

Interested individuals are requested to send a three-page English summary of their papers. If a paper is selected for publication, LGI will arrange for its translation from the national language into English.

Please send proposals to:

Dr. Bohdan Krawchenko (LGI)
Academy of Public Administration, Office of the President of Ukraine
20 Eugene Pottier Street
252057 Kiev, Ukraine
Tel: (380-44) 446 0452
Fax: (380-44) 446 9436
E-mail: bk@ipa.freenet.kiev.ua

or:

Local Government and Public Service Reform Initiative

(affiliated with the Open Society Institute)

Nador utca 11

1051 Budapest, Hungary



Discussion Papers Series are distributed by NISPAcee among all NISPAcee members and interested institutions and individuals free of charge. Orders should be sent directly to NISPAcee Secretariat. The following

Discussion Papers were published by LGI and made available from NISPAcee Secretariat:

No.1. Jeffrey D. Straussman: *Innovation in a Post-Communist Environment - Preliminary Results from a Hungarian Project*

No.2. Robert J. Bennet: *Local Government in Post-Socialist Cities*

No.3. Bohdan Krawchenko: *Administrative Reform in Ukraine - Setting the Agenda*

No.4. Stephen P. Osborne, Aniko Kaposvari: *Nonogovernmental Organizations, Local Government and the Development of Social Services - Managing Social Needs in Post Communist Hungary*

No.5. Petra Kovacs: *A Comparative Typology of Ethnic Relations in Central and Eastern Europe*

No.6. William M. Miller, Ase B. Grodeland, Tatyana Y. Koshechkina: *Are the People Victims or Accomplices? The Use of Presents and Bribes to Influence Officials in Eastern Europe*

Call for Papers

NISPAcee is working on launching its academic publication series called "OCCASIONAL PAPERS in Public Administration and Public Policy" which will be published quarterly and distributed together with NISPAcee Newsletter starting from the Autumn of 1999.



The 'OCCASIONAL PAPERS' will provide a forum for analysis and discussion on contemporary problems and possible solutions, models and methods of public administration and public policy, and public sector reforms stemming from regional practice in transition countries. NISPAcee's broader goal is to enhance the quality and quantity of intellectual exchange among researchers, educators, scholars and practitioners of policy-making and public administration specifically focusing on the central and eastern European regions. Each issue of the 'OCCASIONAL PAPERS' will include several peer-reviewed 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) meeting with one of the three deadlines in 1999:

- May 31st, 1999
- September 30th, 1999
- December 31st, 1999

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

NISPAcee Membership

Presently, the NISPAcee enlists 86 Institutional members (from 18 countries), 23 Associate members (from 14 countries), and 122 Observers (from 27 countries).

New Institutional members of the NISPAcee:

- Institute for Market Economy, Sofia, Bulgaria
- Faculty of Law, Burgas Free University, Burgas, Bulgaria
- Civil Society Development Foundation, Bucharest, Romania
- Black Sea University Foundation, Bucharest, Romania
- Faculty of Public Administration, University of P. J. Safarik, Kosice, Slovak Republic

- Institute of Public Administration & Regional Development, Uzhgorod State University, Uzhgorod, Ukraine
- PALGO - Center of Public Administration and Local Government, Faculty of Political Sciences, University of Belgrade, Belgrade, Yugoslavia

New Associate members of the NISPAcee:

- Local Government Training Ltd., Helsinki, Finland
- Graduate School of Public & International Affairs, University of Pittsburgh, Pittsburgh, USA

Extension of the deadlines for:

SIGMA and Other Publications – Translation into CEE National Languages

NISPAcee announces the extension of the project for 1999 with the following deadlines:

- May 31st, 1999
- September 30th, 1999
- December 31st, 1999

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

How to apply:

- Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe.
- Applicants will have to prove the utility of the translated publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs.
- Priority will be given to institutions, which will distribute the publication at their own expense.
- Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).
- The institution must meet re-print conditions of the OECD, and acknowledge credit to NISPAcee, SIGMA and LGPSRI.
- Extra copies will be made available upon demand, by the organisation, for at least six months after publication, to satisfy late requests.

Please send letters of inquiry and applications to:

NISPAcee Secretariat
Hanulova 5/B

840 02 Bratislava 42

Slovak Republic

Tel/Fax: (421-7)-6428 5357, 6428 5557

E-mail: nispa@nispa.sk

List of publications translated or being translated into national languages within the first year of the project

SIGMA Papers:



Top Management Service in Central Government: Introducing a System for the Higher Civil Service in CEE Countries (SIGMA Paper No. 1) – Ukrainian, Bulgarian, Romanian, Armenian

Training Civil Servants for Internationalization (SIGMA Paper No. 3) - Romanian

Management Control in Modern Government Administration: Some Comparative Practices (SIGMA Paper No. 4) – Ukrainian

Internationalization of Policy Making (SIGMA Paper No. 6) – Romanian, Estonian

Effective Communications between the Public and the Media (SIGMA Paper No. 9) – Romanian, Estonian

Country Profiles of Civil Service Training System (SIGMA Paper No. 12) - Ukrainian

Public Service Training Systems in OECD Countries (SIGMA Paper No. 16) – Ukrainian, Bulgarian, Romanian, Armenian

Administrative Procedures and the Supervision of Administration in Hungary, Poland, Bulgaria, Estonia and Albania (SIGMA Paper No. 17) – Ukrainian, Romanian

Law Drafting and Regulatory Management in CEE (SIGMA Paper No. 18) - Romanian

Effects of European Union Accession – Part 1: Budgeting and Financial Control (SIGMA Paper No. 19) - Bulgarian

Effects of European Union Accession – Part 2: External Audit (SIGMA Paper No. 20) - Bulgarian

Promoting Performance and Professionalism in the Public Service (SIGMA Paper No. 21) – Ukrainian, Bulgarian, Romanian, Estonian, Armenian

Management Challenges at the Center of Government: Coalition Situations and Government Transitions (SIGMA Paper No. 22) – Estonian, Armenian

Preparing Public Administrations for the European Administrative Space (SIGMA Paper No. 23) – Bulgarian, Romanian

PUMA

Integrating People Management into Public Service Reform – Ukrainian

General Trends and Developments, Ministerial Symposium on the future of Public Service - Ukrainian

Governance in Transition: Public Management Reforms in OECD Countries - Bulgarian

Regulatory Management and Reform, Regulatory Impact Analyst: Best Practices in OECD Countries – Bulgarian

Ethics in the Public Service - Current Issue and Practice (Occasional Papers No. 14) – Bulgarian, Estonian, Romanian

In Search of Results: Performance Management Practices - Romanian

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NISPAcee

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

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- The Local Government and Public Service Reform Initiative Open Society Institute (formerly Institute for Local Government and Public Service), Budapest, Hungary - The Austrian Federal Chancellery in particular the Austrian 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.

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The deadline for the next issue is June 15, 1999.



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