



Volume VII • No.1 • Winter

news 2000

Reference Points of Local Public Administration in the Republic of Moldova

Elina Petrovici, Social Innovations Center, Chisinau, Moldova

1. Introduction

Since the disintegration of the Soviet Union in 1991, Moldova became an independent country that started to build its future. It was necessary to introduce a new national legal framework based on a highly developed country's experience, and on the cultural and national traditions of Moldovan nation. Further tasks included the formation of a national identity and the creation of an economic system based on market relations, and the integration of the Republic of Moldova into the European Community and other international bodies.

Among the most important reforms, the efficiency of which depends on the successful implementation of all the country's reorganization, continues to be the creation of a new structure of state and local administration adequate to the democratization



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processes of all domains of the society.

2. Reform background:

From the chronological point of view, three periods can be identified during which efforts have been undertaken in order to create a local public administration system.

First period (1991-1994). This stage is also known as the 'transition period', as its essential measures were aimed to eliminate super-centralized forms of governance and to create the necessary conditions for the implementation of a modern, civilized local administration. Furthermore, it deserves mentioning that all the activities of central public administration bodies have been performed in similar conditions, subject to the continuous transformations caused by the political instability persisting in the Republic.

An important step towards the creation of a legislative framework of public administration constituted the adoption of Republic of Moldova Constitution (29.07.94), which has established the central and local public administration basic principles. There are established provisions that came into concordance with the European Charter stipulation "Local Power Autonomous Exercise".

Second period (1994-1998). This period commenced with the adoption of a set of laws regarding local public administration and continued with the implementation of these laws. Accordingly, on 7th December 1994 the Law on Local Public Administration that authorized

the local governments with autonomy, the Law on Administrative Territorial Organization of the Republic of Moldova and Law on Local Elections were adopted.

At the beginning, the local public authority's autonomy used to be mainly declarative. The Republic of Moldova Parliament ratified the European Charter "Local Power Autonomous Exercise" only in 1997.

Third period (1998 - to date). This period is characterized by efforts undertaken to adjust the reforms of local public adminis-

have stepped into a new way: from a hypercentralized system – to a democratic governance system.

The self-administration concept has three essential elements. First one is *local autonomy*, dealing with power vertical separation and the decentralized settlement of local issues.

The second element is *due extension of local administration that refers to local interests'* issues. Real autonomy demands that public interest issues have to be solved on the spot.



tration to the new social-economic conditions of the developing society. Thus, on 6th November 1998 the law on public administration and on 12th November 1998 the law on Administrative Territorial Organization of the Republic of Moldova was adopted. Another law that establishes locality statute in administrative-territorial units of the second level was adopted on 19th February 1999. Accordingly, with a seven-year delay, local public administration reform seems to be motivated from the legislative point of view.

3. The Centralization To The Decentralization:

After the totalitarian regime had collapsed, most Eastern and Central European countries

The third element is *local democracy*. Local public authorities as elected bodies, perform an institution of representative democracy, in which local self-administration is usually exercised by means of a corporate body. In addition, local self-administration also includes the possibility of organization of consultations with citizens (local referendum).

These three elements of a local self-administration concept establish who will exercise self-administration, and how and in what manner. They express common recognized values that can be found in the Constitutions of European democracies and in the Local Self-Administration Charter, adopted by the European Council in 1985.

At present, according to the new law, the country is divided into nine counties: Bălți, Cahul, Chișinău, Edineț, Lăpușna, Orhei, Soroca, Tighina, and Ungheni. Some localities from the Southern part of the Republic constitute an autonomous territorial unit with a special statute established by an organic law. Administrative organization of the Republic of Moldova territory is being performed on two levels: villages (communes) and towns (municipalities) constitute the first level, and counties, the autonomous-territorial units of Găgăuzia and Chișinău municipality constitute the second level.

The county has a Council, that elects the County Council Chairman and a permanent bureau. The permanent bureau is formed of approximately 11 members, including the Chairman, several Vice-Chairmen and the Secretary. They are supported by a number of departments responsible for various domains such as for example: education, social services, and finance.

4. Domains seeking improvement:

• Knowledge and Experience

Local authorities must be formed by persons possessing good knowledge and capacities, who prove the necessary commitment to fulfill obligations.

“ Local public servants have to understand whom they represent and what is the goal of their work. The Public Servants' statute has to be re-vitalized by the reforming, at least, of the Law on Public Service. In order to surpass knowledge and experience issues, training may be a good solution.

The creation of a national training system in which highly qualitative institutions would propose qualitative training could assure a better preparation for officers engaged in this domain.

