



NISPAcee

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

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Taxation and Tax Policy in the E-world

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Taxation and tax policy are playing an important role in the economic development in the last few decades. As the principal means by which governments fund their expenditures, taxes are at the foundation of public finances. Taxes have been used throughout the world with most of their role used in the regulating of economic issues. A properly designed tax system implies readier taxpayer acceptance of that expenditure burden. It should promote the maintenance of a high and sustainable level of output by minimizing both distortions to market-set prices and disincentives to work, saving and investment. But optimal tax policy goes beyond mere efficiency and funding considerations to encompass inevitable normative judgments about the amount of redistribution.



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The regulative role of taxation is one of the most pronounced roles from the monetarist economists.

2. Tax harmonisation and the tax policy in EU

The lack of uniformity in the implementation of EC Directives on VAT across EU countries and procedural complications that the cross-country differences in the VAT regime entail in a single market creates further distortions in trade flows. The “transitional” VAT regime for cross-border trade, implemented since the abolition of custom controls between EU countries in 1993 embodies a wide variety of rules for determining the place where the transaction is taxed and, consequently, the place where the tax is deducted or refunded. For sales to foreign businesses that are registered for VAT, the goods are exported tax free; the receiving business has to declare the import and pay VAT on it. Importing businesses that are not registered for VAT are treated as consumers. For sales to consumers in another EU country, firms

have to register for VAT in the destination country and apply its VAT rates. However, for small-scale sales (e.g. through mail or Internet order), the VAT rate in the supplying country is applied.

This “transitional” system may be also prone to fraud, as goods travel tax-free across intra-EU frontiers, unless EU countries’ tax authorities fully co-operate with each other. The European Commission considers that one of the main reasons for the increase in fraud under the current VAT system is the fact that goods circulate without VAT being paid (European Commission, 2000c). It reports two main types of fraud: (a) the declaration of fictitious intra-Community deliveries: the exempted goods are in fact sold on the internal market and VAT due on final consumption is thus evaded; (b) failure to declare VAT due on intra-Community purchases: this may then result in VAT fraud on final consumption if the goods are resold through underground trade channels. The right to deduct the tax upstream may also be misused in cases where buyers’ VAT declarations request the refund of VAT on purchases for which no VAT was paid. And VAT

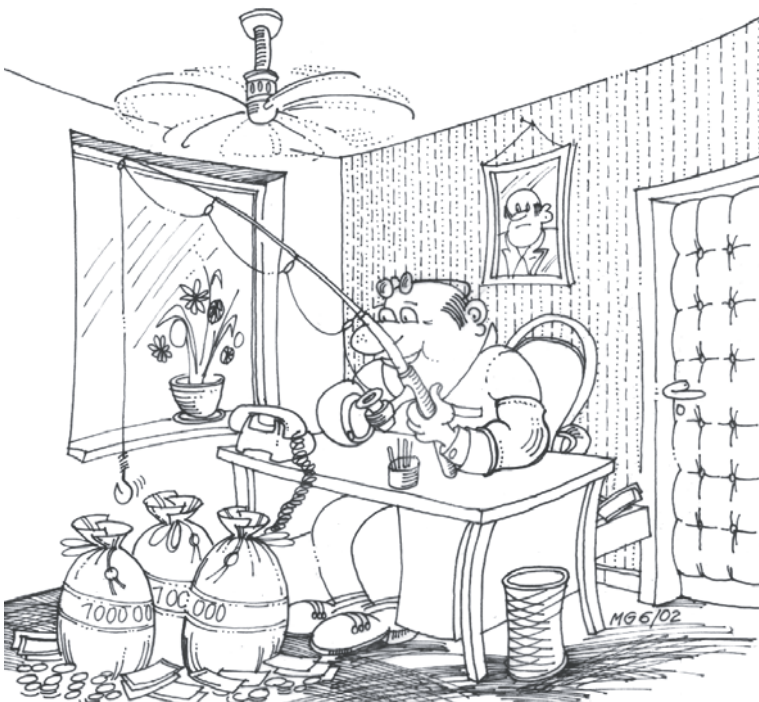
declarations are rarely subject to selective and co-ordinated controls.

One solution to cut compliance costs, which create distortions in the single market and to reduce the scope for tax fraud, would be to replace the destination principle by the origin principle. The taxation of imports and the non-taxation of exports would be abolished and the VAT system would be operated within the EU area in the same way as it would within a single country. Even though the European Commission remains committed to adopt such a system, it could only be introduced with greater harmonisation in value added taxes across EU countries, including tax rates. It would also require the introduction of a revenue-sharing scheme. Acknowledging the significant technical and political challenges associated with such a radical change, the Commission proposed a new approach in June 2000 to improve the current “transitional” system. The “Strategy to improve the operation of the VAT system within the context of the internal market” (European Commission, 2000c) is based on four objectives: simplification of current rules and their modernisation (in particular to reflect recent developments in e-commerce, and some network industries, such as postal services, broadcasting, water and electricity), more uniform application of current rules and a new approach to administrative co-operation.

3. Internet taxation

The area of Internet taxation is virtually undiscovered. Legislation has been in place for the past five years that has put a hold on passing legislation imposing taxes. The theory behind this was to encourage Internet development.

However, recently states and the federal government has been pressing for new taxation laws that would help them retain a portion of the new economies profits.



As of today many companies, states, and congressmen in the US have conducted studies that say how much they are losing in revenues based on the new Internet economy. Each group is now positioning themselves for the inevitable taxation of goods across borders.

The mind of many leading Internet taxation specialists is that an Internet tax is no different than any other normal tax that the government levies. With each state competing for revenue, each government would simply place a tax on goods being bought in their state by residents or corporations. Thus, the tax would be placed upon checkout at the online shopping cart.

However, what many people don't realize is that there are many exceptions to the placing of tax in interstate commerce. Currently, mail order catalogues enjoy a broad exception to the taxation of goods bought out of state. While every person buying goods online or on mail order is supposed to pay taxes on goods bought, they often do not.

Another interesting point is whether states are losing revenue due to the Internet. While they are probably losing some funds, or more appropriately losing out on gaining revenue. Furthermore, most purchasers of online goods may not purchase in a state store, but rather in a tax exempt mail order catalogue, thus still by-passing the tax. Or they may not even purchase at all if the purchase was not so easy and simple.

If you think e-commerce can make its way around the globe without taxation, it's time to face the tax authorities. Countries, states and localities aren't about to let business transition from mainstreet to the Internet without getting a cut. In fact, the goal of

many state and local tax jurisdictions is to extend the locales from which online merchants must now collect taxes. But the really bad news for online merchants isn't that tasks like accounting and online transactions may become more complicated. It's that so many issues of Internet taxation are uncertain. And in a world where ignorance or misunderstanding of the law is no excuse, the real danger for businesses lies in running headlong into back taxes, penalties and even criminal sanctions while navigating through e-commerce's fog. It's tough to draw up a competitive business plan when it's not clear whether taxes applying to a given customer segment will be assessed at 25 percent or not at all; and what is a business to do when it thinks taxes may be due, but collecting taxes would give an edge to competitors who aren't collecting. Technology and networking burdens must be addressed as well as local government funding. This new industry either needs states and nations to come up with a five-year plan maintaining the tax status quo and clarifying its ambiguities, or it needs that same clear policy implemented in a multi-phased tax approach that doesn't push harder than technology and emerging businesses can go. One possibility is online merchants to be asked to collect and remit taxes for buyers based in every country, state and locality around the globe—which appears to be a distinct possibility—then it's obvious that the incredible complexity in making such a demand requires uniform rates. The optimum would be uniform rates across all U.S. jurisdictions, the European Union and the 29 nations of the Organisation For Economic Co-operation and Development (OECD). Changing just the U.S. tax systems—and trying to make such systems

compatible with global tax systems—won't be easy; and turning all this around on an Internet time clock sounds a bit like halting feudalism in a day. Yet, there are very strong incentives for parties on all sides of this issue to move quickly to get the job done. Expedience is what is needed. Work out short-term alternatives for the issues that aren't yet palatable politically and technically. Grand solutions tend to be intricate, powerful, long in creation and short in reality. Pragmatism, on the other hand, works. The very birth of the Internet—based on TCP/IP and not Open Systems Interconnection—is proof of what's needed as e-commerce moves forward.