• Co-operation between Local Authorities

Co-operation between local authorities has to be stimulated. First steps in the creation of local authorities associations have been undertaken. Like for example, the Moldovan Mayors' Association, but activity of such has to be sustainable in order to create a strong association, that could really guarantee the local communities' rights. It is necessary to adopt a law, that would provide and stimulate cooperation between local authorities.

• Elaboration and Adoption of the Entire Set of Laws on Local Public Administration

Local public authorities functions and organization principles need to be supported through the adoption of the entire set of normative and legislative acts. For example local public finances, local public patrimony, administrative contentiousness, Chisinau municipality statute, as well as regarding regulations, framework-statutes, instructions, and directory recommendations.

“Niepołomice – the Success of the Municipal Authorities in Poland During the Transformation Period”

Maciej Lewandowski, Postgraduate student of the Department of Management and Social Communication at the Jagiellonian University, Krakow, Poland

In May 1990 all the communes received self-independence and newly elected people took over the authority. Those people believed that after rearranging the organisation from the predecessor, many good things could be done for their local community.

Background

The new organization, which took over the Niepołomice Town and Community found that the previous administration was a headache for the public administration employees. Though not large, a 20,000 inhabitants community, (a distant 25 km from Krakow centre – the capital of Małopolska region) did not have the proper functioning communal housing and sewage infra-structure. There was also no phones and a functioning transportation system. Apart from that, the green resources were governed from the City of Krakow and the decisions about waste disposal were taken in Wieliczka.

During 1991 – 1992 the community had to pay the high cost of the political system and economic transformation. As a result of the collapse of large companies such as: “Igloopol”, “Motoruch”, “Cracow’s Poultry Factories” and “Kombet” about 1700 workers lost their jobs. The situation was exacerbated when additionally about 1500 workers of the T. Sendzimir Steelworks lost their jobs. Consequently in the 20,000 commune there were about 3,000 people without any work.

New Local Management

The new municipal authorities started by making a stocktaking list

in their community. The author of a so-called “the commune photo” – the stocktaking list, which was delivered to each home, was the Leader and the Mayor of Niepołomice, Mr. Stanisław Kracik. Thanks to his attitude the commune inhabitants believed in their success and they overcame “the little town syndrome of aversion to changes”. The Mayor said that it was necessary to simultaneously build new schools, kindergartens, to create new jobs, to develop the agriculture and to support the local initiatives, and not simply to create any priorities in the commune’s economic development.

When the Coca-Cola Company was looking for a site for its new factory in Krakow and its surroundings, the Mayor took the opportunity to propose the Niepołomice commune. He showed the visitors the site at the outskirts of the town, simultaneously assuring them the law of land possession without any other participating investor and without the need of road building, like other tenderers wanted, would be granted.

The Coca-Cola Company chose the commune of Niepołomice and the commune has benefited with new jobs. The commune’s profits has also increased from the estate taxes and in addition from the income from the employees.

The commune of Niepołomice has taken the opportunity of possession communisation and free estate disposal. The next benefit was the purchase of the bankrupt factories and then they were sold and with the profits the new companies were established.

The commune authorities have used the advantage of not leasing the properties but have used the privatisation process to commence the selling of the commune properties.

The commune authorities prepared the land and properties for the new investments. The Mayor has full power of the authorities and he can lead the negotiations with investors. The investors can be equally Polish or foreign ones.

Economic Results

Thanks to the leading of the investment economy the number of registered companies increased quite considerably from 700 in 1991 to 1051 in 1995 and even reached 1200 in June 1998. As the result of such economic development, the inhabitants do not have to search for a job in Krakow or in steelworks in Nowa Huta.

Undoubtedly the indicator of the economic development of the commune is the income per capita. In Niepołomice the commune income per capita still increases systematically and in 1991 it was 162 PLN per capita, in 1995 – 844 PLN per capita, in 1996 – 891 PLN per capita, in 1997 – 1112 PLN per capita and finally in 1998 it reached 1422 PLN per capita.

Thanks to the Mayor’s and the authorities’ good economic management and administration and also to the taxes received from the local companies, the commune of Niepołomice was, in 1996, in the top twenty towns with the highest commune income per capita. Nowadays many public administration officials consider the phenom-

ena of how it was possible that a 20,000-inhabitant commune reached the commune income per capita higher than the other 40,000 in the Małopolska Region. When those officials come to Niepołomice they always convince themselves that the right location of the Coca-Cola Company in Niepołomice is a result of the success but not a cause of it.