Conclusion

Taxation and tax policy are facing great challenges in the information society. The problems of e-filing are not so easily solved yet in all countries and this makes at certain stage the existence of information technologies additional burden and increasing the transaction costs of the contemporary taxation.

The European integration and abolition of the fiscal frontiers is a kind of step towards the new era in taxation. The movements of the factors, goods and services across physical borders have somehow prepared the governments for the e-movements in the web space. The orientation of taxing heavily bases that is difficult to be moved rather than those that can flip away for a second is one of the ways to deal in the e-world.

The introduction of e-taxation is a challenge for all societies, since a great volume of trade and other economic activities are passing through the e-space. So this requires a new tax system and totally new taxing.

Training Co-operation Through Twinning: Further Experience from the Lithuanian Institute of Public Administration

Arturas Arbatauskas, Chief Consultant

Just a year ago our Long-term Pre-Accession Advisor Ms. Anneli Temmes (Finnish Institute of Public Management) described her first experience from the EU-financed Twinning project „Twinning and Training Package for Civil Service Training (Phare LI 99/IB-OT-01) that started in November 2000 and in which the Lithuanian Institute is the main Lithuanian counterpart. The project will end in November 2002, but its impact on the development of the Institute could be observed even in May 2002.

Portfolio of training programmes

First of all, the Institute has strengthened its portfolio of training programmes. Long-term and short-term advisors helped local trainers to develop 27 new training programmes: 11 on EU topics and 16 on management, governance, public sector reforms, law drafting, IT issues, etc. The development of training programmes was complemented by special trainer-training seminars in which 91 local trainers participated. In order to assure high quality of newly designed training programs pilot training seminars were organised for each new programme.

Due to the enlargement of the Institute's portfolio of training programmes the participation in its training programmes has increased dramatically, for example, from 1772 participants in 2000 up to approximately 4000 participants in 2001.

Top-level training

One of the training priorities (such as EU training) for the Lithuanian public administration was to

develop a long term training programme for top-level civil servants. The project, first of all, supported the determination of the main focus of this training. Series of interviews with top-level civil servants revealed that training should be focused on leadership. Long-term and short-term advisors from the Danish School of Public Administration have shared their experience in the field of Top-level civil servant training. Basically, their approach was taken into account and adapted to local conditions. Examples of the main ideas: from a manager to a leader; presentation of tools to be used by participants; preparation of the participants for the future; have the participants to share experience and have knowl-



edge on their own capacity and development possibilities. The training programme was titled OLYMP –Training programme for leaders of organisations. It was decided to run two pilot courses of eight seminars one after another. The idea was that the first pilot group should be run by the Danish or Finnish trainers and local trainers would be observers. Then the local trainers would prepare adapted training programmes for the second pilot group and run training where foreign trainers would be as observers. Meetings between

foreign and local trainers were carried out before and after each training seminar. The first pilot group of 20 participants started the training in October 2001 and completed it in April 2002.

For the time being the second pilot group has already participated in four training seminars out of eight. The overall structure of the Top-level civil servant training is still under improvement, but the main ideas have already proven to be successful.

Internal development of the Institute

One of the most important activities in 2001 was the development of the Institute's strategy 2002-2005. The development was based on the Balanced Scorecard concept. The advisors from the Finnish Institute of Public Management were the main supporters in this process. It took about three months to discuss and agree on the strategy (vision, mission, critical success factors, measurements, target levels for 2002 and individual responsibilities). At the moment the Institute is implementing those plans and in the autumn the strategy will be updated for the second year.

The vision

The vision of the Institute for 2005 is to be the leader in civil servant training, to work for the sake of the clients, Lithuanian society and EU integration. The present achievements of the Institute imply that it is on the road to its vision. And this is what the Twinning project has already supported to reach.

Support to the Institutions of the State of BiH Programme

Anita Weiss-Gaenger, Austrian Academy of Public Administration, Vienna, Austria, Juraj Nemeč, University of Economics, Prague, Czech Republic/Matej Bel University, Banská Bystrica, Slovakia

Countries that are still in the earlier stage of reforms need help much more, especially in cases with lack of local expertise in certain fields, caused by the neglect of many public administration issues by the former regimes. Such support must not come only from the West, current experience more and more support the idea of "tripartite": local recipient, Western partner and accession country partner. This kind of combination has many advantages, especially inter-linking of local expertise, regional expertise from similar reforms and general know-how from developed systems.

Approach of this type was used also within the frames of EC/BiH/00/043, Support to the Institutions of the State of BiH Programme, especially in HRM Components: Introduction to Civil Service Training: Train the Trainer (Phase I) and Civil Service Development (Phase II) managed by the "Deutsche Gesellschaft für Technische Zusammenarbeit – GTZ", and delivered in the first phase by the "Verwaltungsakademie des Bundes", Vienna.

Experiences prove the efficiency of the "tripartite" solution, and also present one example of increasing positive impact of NISPAcee activities in the region.



Project contents and time-frame

The project's specific objective to which the Human Resource Component III should contribute is the development of a professional, efficient and non-partisan public administration. To support this objective, Component III is comprised of six human resource development sub-projects. The sub-projects were:

1. Civil Service Training and Train the Trainers Programme
2. Personnel Development in Institutions, Development of Human Resource Departments to Support Civil Service Law and Co-ordination of Activities with Legal Component I Project
3. Training Methodology, Evaluation and Feedback, Development of Training Strategy Plans for each Beneficiary BiH Institution and English Training in Co-operation with other International Bilaterals
4. Study Tour Programme
5. IT Computer Training in Collaboration with other International Bilaterals
6. Production of an Operational Audit Manual

These sub-projects all contribute to setting up a civil service training programme, which can be developed and continued after the new civil service agency could be established. The new civil service agency will be responsible for the training of all future civil servants. It will hence have to develop public administration training programmes and will need staff trainers available for this training process who are based in each state institution.

The realisation phase of the project started in the beginning of January and consisted of two phases. The first phase was realised as the "training of trainers" type of activity with a duration of four weeks.

Every week focused on different type of knowledge and skills to prepare local trainers to be able to deliver similar type of training later, during the second phase of the project, and included all main forms of training approaches (passive and active).

During these weeks certain amount of time was devoted to the preparation of group projects, and public discussion about proposed topics, goals and contents.

The second phase of the project, training of civil servants from BiH Federation ministries, started in the second week of February, relatively very soon after the first phase finished. Almost all participants from training of trainers phase decided to continue and prepared their contributions. The contents of the training week included

general and country specific public administration topics, starting from more general issues, like the role of the state, modern public administration, human resources management, project management, and later coming to issues of BiH draft civil service code and its consequences.

Tripartite and NISPAcee contribution

As mentioned this is one of the examples of relatively effective and successful implementation of "tripartite" principle and highlights increasing role of NISPAcee in the region.

Already, preparation of the training of trainers course was based on mutual co-operation of group consisting both from EU and accession countries. All types of experts delivered during training of trainers phase – EU, regional and local. Almost all topics were discussed including from a national perspective, also thanks to close co-operation with local Sarajevo University, Faculty of Economics (providing also excellent premises), and with some federal ministries and bodies of federal state administration. Lectures and discussions with local experts, like Prof. Puljic from the university, or Auditor General and his deputy from BiH Federation, were highly evaluated by the participants.

NISPAcee impact was also visible during the project. Selection of regional experts was done very much thanks NISPAcee database and via NISPAcee created personal contacts. NISPAcee publications were also used in all phases of the project, mainly Public Finance and Public Management (draft)

textbooks, proceedings from NISPAcee annual conferences, especially from Riga 2001 conference with the theme "Government, Market and the Civic Sector: the Search for a Productive Partnerships". All participants of phase two were provided with the human resources management manual, translated into local language via NISPAcee translation to local languages project.



The experiences from the realisation of the project also show that NISPAcee's role in the region is increasing and the outcome and impact of its activities become more and more visible.

Conclusions

Taking into the account strictly visible outcomes of the project:

- from 17 participants of training of trainers (phase one) a total 15 continued as trainers in phase two, and delivered topics of good or excellent quality,
- in phase two a total of five weeks of training for local state officials from BiH Federation ministries being trained was used. As the precondition for the successful implementation of the Civil Service Code, we have the right to evaluate the project as successful, proving a potential of foreign help, based on "tripartite" principle and principle of "taking local people serious", one of the main preconditions of any attempt to help.

Implementation and management problems connected with the project were solved with almost no impact on the final outcome. However, they are worthy of analysis to avoid them in future similar activities.

Call for Proposals

Centre for Policy Studies

International Policy Fellowships, 2003

The Central European University Centre for Policy Studies (CPS) is calling for proposals for its year 2003 International Policy Fellowships (IPF) programme, which is affiliated with the CPS and the Open Society Institute-Budapest.

Outstanding Fellows from Eastern Europe may be nominated to participate in additional training and research opportunities including a three-month International Junior Public Policy Scholar Fellowship in Washington, D.C. in affiliation with the Woodrow Wilson Center's East European Studies program. For more details on the Wilson Center and its East European Studies programme, please see further details at the end of this announcement and visit the Center's website at www.wilsoncenter.org.

Applicants are encouraged to submit individual, practical and policy-oriented research proposals in the following subject areas. The product of each fellowship will be a detailed analysis of a major issue to be published in English and translated into other languages.

2003 Fellowship Issue Areas:

The Policy Process
 Building Institutions
 Cross-Border Co-operation
 Outside the European Union
 Cultural Policy
 Education Policy
 Enhancing the Learning Experience in Central and East European Higher Education
 Primary and Secondary Education Policy
 Environmental Policy

International Climate Change Policy

Strategic Environmental Assessment and Sustainability Appraisal as Policy-Making Tools

The Future of Central and South-west Asia

Gender Policy: Intra-Enterprise Level Gender Inequalities in Post-Socialist Societies

Information Policy

Media Policy

Public Health Policy

Tobacco Economics Research and Advocacy

Policy Priorities in Public Health

Social Responsibility in Global Governance Structures

State Capacity and the Leading Economic Sector in Post-Socialist Eastern Europe

State Responses to the Challenge of Multiethnicity

Reform of Monetary and Fiscal Policy with a View Towards Enhanced Growth

Note: Although the topics Conflict Prevention in Southeast Europe and The Future of the Caucasus are not included in this year's announcement, IPF remains especially interested in receiving applications from these regions. Please apply according to the relevant topic rather than region. Also please note that applicants interested in Gender Policy as it relates to education, the media, and health should apply in the education, media, and health categories.

Terms of the International Policy Fellowship Award

Fellows will be provided with a one-year stipend, expenses including travel, and needed

communications equipment to work full-time on research of their design in one of the above areas. The amount of the award will vary depending on standards in the Fellow's country of residence and the budgetary needs of the proposal.

Application Requirements and Procedures

All applications must be submitted online at <http://www.osi.hu/ipf> by August 1, 2002

Those who have no possibility to access the Internet (including from public libraries, Internet centres, or national Soros foundations) should send an e-mail to fellows@osi.hu or call the IPF offices at +36-1-327-3863 to discuss the best alternate application solution. Finalists will be interviewed by telephone at the expense of IPF. Successful applicants will be notified in November or December 2002 and no later than January 15, 2003. The fellowship research cycle will approximate the period from March 2003 to March 2004. **Applications sent by mail, fax or e-mail will not be considered unless you received prior approval from IPF staff to use an alternative method of application.**

Programmes of the Academia Istropolitana Nova



Academia Istropolitana Nova (AINova) is a non-governmental institution providing specialized post-graduate education in a variety of professional fields relating to economic transition and European integration of CEE countries. It offers academic programmes, led by experienced management teams and distinguished programme advisory boards. The academic staff comprises of the best Slovak and foreign experts, coming predominantly from partner universities and institutions.

Programmes are characterised by:

- international attendance and atmosphere
- development of theoretical background, analytical thinking and reasoning
- comparison of various schools and methodological approaches
- confrontation of various nationality and culturally determined perspectives
- tutorials with visiting professors
- special focus on Central Europe
- field trips
- interactive teaching methods
- English language competency and Slovak for beginners

Programmes

Professional Communication and English
 Architectural Conservation Studies
 Environmental Policy
 European Studies
 Journalism
 Open, Distance and Vocational Learning in Environmental Management

Professional Programme in Applied Economics

The European Studies Programme

It offers a one-year academic course presenting European integration and disintegration issues, including the complexity of social, cultural, historical, political, legal, and economic aspects. The interdisciplinary programme not only contextualises the issues discussed, but also develops analytical, research, and presentation skills in a broader sense. Studying in Slovakia, in its EU accession period, is ideal for the pursuit of deeper knowledge and understanding of European integration processes. It prepares students for active work in the transition of the CEE region or further study in the new circumstances of an enlarged EU.

Professional Programme in Applied Economics and Finance - PPAEF

It is a modern one-year programme designed to prepare university graduates for careers as economic and financial consultants and analysts. The programme primarily concentrates on analytical foundations of international finance making extensive use of relevant modern

techniques. However, this programme stresses not only the theory but also its applications. Completion of the programme qualifies graduates for professional employment with international firms and agencies as well as for employment in banks, investment and insurance companies, government ministries, other private firms and non-governmental organisations.

The Environmental Policy Programme

It is designed to integrate Western European, North American, Central, and Eastern European policy theories, approaches and knowledge, and to work towards the goals of the EU to improve the European Environment through dynamic human resources development.

After completion of this one-year study programme, students will be equipped to address and solve the complex, interdependent problems of environmental policy and management in the region. Graduates are capable of formulating environmental policy by considering economic effects and legal practices both in their home countries and abroad. Although the programme is designed primarily for graduates from environmental fields, it is open to lawyers, economists and all those interested in environmental planning and management.

Architectural Conservation Studies / Built Heritage Development Studies

This one-year interdisciplinary programme trains professionals involved in maintenance, conservation and adaptation of historic towns and buildings, including

all other kinds of built environment generally considered as cultural heritage. The programme focuses on architecture, built sites and cultural landscape as fundamental elements of the cultural identity of human society. The goals of the programme are to enrich the professional background of the programme participants through information and experience exchange in the theory, philosophy, methods and techniques of monument conservation, legal and economic aspects, and heritage management. Special attention is paid to the role of cultural heritage in local development.

Career opportunities for graduates are in monument authorities, central or local government institutions, education, research, non-governmental organisations, as well as in the private sector (architectural, construction firms, banks, tourism, etc.).

The Journalism Programme

It is a one-year programme, teaching practical professional skills according to the traditions of journalism in the USA and Western Europe. The aim is to train students in elementary journalistic skills in the field of communication media: radio, television and press, to open their perspective outside of individual state borders, as well as towards specific work in regional and local press and electronic media.

The programme is aimed at graduates from various backgrounds (economics, sociology, law, sports, etc.), interested in working with information mass media. Applicants are not required to have any practical experience of working in the media field. Basic themes of the programme are journalism ethics, Internet, research of

information, news, analytical and investigative journalism, TV news and current affairs. Theoretical lectures are accompanied by systematic work in a TV studio and practical seminars and workshops in the field of print media.

The Open, Distance and Vocational Learning Programme

It is a unique programme at the institution. While other programmes provide traditional full-time teaching in their subject areas, this one uses various methodologies to provide flexible learning opportunities to a wider group of interested participants. It works primarily in the area of environmental sciences with particular focus on environmental management. In addition to this, the programme has started to develop an interest in the following areas:

- project design & management
- methodology of flexible learning
- use of IT in education

The main aim of ODVL is to be flexible and to deliver the courses and training according to the needs of the target groups: young university teachers, PhD students, NGOs, SMEs, state administrators.

Professional Communication and English Programmes

It offers intensive English preparation courses or specialised seminars for AINova students, as well as professional language courses for companies on a contractual basis.

Further Information on AINova and Programmes can be found on the web page: www.ainova.sk

Recommended deadline for foreign students is the end of July, 2002. Scholarships are available.