Successful Activities

During the economic transformation period in Niepołomice, there have been three water preparation stations, based on the latest technology, and 150 km of water supply piping. Also, there have been modernisation works on the 17 coal-fired boiler rooms, which were reconstructed with new gas-fired boilers. In addition a new waste storage facility has been constructed. During the same period there has been the development of the telephone service starting from 700 phone numbers in the old manual telephone exchange to 5000 phone numbers in the modern Alcatel telephone exchange. There also has been the repair works on the purification plant, culture houses and medical care service centres.

It has also not been forgotten to establish with co-operation of the charity organisation "Caritas" the retirement house – the House of the Fine Autumn. There has also been established a special home for people suffering from "sclerosis multiplex". There is an organised annual holiday for disabled people from the area and the commune has a full culture, recreation and a health service. There is also provision and care for the young people in the form of a recreation centre, which is targeted for "green schools" environment.

The commune authorities have taken over the repair works of the Niepołomice Castle – the pride of the town, built in XIV century. In 1991, thanks to the Mayor's efforts,

the castle has been acquired as a commune possession. For its renewing works the commune has spent a great deal of money from its own commune budget. The repair works on the castle walls have been led by the local groups according to the main rule that all work is divided between the local commune inhabitants. A new municipal institution has been established, employing its own commune inhabitants.

There has been installed, without any problem a new water supply and sewage piping. The commune inhabitants have agreed to build the sewage collectors themselves, which has been an



extra saving in the commune budget.

In the case of any inhabitants' objections, it has tried to find another solution and any objections to a project have resulted in changes. The Mayor has convinced the directors of the municipal institution that the equipment they have at their own disposal is also the common commune possession. It is important that a director can order everything that is necessary for realising the whole programme.

Nowadays Niepołomice is targeting tourism, building a water sports and holiday recreation centre in the village of Zabierzów Bocheński.

Without the development of tourism the investment in renovating the Niepołomice castle, its park and surroundings or even in the horse riding clubs, the targets

would not be achieved. Due to the good location close to the old town of Krakow and its own attraction of the Niepołomice Primeval Forest there is a real chance for this project to succeed. There is also the opportunity for additional jobs or extra income from the development of the agro-tourism services.

The real trump card of the Niepołomice town and commune there are as follows:

- the arranged ground possessions;
- municipal building and industry side resources;
- present plan of the land cultivation;
- well developed local bed and breakfast services;
- high degree of industry potential concentration with the differential structure and dimensions;
- full gas and water supply piping covering the whole commune area;
- modern purification system;
- commune capital and possession in the important economic institution.

The Mayor, when often asked about the wonderful recipe for such great success, always answers that success is primary in the state of the inhabitants' mind, and they have been taught to enjoy everything they have and consequently they do not want to stop their activities.

The period of the economy and political system transformation in that commune and many other Polish ones, has caused the power to be taken over by the right people who know very well how to good manage in their communes.

References:

"Niepołomice the worked out wonder" by Marcin Jasiński in the magazine "Sztandar" from March 11th 1997

Theoretical and Practical Aspects of Public Finance

The 6th International Conference on Public Finance
March 31– April 1, 2000, Prague, the Czech Republic

Department of Public Finance, Faculty of Finance and Accounting, the University of Economics in Prague will organise the 6th international conference devoted to the actual problems of public finance. We would like to invite all interested individuals and institutions to Prague to meet experts from other countries, and to exchange your experiences.

The conference will be held over two days. On the first day there will be the plenary meeting.

Invited guests:

Prof. P.M. Jackson, University of Leicester, UK; Prof. S.J. Bailey, University of Glasgow, UK; Assoc. Prof. Z. Tuma, Vice Governor of the Czech National Bank, Czech Republic; Assoc. Prof. A. Bulir, International Monetary Fund, Czech Republic; Assoc. Prof. J. Nemeč, University of Matej Bell, Slovak Republic; Assoc. Prof. B. Hamernikova, University of Economics, Czech Republic; Assoc. Prof. P. Dvorak, University of Economics, Czech Republic; Dr. B. Sergi, Università di Messina, Italy; Dr. G. Alfred, University of Augsburg, Dr. K. Marecki, Warsaw School of Economics, Poland; Z. Pečar and Dr. S. Devjak, School of Public Administration, Slovenia.

On the next day the participants will choose the specialised sections according to their interests. The papers will be presented and discussion with experts will be held after. One section is always in English. Czech and English are the official languages.

The conference topics try to respond to the actual problems. The main topic of the conference is as follows:

Theoretical and Practical Aspects of Public Finance

The conference will deal with the following fields:

- A) Problems of Fiscal Decentralisation and Decision Effectiveness in the Range of Public Finance and Public Sector
- B) Theoretical and Methodical Problems of Expression and Analyses of Public Sector Effectiveness
- C) Fiscal Instruments in Business Policy – Theoretical Assumptions and Practical Aspects of its Implementation
- D) Effectiveness of the Tax System – Problems and Instruments of its Reaching.