Contact person:

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Publication and Subscription Opportunities for Central and Eastern European Academicians and Practitioners in Different Journals

1. Public Management Review

Public Management Review is an international journal, seeking to draw together and learn lessons from the development of public management across the world rather than being parochially focused upon one area and will encourage cross-national and comparative research papers.

The journal promotes interdisciplinary work. Much of the most important work about public management is coming at the cusp of traditional disciplines. Public Management Review promotes such cross boundary learning and conceptualisation.

This project is uniquely placed to offer a leading light on the rapidly developing interest in public management across the world, and especially in Europe, North America and the Pacific Rim. It covers such key issues as:

- social policy making and implementation in the plural state
- inter-sectoral (government non-profit-for-profit) relationships
- the evaluation and critique of the "new public management" paradigm
- governance institutions and processes
- globalization and convergence in public management
- state reform and structural adjustment, and the operational/strategic management of public service organisations, including such issues as contracting, marketing and strategic management.

For details do visit on the internet: www.tandf.co.uk/journals

Contact:

Stephen P. Osborne,
Editor-in-Chief,
Aston Business School,
Aston University, UK
e-mail:
osbornsp@pcmail.aston.ac.uk

2. International Review of Administrative Sciences

It is an essential source of information for anyone concerned with contemporary problems of public administration throughout the world. The journal publishes original contributions on a broad range of topics, including:

- administration and management of national civil services and international agencies
- organisation of central and regional governments and regional administrations
- human resource management
- administrative reform and public finance
- theory, philosophy and history of administration.

Electronic access is available for institutional subscribers through the following intermediaries:

- ingenta
- EBSCO Online
- OCLC FirstSearch ECO
- RoweCom Information Quest
- SwetsnetNavigator

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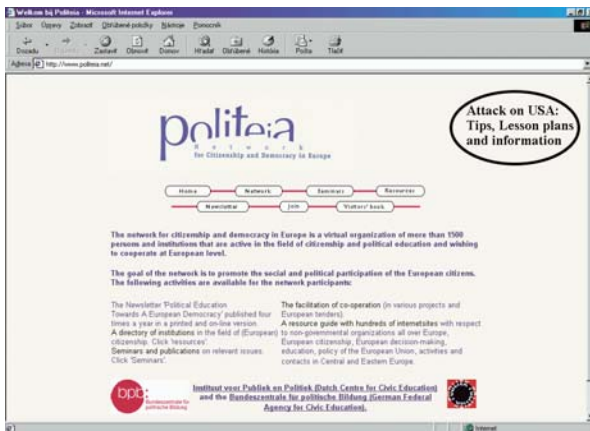
Kenneth Kernagan,
Editor-in-Chief,
Brock University,
St. Catherines, Canada
e-mail: humblek@inwind.it

The two journals are waiting for good quality publications from Central and Eastern Europe. When you subscribe then you are informed on the current developments of the science and practice of public administration.





to Web Sites



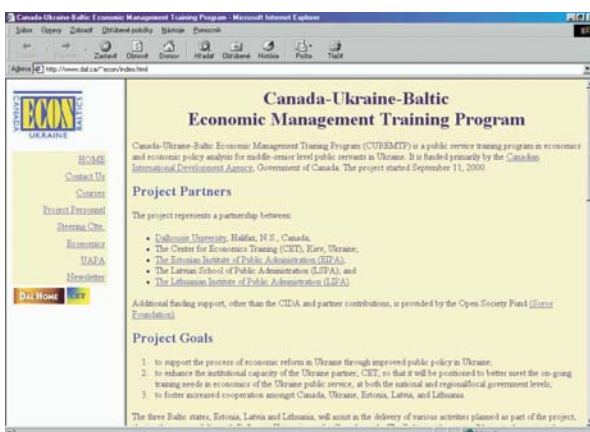
<http://www.politeia.net/>

The network for citizenship and democracy in Europe is a virtual organization of more than 1500 persons and institutions (in the European Union as well as in Central and Eastern Europe) that are active in the field of citizenship and political education and wishing to cooperate at European level. The goal of the network is to promote the social and political participation of the European citizens.



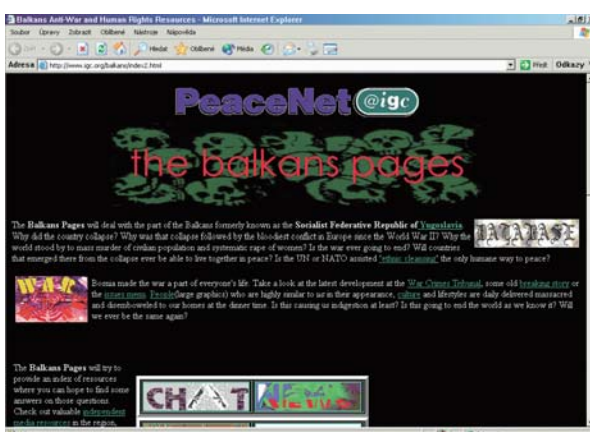
<http://www2.ctg.albany.edu/egovfirststop/>

The web site was launched as part of the research programme "Creating Tools of the Trade" of the Center for Technology in Government. The site includes a wide variety of e-government materials including executive-level briefings, research and best practices reports, case studies and web sites.



<http://www.dal.ca/econ>

The Canada- Ukraine-Baltic Economic Management Training Program is in- service, public service training project in economics/economic policy. It involves five partner institutions: Dalhousie University (Department of Economics)- head; Center for Economics Training (Ukraine Academy of Public Administration)- Ukrainian executing agency; Lithuanian Institute of Public Administration- Lithuanian executing agency; Latvian School of Public Administration- Latvian executing agency; Estonian Institute of Public Administration- Estonian executing agency.



<http://www.igc.org/balkans/index2.html>

The Balkans Pages - the home pages authored by Bosnians, Macedonians, Slovenes, Croats and Serbs.

Calendar of Events

July 15 – August 4, 2002, Summer School in International Finance

Contact:

Yulia Bakhareva,
European University,
St. Petersburg, Russia,
e-mail: sse@eu.spb.ru,
web: <http://www.eu.spb.ru>

August 11-17, 2002, Summer School "The International Situation after 11th September"

Working language: English

Contact:

Irina Chirpisizu,
Black Sea University Foundation,
Bd. Primavera no.50,
Bucharest-1, 71297, ROMANIA,
phone/fax: +40-1-222 70 01,
e-mail: bseau@xnet.ro

September 2-5, 2002, Summer School on Regional Policy Issue of the EU Enlargement

Working language: English

Contact:

Zsuzsanna Zuban,
Centre for Regional Studies of the
Hungarian Academy of Science
e-mail: zubanzs@dti.rkk.hu

October 17-18, 2002, Conference "Unemployment and Social Policy in the Czech Republic"

Working language: Czech

Contact:

Marketa Horakova,
Faculty of Social Studies,
Masaryk University,
Gorkeho 7, 602 00 Brno,
Czech Republic,
e-mail: horakova@fss.muni.cz

October 25-26, 2002, Conference "Theory and practice of Public Administration"

Working language: Slovak, Czech,
English (possibly German, French)

Contact:

Faculty of Public Administration,
P. J. Safarik University,
Moyzesova 50, 040 01 Kosice,
Slovak Republic,
phone/fax: +421-55-622 236 85,
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Events of the Institute of Public Administration and European Integration, Sofia, Bulgaria

October 18, 2002, International conference "European challenges to the Bulgarian Public"

Administration (18.10.2002, Sofia)
Working language: English

November 8-9, 2002, Students' conference "EC and the Bulgarian administration for the young people"

Working language: Bulgarian

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Events of the Central European University, Budapest, Hungary

Working language: English

June 7-9, 2002, Workshop "Bio-Social Transformation? Law in the Genetic Era"

Contact:

Judit Sándor,
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June 13, 2002, Seminar "Against all Odds - The Lack of Probabilities in the Strategic Intelligence Assessments of the Early Cold War Period"

Contact:

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Events of the Lithuanian Institute of Public Administration, Vilnius, Lithuania

Working language: English (with
translation into Lithuanian)

June 25, 2002, Course "Public Administrative Reforms"

June 28-30, 2002, Course "Economic Integration"

August 27, 2002, Course "EU Education Programmes"

Contact:

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web: www.livadis.lt

Events of the European Institute of PA, Maastricht, The Netherlands

Working language: English

June 27-28, 2002, Seminar "Benchmarking in the Public Sector: How to Make it Happen"

Contact:

Ann Stoffels,
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e-mail: a.stoffels@eipa-nl.com

September 16-17, 2002, Seminar "Managing EU External Relations: Where Khaki Meets Pinstripe"

Contact:

Sonja van de Pol,
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September 19-20, 2002, Legal Seminar "Public Procurement Law - Recent Case Law of the European Court of Justice"

Contact:

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September 23-24, 2002, Seminar "Judicial Cooperation in Civil and Criminal Matters"

Contact:

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September 26-27, 2002, Seminar "Understanding Decision-Making in the European Union: Principles, Procedures and Practice"

Contact:

Araceli Barragan,
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September 30 - October 2, 2002, Seminar "Committees and Comitology in the Political Process of the European Union"

Contact:

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October 7-8, 2002, Seminar "The EU and the National Civil Services: Adapting to European Integration"

Contact:

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October 7-11, 2002, Seminar “European Negotiations”

Contact:
Noelle Debie,
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October 10-11, 2002, Seminar “Managing EU Structural Funds: New Challenges and Future Prospects”

Contact:
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October 10-11, 2002, Seminar “Europe on the Internet”

Contact:
Joyce Groneschild,
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October 14-15, 2002, Colloquium “The Debate on the Future of Europe: a Convention, a Constitution, a Consensus?”

Contact:
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October 30-31, 2002, Seminar “Public-Private Partnerships”

Contact:
Sonja van de Pol,
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November 7-8, 2002, Seminar “Mastering the CELEX Database”

Contact:
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November 18-19, 2002, Seminar “Human Resource Management”

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e-mail: e.hermens@eipa-nl.com

November 21-22, 2002, Seminar “Understanding Decision-Making in the European Union: Principles, Procedures and Practice”

Contact:
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November 21-22, 2002, Seminar “Intellectual and Industrial Property Rights in Europe: Where Do We Stand?”

Contact:
Christiane Lamesch,
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e-mail: ch.lamesch@eipa.net

November 25-29, 2002, Seminar “European Negotiations”

Contact:
Noelle Debie,
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e-mail: n.debie@eipa-nl.com

November 28-29, 2002, Seminar “Keep Ahead with European Information”

Contact:
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Events of the National School of Political Studies and Public Administration, Bucharest, Romania

Working language: English, Romanian

September 2002, The Second National Seminar on Human Resource Development for Public Administration, “Training in European Integration for Civil Servants”,

September 2002, Seminar “EU Project Management”, organised within the framework of EU Regional Training of Romanian Civil Servants project

Contact person:
Lucia Matei,
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Events of the Regional Training Centre for Local Public Administration, Craiova, Romania

Language: Romanian

June 24-29, 2002, Govern strategy in public administration

July 1-6, 2002, Strategic planning for public administration – Programme for specialists in urbanism, specialists in environment safety

July 1-6, 2002, Management of human resources – program for specialists who work at human resources – recruiting, self motivation, methodology

July 16-20, 2002, Making the Local Public Administration More Efficient – program for local elected and officials

August 5-10, 2002, Reform in Romanian Public Administration – program for officials (specialists), secretaries of local councils

October 7-11, 2002, Program PRO EUROPA – General frame of UE – Project management. – programme for departments of predictions, developments from county councils, prefectures, city halls

October 14-19, 2002, Govern strategy in Public Administration – programme for secretaries

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Events of the Academia Istropolitana Nova, Sv. Jur, Slovakia

Summer 2002, “Environmental Management in European Perspective”

Working language: English

June – December, 2002, “Strategic Planning and Management”

Working language: Slovak

October 2002 – June 2003, “Public Policy Programme”

Working language: Slovak

November 14-16, 2002, Workshop “Rural and Urban Communities in the Process of Transition, the Central European Context”

Working language: Slovak
Contact:
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e-mail: Mariak@ainova.sk

Events of the Agency for Public Administration Development, Government of Serbia, Belgrade, Yugoslavia

Language: Serbian, English

June 27-18, 2002, Conference “Improving the Law Preparation Process”

Contact:
Ljiljana Filipovic,
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July 14-17, 2002, Workshop "Governance skills"

Contact:

Svetlana Djukovic,
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July, 2002, Round table: "Public Administration Reform Strategy – I. part"

Language: Serbian

Contact:

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September 2002 – September 2003, Special course "Change Management"

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September 2002 – September 2003, Special course "Organization & Management"

Contact:

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October, 2002, Seminar "Techniques and Procedures in Law Preparation Process"

Contact:

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October, 2002, Round table "Public Administration Reform Strategy – II part"

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October, 2002, Seminar: "Human Resource Management for Serbian Civil Service"

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October, 2002, Seminar "Project Management for Serbian Civil Service"

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Recent Publications



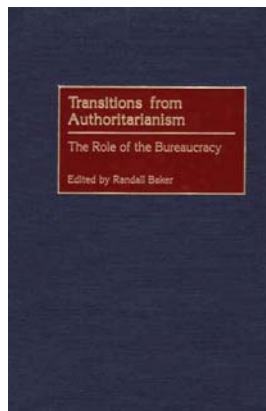
How to Be a Better Policy Advisor? Manual

Editor: Miroslaw Grochowski,
Michal Ben-Gera
Publisher: NISPAcee

Resume:

The manual represents the first concrete result of the ongoing cooperation between UNDP's Regional Support Centre in Bratislava, Slovakia and NISPAcee. It provides an excellent basis for academic and training institutions in the region to start developing their own courses and integrate the creation of advisory skills in their curricula. The manual also includes an appendix "Techniques and Methods of Policy Analysis" by Katarina Staronova.

Contact: NISPAcee



Transitions from Authoritarianism - The Role of the Bureaucracy

Editor: Randall Baker
Publisher: Praeger Publishers
Price: 67.95 USD

Resume:

The book examines the roles of bureaucracies in states making the transition from authoritarian systems toward democracy. The main focus was on reforming the economy and the political institutions. Contributors discuss specific experiences as case studies and examine the more general question of what lessons can be learned from this unique perspective into comparative public administration reform. Essential reading for scholars, students, policy makers, and others involved with comparative government and public administration.

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Minorities and Marginalized Groups in the Czech Republic

Editor: T. Sirovatka
Publisher: Masaryk University
and Georgetown
Language: Czech

Resume:

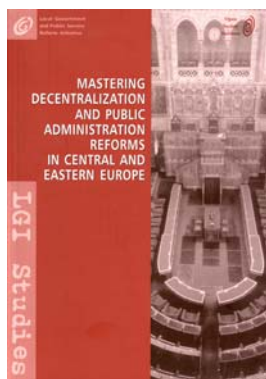
The aim of the publication is to present the topic of position marginalization of minorities and some social groups in the Czech society with an emphasis corresponding on the one hand to its growing social significance and on the other hand to the low attention directed towards the issue so far. The problem of social exclusion is multidimensional. The topic is depicted within five key areas: Theoretical nexus and definition of the problem of marginality, marginalization and social exclusion; Manifestation and social consequences in the world of labour

and life style; Majority's relation to minorities in the Czech public opinion, mass-media and in the view of extremist movements; Formation of minority members' cultural identity; Problem of Roma's coexistence in the Czech society and its solutions.