The section topics concern the problematic fields in all NISPACEE member countries. That is why we would like to invite you to the conference. It is always interesting and inspirational to hear the opinions and the experiences referring to the public finance problems in different countries.

Deadline:

papers – 31st December 1999,
registration forms – 30th January 2000

Contact person:

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Call for Applications Evaluation of Educational Programmes and Training Activities

Seminar

Working language: English
Date and place: April 10-12, 2000, VAB, Vienna

Fees: Seminar fees and accommodation will be covered for participants from CEE countries

The course - designed for programme managers, university staff, trainers and lecturers – covers the different definitions of evaluation and the consequences for programme design, the different aims of evaluation, obtaining and using feedback from all involved parties, choosing between different evaluation techniques, analysing and implementing the results of evaluation, using evaluation to mediate between partners in the educational programme, and more. The course aims to provide the insights and tools to increase the quality of educational programmes and the satisfaction of participants, trainers and institutional partners.

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Ethics in Public Administration - Prospects and Challenges of the Future for Local Governments

Conference of the School of Public Administration, Bialystok, Poland

Wigry, Poland, May 4 - 6, 2000

The main aims of the conference are the exchange of scientific and practical views concerning the ethical management of public affairs and popularization of practical instruments, which have an influence on the development of the ethical infrastructure in public life. Interest in the development of ethical management is especially desirable in Central and Eastern Europe (CEE) countries where, because of political and economical transformation, mechanisms of democratic control are just being created and there exists a special awareness of corruption development.

Development of organizational and legal instruments, which have an influence on ethical management of public affairs, cannot be underestimated. This is because anybody from the outside who can appear strong and avaricious will protect the society of these countries against corruption. In this situation, confrontation of mechanisms of ethical management in the countries where democracy is well developed and CEE countries will allow us to give an answer; which one from all the mechanisms should be implemented or strengthened and developed in CEE countries.

At the international conference gathering, the academics, politicians and mass-media will have a great opportunity to popularize democratic instruments, which are developing the ethical management and consciousness of the CEE countries public functionaries (as well as Polish local authorities) in the protection of public interest and citizens' trust. The

conference can contribute to institutional changes in CEE countries, which would guarantee democratic rules.

The Conference is a forum for experts, scholars, researchers, public servants and practitioners of public administration and management in Europe and the United States. The focus of the conference will be on the state of ethics in public administration in CEE countries and, at the same time, on the challenges that public administrations in these countries will face at the beginning of the next century. Also, including the European integration process as an impetus of reform in many CEE countries. The conference's objectives are to analyze the lessons learnt, to identify the principal challenges that remain and, most importantly, to develop viable solutions.

The conference will consist of two working sessions with a direct focus on the conference theme and several working groups on topics that generated considerable interest among participants. The working sessions and working groups will be led by specialists who will run interactive discussions directed at exploring the subject and reaching conclusions regarding future research and directions. The conference languages are Polish / English.

APPLICATION PROCEDURE

The participants

Scholars and practitioners of ethics in public administration/public policy are invited to submit analytical papers. Junior research-

ers (Ph.D. candidates and research assistants) are particularly encouraged to apply. Participants can be of any nationality.

Applications

Applicants are to submit an abstract of their paper (maximum two pages), a completed application form (included), and their curriculum vitae, all in Polish/English, in electronic form (could be sent via e-mail), by fax or regular mail.

Deadlines

24th December 1999 - the deadline for submitting applications with papers. The Conference Consortium will select papers by the end of January 2000, and inform all applicants before 15th February. The final version of the selected papers is to be sent to WSAP Secretariat by 15th March 2000. Papers will be distributed to participants during the conference. 15th February 2000 - the deadline for interested participants without papers.

Contact Person:
Applications and inquiries are to be addressed to:

Patrycja Suwaj
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seap@poczta.onet.pl



Summer University

Budapest, Hungary



Initiated in July 1996, the Summer University (SUN) is an academic program for university professors, administrators and profession-

administrators and profession-

als. It offers a series of intensive two, three or four-week courses in the social sciences and humanities to encourage and promote regional academic cooperation and curriculum development by drawing together young faculty in lectures, seminars and workshops.

Courses are led by professors from Central European University (CEU) departments/programs as well as other regional or western universities.

The deadline for applications is January 17, 2000 but those who are interested after the deadline could contact the course directors and CEU SUN.

Public Policy Courses

Designing and Delivering Public Policies: From Values to Implementation

July 10 – August 4, 2000

Course Director:

Laszlo Váradí

Budapest University of Economic Sciences, Hungary

Resource Persons:

Gyula Gulyás

Budapest University of Economic Sciences, Hungary

Jeffrey D. Straussman

The Maxwell School, Syracuse University, USA

Tony Bovaird

Aston University, United Kingdom

Martin Potůček

Charles University, Czech Republic

György Jenei

Budapest University of Economic Sciences, Hungary

Geert Bouckaert

Catholic University Leuven, Belgium

Course objectives:

- provide an understanding of the complexities of policy-making, policy analysis and implementation through multi-disciplinary analytic frameworks which draw upon a variety of social science fields;

- offer information, knowledge, and skills on the processes, analyses, implementation, and evaluation of public policies to assist development of new courses that will educate students to work in governments, legislative bodies, and civic or business organizations;
- demonstrate how the theories of social, political, and economic values play their roles in policy making in order to use the concepts and practices of policy analysis that can lead to successful implementation and delivery;
- learn about the recent trends in the practice of public management in Western democracies, acquire usable knowledge of the evaluation of impacts and outcomes, and learn the measurement of the performance of public sector organizations;
- equip the participants with practical skills and knowledge for developing policy proposals and managing public organizations.

Course level, target audience:

The course does not require prior study of policy-making. A prospective

participant should have studied a social science discipline (e.g., economics, political science, sociology, law, etc.). Preference will be given to participants who are able to demonstrate their teaching and/or research experience in one of the empirically-oriented social science disciplines and/or economics.

Syllabus:

The first module of the course will cover the subject of values - the normative approach in the policy process. Examples of these values are social justice, efficiency, equity and equality, democratic procedures and the problem of value preferences and trade-offs, public interest, public and common good - all in the framework of collective action. The usage of these theoretical concepts in policy analysis and public management will be demonstrated and teaching cases through discussion teaching will develop the analytical skills built on these concepts.

The second module will introduce a policy-analytic framework that has the rationale of improving public policy-making in terms of social surplus. On the concept of market failures and other limitations of the competitive market in contrast to the concept of government failure will be built a set of generic policies for government. Generic policies demonstrate how almost every policy involves trade-offs - that is, a policy

may correct certain policy failures, but it also suffers from its own inherent limitations and, hence, may create new problems.

The third module will focus on models of policy designs. Special focus will be on public policies from the Czech Republic and other CEE

countries with ties to cases from the CEE region presented in the first module.

The fourth module will concentrate on the organisation of public policies and transformation of ideas and methods into concrete policies. Topics will include: establishing

organisational goals and defining missions, co-ordinating across units and agencies, delegating responsibility, motivating personnel, and monitoring performance.

Intergovernmental Fiscal Relations and Local Financial Management

July 10 - July 28, 2000

Course director/s:

Robert Ebel (World Bank Institute), Adrian Ionescu (Local Government and Public Service Reform Initiative of the Open Society Institute, Budapest) and Jozsef Hegedus (Metropolitan Research Institute, Budapest)

Core trainers:

Robert Ebel (World Bank Institute), Jozsef Hegedus (Metropolitan Research Institute, Budapest), Katalin Pallai, Michael Bell (MEB Associates), Adrian Ionescu (LGI/OSI)

Resource persons:

Gabor Peteri (LGI/OSI), Jan Brezski (Cracow Real Estate Institute), Ersin Kalaycoolu, Nicolas Levrat (University of Geneva), Serdar Yilmaz (George Mason University), Sharon Cooley (Urban Institute), Robert Kovács (MRI)

Course objectives:

The objectives of the course are to:

- (i) provide participants with the analytical framework for understanding intergovernmental fiscal economics and various modules of the central-subnational (e.g., local) relationship,
- (ii) enhance participants' capacity for successful implementation of public

sector resource management reform by analysing mechanisms for the transfer of resources among governments and identifying ways to address the issue of regional disparities and local resource mobilisation,

- (iii) and increase participants' understanding in the issues of fast restructuring public economy in countries of transition,
- (iv) enhance the participants' capacity to understand and use the practical simulation methods on public finance issues (transfers, local taxes).

Course level, target audience:

The course has been designed for the practitioners, researchers/academics and trainers in the area of public finance related to local government issues and intergovernmental fiscal relations. Applicants are expected to have a basic knowledge of computer and software usage, e.g. MS Excel.

Syllabus:

Fiscal decentralization; the assignment of expenditure responsibilities; the tax assignment problem; the intergovernmental systems and grant

structure; framework for enhancing local government creditworthiness; own source revenues; Local Government Budgets, Budget purpose; Sector approach: housing; Sector approach: education; Sector approach: social policy; Sector approach: environment (water and sewage).