Contact:

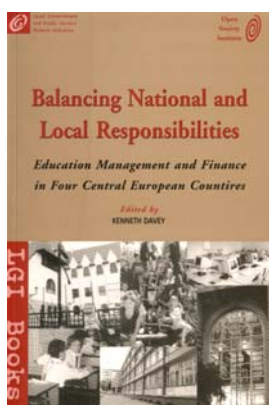
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Publications of the LGI, OSI, Budapest, Hungary



Mastering Decentralization and Public Administration Reforms in CEE

Editor: Gabor Peteri



Balancing National and Local Responsibilities – Education Management and Finance in Four CE Countries

Editor: Kenneth Davey

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Public Perception of Local Government

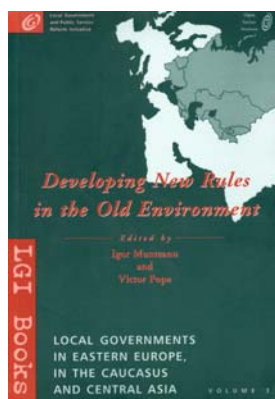
Editor: Pawel Swianiewicz

Stabilization of Local Governments

Editor: Emilia Kandeve

Local and Regional Tax Administration in Transition Countries

Editor: Mihaly Hogye



Developing New Rules in the Old Environment

Editor: Igor Munteanu,
Victor Popa

Indicators of Local Democratic Governance Project – Concepts and Hypothesis

Author: Gabor Soos

Public Grants and Private Investment in Solid Waste Management – Alfold, Hungary – Discussion Papers No. 19

Author: Paul Dax, Jozsef Fucsko,
Peter Krajner, Gabor Ungvari

Good and Bad Government – Ambrogio Lorenzetti's Frescoes in the Siena Town Hall as Mission Statement for Public Administration Today – Discussion Papers No. 20

Author: Wolfgang Drechsler

In Search of International Roles: Volga Federal District - Discussion Papers No. 21

Author: Andrey S. Makarychev

Publications of the Centre for Regional Studies of the Hungarian Academy of Science, Hungary

Discussion Papers:

Bela Baranyi: Before Schengen – Ready for Schengen: Euro Regional Organisation at Eastern Borders of Hungary

Janos Rechnitzer: The Features of the Transition of Hungary's Regional System

Krisztina Keresztely: The Roll of the State in the Urban Development of Budapest

Balint Csatari: Development and Spatial Types of Hungarian Small Areas

Zoltan Gal: Special Development Characteristics of the Hungarian Banking System

Language: English

Price: 1 500 HUF per each issue

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Publications of the EIPA, Maastricht, The Netherlands

Organised Crime. A Catalyst in the Europeanisation of National Police and Prosecution Agencies?

Editor: Monica den Boer

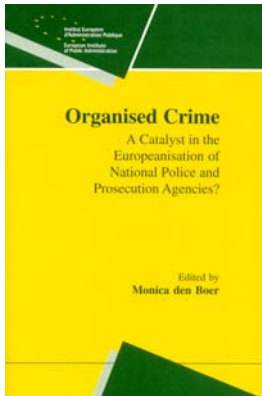
Language: English

Price: 31.75 EUR

Resume:

The book explores to what extent the EU instruments have had an influence on the structure and organisation of law enforcement agencies, in particular the police forces and the prosecutions agencies. Research was

undertaken in all 15 EU Member States with the objective to make an inventory of the main rationales of reforms and changes in the national criminal justice organisations.



Increasing Transparency in the European Union?

Editor: V.Deckmyn
Price: 31.75 EUR

Resume:
The book takes stock of all developments in recent years concerning openness, transparency and access to documents. Contributions to the book by academics, journalists, European civil servants, provide a complete overview of the state of the art and insights into the likely future developments.

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Publications the Agency for Public Administration Development, Government of Serbia, Belgrade, Yugoslavia

The Serbian Central Public Administration – Organizational Challenges

Publisher: Kasper Holand & Svein Eriksen, APAD, 2002,
Language: Serbian, English

Resume:
Diagnostic study on current state and the challenges of the public administration in Serbia including: structures and systems, decision making process, inter-ministerial coordination, appeal system and the public administration reform activities

Up and Down or Sideways – Ministry Structures in the Netherlands, Great Britain, Sweden, Finland and Denmark

Publisher: Svein Eriksen, APAD, 2002
Language: Serbian, English

Resume:
Comparative analysis of the abovementioned governments on: the number of ministries and members of cabinet, distribution of assignments, interministerial coordination, the organization of individual ministries, the work on reorganization of ministries, the ministry international network.

The Ministry of Future

Publisher: APAD, 2002
Language: Serbian

Resume:
Compilation of different resources on trends and developments of a ministry structures and systems in the modern public administration.

The e-Government

Publisher: APAD, 2002
Language: Serbian

Resume:
Compilation of different resources on trends and development of electronic governance in the modern public administration.

The “Reformer”

monthly newsletter for Serbian civil servants

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The 10th NISP Acee Annual Conference Delivering Public Services in CEE Countries: Trends and Developments

Krakow, Poland, April 25-27, 2002

The 10th NISP Acee Annual Conference, organised in co-operation with the Polish Association for Public Administration Education (SEPA), Bialystok and Malopolska Institute of Local Government and Administration (MISTIA), Krakow, Poland, was attended by 280 academics and practitioners from 36 countries from all over the world. This included 21 CEE countries and covers the NISP Acee institutional membership. The participants of the conference, the largest to date, were welcomed by Martin Potucek, NISP Acee President and Jan Pastwa, Civil Service Office, Poland, Krzysztof Lipski, MISTIA, Poland and Michal Kulesza, SEPA, Poland, on behalf of Polish organizers. Several representatives of NISP Acee international partner institutions also welcomed the conference participants: Haiyan Qian who presented a paper on behalf of Guido Bertucci, United Nations Department of Economic & Social Affairs, USA, Franciso Cardona, SIGMA/OECD, France and Roman Chlapak, Council of Europe, France.

The plenary session was followed by the Polish panel which included presentations of representatives of the Polish administration: Jerzy Regulski, Foundation in Support of Local Democracy, Maria Gintowt-Jankowicz, National School of Public Administration, Jan Pastwa, Civil Service Office, Jan Maria Rokita, Parliamentary Club Platforma "Obywatelstva".

The presentation of the Alena Brunovska Award for Teaching

Excellence in Public Administration took place immediately after the Polish panel. The price and Diploma were presented to Prof. Michal Kulesza, Polish Association for Public Administration Education / University of Warsaw, by both the NISP Acee Executive Director and the President. Professor Kulesza presented his speech on "Public Administration and Post-Communist Society".



Prof. Michal Kulesza, the winner of Alena Brunovska Award

The programme continued by keynote presentations on the main conference theme presented by Geert Bouckaert and Mark Debicki followed by conference working sessions and meetings of working groups running in parallel.

Brief Report

Jak Jabes, General Rapporteur, Advisor for Governance, Asian Development Bank on leave from the University of Ottawa

The growing interest of the community of practitioners, researchers, trainers and academics in public administration subjects was evidenced by the growing number of working groups devoted to thematic discussions. Six working groups were convened during this 10th Conference.

A number of suggestions emerged to facilitate engaging citizen involvement in public service delivery. These ranged from finding champions in government to improving process simplification and standardization to structural adjustments that makes it possible for minorities to feed into the policy process. Participants pointed out to a number of tools, new and old, which can be successfully used to promote such engagement. Among the most promising were e-democracy applications, organized feedback, training in participative methods, and for multiethnic communities the enforcement of anti-discrimination measures and the active promotion of cooperation among diverse ethnic groups.

Strategic planning of participation, equal opportunity programs, training on diversity management, back office re-engineering were some of the promising practices observed in the formerly communist coun-

tries which want now to ensure citizen involvement in public administration. However, the list of constraints that would impede citizen participation was very long. Starting from weak civil society discussants pointed out that in a number of countries there was still political and civil service instability. Even when the public administration was stable, it often lacked political will to engage citizens, participative traditions, recognition of ethnic diversity, and enforcement mechanisms.

The role of a learned conference certainly is to draw our attention to significant problems. Keynote speakers were quite successful in pointing to a number of unresolved issues in transition economies. Public administration practitioners always complained of the difficulty they faced when models from established democracies were transferred or imported. Gyorgy Jenei stressed this issue jokingly by showing that if one picked different parts of western quality models one ended up with one's own goulash. The tension between managerialism and legalism, the end results of different western politic-administrative traditions continue to create tensions in transition countries which sometimes have difficulty trying to borrow from both and as a result sometimes unable to balance the two properly.

Michal Kulesza, who received the Alena Brunowska award for teaching excellence referred to the nation, administration and politicians as the three entities of a Bermuda Triangle, whose cooperation or struggle for power would define whether civil society would awaken or continue to remain a sleeping giant. Interestingly, in his keynote address Gert Bouckaert lay to rest the notion that improve-

ments in quality should be undertaken because they would increase the trust that citizens had in their government, as the data was not necessarily supportive of this relationship. The resulting conclusion from the diverse sub-themes around service delivery during the conference suggests that in the end democratic governance starts at the local level and requires the engagement of voluntary actors.