Assignments and assessment:

The participants will be evaluated according to their attendance and contribution to class discussions and workshop exercises. Each participant is expected to prepare a presentation on the fiscal decentralisation issues of her/his country and on the issues of one public sector. These papers will be presented during the course.

Contact:

CEU Summer University Office
Nador u. 9
1051 Budapest 5, Hungary
Tel: (36-1) 327-3000, 327 3811
Fax: (36-1) 327-3001, 327 3224
E-mail for inquiry and correspondence: summeru@ceu.hu
Automatic e-mail to request application forms: sunreq@ceu.hu
WWW address: <http://www.ceu.hu/sun/sunindx.html>





to Web Sites



<http://www.cedefop.gr>

Since 1976, the European Centre for the Development of Vocational Training (CEDEFOP) has been involved in promoting and developing vocational training of young people, and the continuing training of adults, primarily through European-wide coordination of analysis and research activities.



<http://www.europarl.eu.int>

EUPARL – the multilingual web server of the European Parliament.



<http://www.etf.it>

The web site of the European Training Foundation that is one of the agencies of the European Union. The Foundation is located in Turin, Italy and started its activities in January 1995.



<http://www.irex.org>



The International Research & Exchanges Board is a private, nonprofit organization dedicated to promoting advanced

field research and professional training programs between the United States and the countries of Central and Eastern Europe, Russia, Ukraine, Central Asia, the Caucasus, Eurasia, China, and comparable contiguous societies.

Programmes and Projects:

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

The Ron Brown Fellowship Program (formerly the CEE Graduate Fellowship Program) provides opportunities for graduate studies at US institutions to university graduates and young professionals from CEE countries.

Russian-US Young Leadership Fellows for Public Service Program

provides one year of intensive academic and professional training to both US and Russian young leaders.

The Sakha Scholarship Program supports outstanding young Sakha (Yakutia) scholars seeking degrees at American universities and colleges.

Edmund S. Muskie and Freedom Support Act Graduate Fellowship Programs provide fellowships to citizens of Eurasian countries and the Baltics for graduate study.

Sustaining Partnerships into the Next Century (SPAN) is a three-year project to strengthen and expand partnerships between US and Russian organisations and institutions.

The Short-Term Travel Grants. The Curriculum Development Exchange Program assists in the development of curricula and teaching materials in the social sciences and humanities.



<http://www.actr.org/>



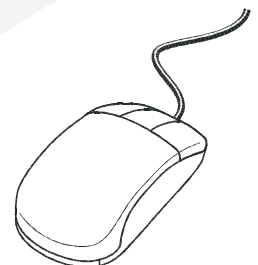
The American Councils is a not for profit education, training, and consulting organization, specializing in the countries of Eastern Europe, Russia, and Eurasia. American Councils programs include academic exchange, professional training, institution building, research, materials development, technical assistance, and consulting.



<http://www.iae.org/fulbright/>



Web site of the Fulbright Program. The principal administrator of the Fulbright Program world-wide is the U.S. Information Agency. The Institute of International Education assists USIA in the conduct of the program at both predoctoral and postdoctoral levels.



Calendar of Events

January 2000, Workshop “Program for Municipal Development Design”

Working language: Russian

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tion, Moscow, Russia,
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January 2000, Special Course “Training Programs for Com- munity Development”

Working language: Russian

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e-mail: locgov@glasnet.ru

January 2000, Special Course “Training for Local Council Members”

Working language: Georgian

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February 24, 2000, Seminar “Performance Appraisal in Civil Service”

Working language: Latvian

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vice Administration, Riga, Latvia,
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February 2000, Workshop of partners, lectures and train- ers of the project “Rules of the Foreign Trade”

Working language: Slovak,
English

Contact:

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ment, Senec, Slovak Republic,
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February - June 2000, Special Course “Advanced Topics in Public Administration”

Working language: English

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March 15-16, 2000, Conference “Administrative Reform and the Role of Mass Media”

Contact:

Ms. Natalia Dniprenko, Ukrai-
nian Academy of Public Adminis-
tration, Kiev, Ukraine,
phone: +380-44-441 7696,
fax: +380-44-446 9436

March 15-17, 2000, Conference “Government and Administra- tion in the Information Age”

Working language: German

Contact:

Postgraduate School of Adminis-
trative Sciences, Speyer, Ger-
many,
phone: +49-6232-654 227,
fax: +49-6232-654 407,
e-mail: hbucher@dhu-speyer.de,
website: www.dhu-speyer.de/rei/
f2k

March 19 – April 1, 2000, Training for trainers “Train- ing for Elected Leadership”

Working language: Russian

Contact:

Mr. Alexander Balobanov,
Moscow Public Science Founda-
tion, Moscow, Russia,
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fax: +7-095-280 7016,
e-mail: locgov@glasnet.ru

March 24-26, 2000, Confer- ence “Public Choice Ap- proach – The Changing View on Government”

Contact:

Prof. George Manliev, Sofia
Technical University, Faculty of
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phone/fax: +359-2-965 3191,
e-mail: gdm@vmei.acad.bg

March 31, 2000, Conference “The Local Government and Communication with Public”

Working language: Latvian,
English

Contact:

Ms. Inese Jautre, The Local
Government Training Centre,
Riga, Latvia,
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March 31 - April 1, 2000, International Conference “Theoretical and Practical Aspects of Public Finance”

Working language: English,
Czech

Contact:

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Public Finance, University of
Economics, Prague, Czech
Republic,
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fax: +420-2-2422 0820,
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March 2000, Seminar - Train- ing of trainers, Project “Rules of the Foreign Trade”

Working language: Slovak, English

Contact:

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Personal Development, Senec,
Slovak Republic,
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fax: +421-7-4592 7277,
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April 1-4, 2000, Annual Conference of the American Society for Public Administration (ASPA)

Working language: English

Contact:

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April 10-16, 2000, Conference "Central European Conference"

Contact:

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e-mail: cec@rajk.bke.hu, website: www.rajk.bke.hu/~cec*

April - June 2000, Special Course "Rules of the Foreign Trade" in 3 modules

Working language: Slovak, English

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fax: +421-7-4592 7277,
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April 2000, Conference "Energy Efficiency and Joint Implementation in Countries in Transition – A Challenge for Public Administration"

Working language: English

Contact:

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May, 2000, Conference "Scientific and Research Support to the Theory and Practice of Public Administration"

Contact:

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May 2000, Workshop "Local Communities and Municipal Development"

Working language: Russian

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May 2000, Conference "Role of EuroRegions in Promoting Transfrontier Cooperation in CEE Countries"

Working language: Ukrainian, Russian

Contact:

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*smaksymenko@iews.kiev.ua,
website: www.iews.org*

May – June 2000, Info Sessions for Civil Servants in the framework of the project InfoReg establishing a network of European information relays countrywide

Working language: Romanian

Contact:

*Ms. Mihaela Dumitrescu, Club Europa, Bucharest, Romania,
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fax: +40-1-210 7792,
e-mail: clube@rdsnet.ro,
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June, 2000, Conference "Regional Policy and Regional Development in Ukraine"

Working language: Ukrainian, Russian

Contact:

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website: www.iews.org*

June 2000, European Information Access in the framework of the International Bucharest Book Fair 2000

Working language: Romanian

Contact:

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Recent Publications

“Public Administration: Imprints of Reform”

Editors: Helen Addison, Anita Weiss-Gaenger

Publisher: VAB International Reader (Vienna, Federal Academy of PA, 1999)

Price: free

Languages: English and German (mixed with all-English abstracts)

Resume:

Summaries of courses on new public management, Austrian accession experience, Web page design for local governments, and more; reports on course design and evaluation, teaching and programme management experiences, advice on reform of PA graduate programmes; focus on PA reform in Slovakia.

Contact:

Helen Addison, Federal Academy of PA (VAB), Vienna, Austria, phone: +43-1-979 150 112, fax: +43-1-979 150 135, e-mail: haddiso@ibm.net

“Social Sciences: New Lexicon and More. Terms, Theories, Concepts, Key Words associated with Public Administration/Public Policy”

Authors: Marvin E. Nowicki, Raisa Ayazbekova

Publisher: KIMEP Publishing, Almaty, Kazakhstan (Summer 1999)

Price: free (on limited basis)

Languages: Russian-English (volume one); Russian-Kazakh-English (volume two)

Resume:

The book gives readers a taste of western theories and concepts in the fields of Public Administration and Public Policy. The first of two volumes of translation work is intended for Russian speakers in the former Soviet bloc, while the second volume is targeted to speakers of the Kazakh language. The Lexicon and More pulls on some of the research work of Professor Ken E. McVicar and his Canadian colleagues in their English language compendium for political

science, public administration and policy words and terms published in Kiev, Ukraine by Osnovy Publishers in 1998.