Transition economies have undertaken major transformation of their systems. Many in the CEE region are different public administrations than when transition began. Candidacy to the EU has had a significant impact in bringing this change about. Having to meet the exigencies of the *acquis communautaire* has meant that countries have adopted and adapted EU legislation but also the values that go hand in hand with a willingness to function within the European Administrative Space. In the process, in CEE significant amounts of investments have been made in capacity building and training leading to increasingly sophisticated public administrations which demonstrate genuine concerns for better service to their citizens. On balance, the papers and presentations made at the 10th annual NISPAcee conference highlighted this overall transformation while pointing out the weaknesses and incomplete elements.

The Main Conference Theme

Coordinators: Tamas Horvath, Hungarian Institute of PA, Hungary; Marek Debicki, University of Manitoba, Canada

A comparison of decentralisation developments in CEE and CIS with the provision of public services under the neo-liberal

governments of the 1980s in the West leads to a number of important conclusions. First, while the reduction of public functions has been more radical in these countries, policy formulation as a reaction by public administration to the challenges of change has developed much less. This entails the danger that the unavoidable reductions in state expenditure will not be accompanied by structural changes, but lead simply to cutbacks in traditional provisions. This is certainly always the easier option. Despite slow progress, however, there are signs that a possible new model of governance in service management is emerging.

The initiating motivation on renewal of public functions is linked to the system transformation as a whole in countries of the eastern region. In 90s market economy emerged after communist regimes. Public functions had to be revised. Privatization took over either in economy and formerly incrementally large scale of public services. On the other hand, remaining public functions are also transformed. Transforming public management to 'New Public Management' is not easy in these circumstances, because system transformation is needed at the same time. The private and non-profit sector is not developed enough, while state tries to monopolise public roles in total. New challenges are confused with conflicts of the system transformation in this region. The main conference theme was devoted to discuss issues of establishment of alternative service delivery in specific circumstances of systemic transition.

Reports of Working Groups

Working Group on Politico-Administrative Relations

Coordinators: Tonu Verheijen, UNDP, Slovakia, Alexandra Rabrenovic, University of Belgrade, Yugoslavia, Laszlo Vass, Budapest University of Economic Sciences, Hungary

The working group focuses in the first session on Role perceptions of senior officials. Senior officials at both local and central government level have a dual role, political and managerial. The objective was to gain comparative insights into the self-perception of senior officials in Post-Communist states and the implication for the dual role that



they play in the policy process. Four papers were presented.

The working group also has had an ongoing study about the impacts of the coalition form of the Government on the politico-administrative relations. The participants of the group-work discussed seven country cases (Estonia, Ireland, Hungary, Lithuania, Romania, Serbia, Slovakia) investigating the structural and functional effects of the coalition politics on the governance and public administration. The most important lesson was that the civil service system might be the most sensitive area suffering from the consequences of the coalition politics; therefore the research work should cover more and

deeper insight into this field. The discussions also revealed that an Eastern-Western comparison is very useful for the better understanding of the politico-administrative relations under coalition Government.

Working Group on Better Quality Administration for the Public

Coordinators: Elke Löffler, Bristol Business School, UK, Tatiana Zaytseva, Moscow State University, Russia

The NISPACEE Working Group on "Better Quality Administration for the Public" chose "Improving the Quality of Public Services" as the overall theme for its third meeting at the 10th NISPACEE

Conference in Krakow. In particular, group looked at - how quality is put into practice, how quality is measured and how citizens and other stakeholders may be involved in quality.

Highlights of the programme included:

1. Keynote speeches which provided a conceptual framework and gave an overview on recent developments in each of the subtopics;
2. Interactive group work which asked participants to identify good practices to improve the quality of public services in their country; and
3. A panel with distinguished speakers from CEE countries who discussed the progress made in improving the quality of public services but also problems which still have to be overcome.

Overall, 20 papers were submitted after going through a two-stage review process.

Working Group on Systems of Social Security

Coordinators: Marketa Vylitova, Research Institute for Labour and Social Affairs, Czech Republic, and Janos Hoos, Budapest University of Economic Sciences and PA, Hungary

The working group on systems of social security has this time the aim to focus on global aspects in social policy. Global aspects include items such as the influence of international standards, supranational organisations and last but not least Europeanization. This time the group set down several objectives to focus on processes of social policy making. Although their social protection systems may differ, the problems faced and the range of solutions proposed are similar: pay-as-you-go or funded financing; universal and compulsory insurance or optional cover; managed care or free provision of services. We shifted the target from description of systems to issues of development of these systems and to questions: "Why? How? Who? With what effects?"

The next objective of the working group was to focus on centralisation / decentralisation aspects of social security delivery and to identify regional aspects of social security policies. Methods and tools of implementation of social security concepts came just after that.

Working Group on Democratic Governance of Multiethnic Communities

Coordinators: Petra Kovacs, LGI/OSI, Hungary, Jana Krimpe, Tallinn University of Educational Sciences, Estonia

This year, working sessions of the WG have been devoted to an in-depth analysis of new models and methods of public service delivery from the point of view

of ethnic diversity. The aim of the WG is to assess and analyze public policies that determine the access of minorities to public services. The Working group discussed 14 case studies based on the research guidelines "Who Benefits?: Ethnic Bias and Access of Minorities to Public Services". Case Studies were contributed from Bosnia, Bulgaria, Czech Republic, Croatia, Estonia, Israel, Hungary, Latvia, Romania, Slovakia and the Ukraine. Sessions of the WG have contributed to the main conference topic by analyzing the impact of reforms of public services, especially the introduction of policies of "New Public Management" on the equitable access of minorities to locally provided public services.

Working Group on Public Sector Finance and Accounting

Coordinator: Zeljko Sevic, University of Greenwich, UK

The Working Group focused on the issues of grant transfers and fiscal supervision in the countries of the Region. There were 12 papers scheduled for presentation and all of them initiated interesting and often thought-provoking discussion. The Group reiterated the importance of decentralisation to ensure successful functioning of the local government.

The papers were prepared as country studies that focused on the issues important to a particular country. The papers carefully described the current local government model that is applied in their respective country and the implications of the model of the organisation and execution of the local public finance function. Different types of grants were analysed both as a source of revenue for a local government unit and a policy instrument that often enables the central government to exercise

more power than otherwise assumed. It was concluded that an interesting research question might be why the basic local government units (i.e. municipalities) often do not want to have their original income and prefer to remain dependent on central government grants. Some participants brought in the issues of accountability and social responsibility, especially in small countries with a large number of local government units.

Working Group on Applying the e-Government Framework in Transitional Countries

Coordinators: Theodore Tsekos and Vassilios Peristeras, United Nations Thessaloniki Centre (UNTC), Greece

At the meeting of the working group 17 papers were presented from 12 countries. Five of these papers were general conceptual approaches, nine case studies and three country profiles.

Through the presentations, the interventions and discussions the working group members identified the following important e-Government problems in transitional countries:

- Ethical, cultural and legal issues, policy formulation structures and processes, H.R questions, knowledge management, technological infrastructure, public agencies reengineering, funding questions, public private partnership issues and the lack of effective and integrated e-Gov project management

The WG agreed that transitional countries don't have to wait until

their general economic, social and political problems will be resolved in order to enter the e-era. On the contrary ICT properly implemented in government and public administration can facilitate economic and social development.



The NISPAcee Steering Committee during the Business Meeting – Barbara Kudrycka, the new NISPAcee President (second from the right)

NISPAcee Business Meeting

The Business Meeting was held on April 26, 2002. NISPAcee annual reports and future plans were presented to representatives of NISPAcee members and other participating guests. The future development of the organisation was also discussed. During the meeting, the NISPAcee Steering Committee announced a new NISPAcee President – Barbara Kudrycka, Rector of the Bialystok School of Public Administration, Poland - that was nominated for another period of two years.



SIGMA and Other Publications – Translation into CEE National Languages

Goal of this project is to translate SIGMA and other relevant publications from English to CEE national languages.

How to apply:

Eligibility is limited to members of NISP Acee and other institutions with professional interest in public administration in CEE; 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).

NISP Acee make a general agreement with the EIPA (European Institute of Public Administration, Maastricht, The Netherlands) for the translation of EIPA publications within this project. All institutions interested in translation of the EIPA publications are invited to apply for the translation grants to NISP Acee. Information about the publication you can find at the homepage of EIPA <http://www.eipa.nl>

The deadlines:

- August 31, 2002
- November 30, 2002

NISP Acee Occasional Papers Call For Papers

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

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

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

Building Advisory Capacities

Within the project "Building Advisory Capacities" supported by UNDP Regional Support Centre, NISP Acee organized an Advanced Training of Trainers by the end of May 2002.

The main aim of this training was to enlarge the scope of trainers throughout whole region (CEE countries, Russian Federation, Caucasus and Central Asia). 12 participants represented following countries: Bulgaria, Estonia, Kyrgyzstan, Latvia, Lithuania, Romania, Russia, Slovakia, Ukraine and Uzbekistan.

The participants will be able to lead future training courses for advisors "How to be a better policy advisor". The next such training course will be provided by the end of June 2002 in Cluj Napoca, Romania for participants from near Balkan countries (in English language). In autumn 2002 NISP Acee is planning to organize next training course in Ukraine (in Russian language).

For more information you may contact:

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Invitation and Call for Papers for the 11th NISPAcee Annual Conference “Enhancing the Capacities to Govern: Challenges Facing the CEE Countries”

Bucharest, Romania, April 10-12 2003

The NISPAcee Conference provides a forum to encourage the exchange of information and developments in the theory and practice of public administration. The Conference addresses experts, scholars and practitioners who work in the field of public administration in Central and Eastern Europe (including all countries covered by the NISPAcee membership, the Russian Federation, Caucasus and Central Asia).

The Conference will be structured into a plenary panel discussion and working sessions on the main Conference theme with meetings of the NISPAcee Working Groups running in parallel. Papers are invited on the main Conference theme or on the themes of the Working Groups. The call for participation in the Working Groups for next year's Conference will be based on the outcomes of the Conference in Cracow and will be announced via emails by the end of June 2002. Information will be also available on the NISPAcee web site (<http://www.nispa.sk>) or from the NISPAcee Secretariat since the beginning of July, 2002.

The Main Conference Theme

A nad've version of quasi-neoliberal thinking has been predominant in many of the former communist countries in the last decade. Partly as a natural reaction to the failures of command economies and partly to adjust to often ill-understood western ideas and institutions, many politicians believed that

the market alone had the power to destroy the old-fashioned structures of the centrally planned economy and authoritarian politics of the Communist past. In other countries, the inherited patterns of tough centralized control hindered most of the effort to replace them with efficient regulatory structures facilitating and compatible with the market economy and political democracy. Both approaches paved the way to corruption. It is only after a series of bitter experiences in the political and administrative practice of central and eastern European countries, that the awareness of their inadequacies is now widespread.

Without doubt, the role of public policy and administration is now much more valued than at the beginning of the 90s. However, there is still a lot of hesitation and confusion concerning the relevant scope and appropriate methods of administrative regulation in political practice. In addition, central and eastern European countries face serious problems in respect to the shaping of future governmental activities and balancing them with pressures to have results here and now. That is why cognitive, educative and the practical task of enhancing the capacities to govern has been selected as the main theme of the 2003 NISPAcee Annual Conference.

Prof. Yehezkel Dror from the Hebrew University, Israel, will be the Conference keynote speaker.

His presentation will be based on his new Report to the Club of Rome The Capacity to Govern (for those interested in the book, information is attached. In addition, a nine-page abstract of the book written by Prof. Kuklinski, University of Warsaw, Poland and a nine-page summary of the book written by Prof. Argyriades, UN Consultant will be available on the NISPAcee homepage, or upon request from the secretariat after the Conference in Cracow)

Panel discussion: The Role of Education in Enhancing Capacities to Govern

Schools and institutes of public policy and public administration have the eminent task of educating not only future politicians and top civil servants, but also citizens, in order to prepare them for the challenging tasks they will be exposed to in the future in order to enhance capacities to govern. This is true both for universities and for in-service training institutes. How should they adapt their curricula? Is there a need to introduce special courses, modules and/or teaching methods?

Main topics of the Conference:

I. Improving Links between the Political System, Public Policy Institutions, Public Administration and the Media

Public administration depends both on the quality of the political system and public policy capacities to generate appropriate goals, develop options,

prepare estimates of certain situations, identify the problems and suggest the relevant regulatory mechanisms. Many features of the political system influence the capacities of both politics and public administration: election procedures, the party system, the mix of representatives and participatory and direct democracy etc. Public policy may serve as an important guiding instrument for public administration. What matters is the ability of public policy institutions to offer sufficient help for strategic choices as well as their advisory capacities for many operational tasks to be solved by public administrative bodies. The rising role of the media in agenda setting and developing communication patterns between the political and administrative elite and the public should also be taken into consideration.

II. Enhancing the Capacities of Central Governments

Contemporary central governments face considerable challenges, which were unknown in the past. On the one hand, globalization processes limit their operational space, undermine their revenue and generate new social, economic and security threats. In addition, an important part of their previous competencies is being shifted either to local government or to the private (commercial as well as civic) sector. On the other hand, unprecedented new opportunities emerge to central governments from globalization processes. This defines a qualitatively new situation necessitating their substantial redesign: strengthening the capacity to take - despite uncertainty and inconceivability - the future into account; implementation of regulatory reforms including the shift from direct to indirect methods of regulation; new

forms of inter-sectoral coordination; management of research and development and creation of a knowledge society; establishing institutions and mechanisms able to deal with emergency situations; building capacities to support international collaboration, especially vis-à-vis the European Union enlargement, and more.

III. Enhancing the Capacities of Regional and Local Governments

The implementation of the subsidiarity principle opens new horizons for regional and local governments. Innovative approaches are needed to cover the new governmental functions of regions and municipalities. What matters are: the ways in which regional and local governments can negotiate and collaborate with their central government, with each other and with regional and local governments from abroad; the potential for the operation of consultative frameworks between the representation of employers, employees and regional governments; the new patterns of collaboration between regional and local governments and the commercial and civic sector. Also important is the capacity in central government to facilitate regional and local governments while guiding them and exercising appropriate supervision.

CALL FOR PAPERS on the Main Conference Theme: Proposals for papers for the above mentioned topics of the Conference are invited. These papers are expected to be action-oriented, with the emphasis on recommendations based on the evaluation of present and expected



situations and the problems and needs in a long-range perspective. The Conference organizers would welcome any suggestions of issues and participants for the panel discussion. In both cases, the Conference Organizational Committee will be responsible for the final selection of papers to be presented at the Conference and this will be based on the academic quality of proposals.

Applications should be submitted to the NISPAcee Secretariat no later than **September 30, 2002** and should include:

- An abstract of a paper that is relevant to the Conference theme (maximum 2 pages), or a proposal for the panel discussion
- A completed application form (this will be available on the NISPAcee homepage or from the NISPAcee Secretariat),
- Applicant's curriculum vitae.

Application documents should be in English and sent in an electronic form by e-mail to Viera Wallnerova, NISPAcee Project manager (Email: Viera@nispa.sk)

NISPAcee

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

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 113 Institutional members (from 21 countries), 32 Associate members (from 15 countries), and 220 Observers (from 35 countries).

NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:

– The Local Government and Public Service Reform Initiative Open Society Institute, Budapest, Hungary – 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) – USAID, New York, USA – NASPAA (National Association of Schools of Public Affairs and Administration), Washington, USA – UNDP RBEC (United Nations Development Programme, Regional Bureau for Europe & the Commonwealth of Independent States), Regional Support Center, Bratislava, Slovakia – The Austrian Federal Chancellery, in particular the Federal Academy of Public Administration, Vienna, Austria – UNDESA (United Nations Division of Public Economics and Public Administration) New York, USA

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

The deadline for the next issue is August 31, 2002.



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