Contact:

Marvin E. Nowicki, Southern Illinois University at Carbondale, USA phone: +1-618-453-3190 or 3177 fax: +1-618-453-3163 e-mail: mnowicki@siu.edu

“Management and Public Administration – The Japanese Model”

Editor: Lucica Matei

Publisher: Editura Economica 1999

Language: Romanian

Resume:

The publication represents an outcome of the research within the project “Disseminating the Japanese Experience in Public Administration”. The aim is to describe particularities of the PA structures and management in Japan.

Contact: *Lucica Matei, Training Center for Public Administration, Bucharest, Romania*

phone/fax: +40-1-650 67 50 e-mail: lmatei@snsipa.ro

„Community and regional development in Ukraine“

Editor: Serhiy Maksymenko

Publisher: Logos (Kyiv 1999)

Language: Ukrainian (English version to be available in spring 2000)

Price: free of charge

Resume:

The book is a key output of the first year (June 1998 - June 1999) of the project on Community and Regional Development in Ukraine (PCaRD) of the EastWest Institute Kyiv Center. It provides a comprehensive analysis of the emerging cross sector (local and regional authorities, business, and NGOs) cooperation in Ukraine as an instrumental device to address the problematic issues of local and regional development in a transitional economy. The book embraces the research performed by Ukrainian experts in four focus regions of Ukraine, and contains conclusions

and specific recommendations for Ukrainian stakeholders.

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“Hidden Economy – An Unknown Quantity?”

Comparative analysis of hidden economies in transition countries in 1989 – 1995, WP No. 9905

Authors: Maria Lacko

Publisher: University of Linz (1999)

Language: English

Resume:

Comparative analysis of the development of the shadow economy in 24 CEE countries using different methodologies relating it also to the speed of reforms in the transition process.

Contact:

Mr. Reiner Buchegger, University of Linz, Austria, phone: +43-732-2468 360, fax: +43-732-2468 9679, e-mail: reiner.buchegger@jk.uni-linz.ac.at

“Communicating Town and Regional Development”

Authors: Vera Foretova, Miroslav Foret

Publisher: Masaryk University

Price: 50 Kc

Language: English

Resume:

The publication covers a wide range of public issues, related to communication, on which public opinion was sought in selected representative towns (small, medium and large) in the years of 1997 and 1998 in the Czech Republic and Slovakia.

Contact:

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“Geography of Societal Transformation in the Czech Republic”

Editor: M. Hampl

Publisher: Charles University

Resume:

The book provides both the theoretical framework for an analysis of the transition and the empirical evidence from many spheres related to public administration like local and regional development and policy, internal and international migration, unemployment etc.

Contact:

Dr. Jiri Blazek, Dept. of Social Geography and Regional Development, Faculty of Science, Prague, Czech Republic, fax: +420-2-21952152, e-mail: blazek@prfdec.natur.cuni.cz

“Local Government Reform and Local Elections in Georgia”

Authors: David Melua, Giorgi Meskhidze

Publisher: Civitas Georgica

Price: free of charge (only postal costs)

Languages: English, Georgian

Resume:

Brochure describes local government system in Georgia, the problem country faces on the way of decentralization. The results of the last 1998 elections are also discussed.

Contact:

Mr. David Melua, Civitas Georgica, Tbilisi, Georgia, phone/fax: +995-32-983 398, e-mail: civitas@caucasus.net

“Regional Processes and Spatial Structures in Hungary in 1990’s”

Editor: Zoltan Hajdu

Publisher: Hungarian Academy of Sciences, Centre for Regional Studies

Price: 2,000,- HUF

Resume:

The authors – except for one, all researchers of the Transdanubian Research Institute – describe the most important elements of the structural changes during the one-decade of the systemic change, its positive outcomes

and negative phenomena. The research focused on the internal structures of the country yet, the issues of neighbourhood, economy and politics and security policy were additionally analysed. The volume covers the following fields: Changes in Central and East Europe, political geography, institutional system of regional development, associations of local governments, privatisation of land, transportation and telecommunication, tourism development, financial sector, modern business services, foreign capital and investments, economic and space structure, environment, regional planning.

Contact:

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Publications of the Moscow Public Science Foundation, Moscow, Russia

Language: Russian

Price: free of charge

“Dictionary for local self-government” L.F. Apt, A.G. Vetrov, T.A. Dorofeeva (Eds.) - contains terms, concepts and definitions from Russian law on self-government

“**Experience of territorial public self-government**” O.L. Savranskaya (Ed.) - work experience of territorial public self-government bodies

“Development of local self-government in Russian Federation” O.L. Savranskaya (Ed.) - current situation in local self-government development

“**Reform of local self-government in regions**” S. Rigenkov, N. Vinnik (Eds.) - results of the survey of International Institute of Humanitarian and Political Researches.

“**Learning Materials of the School of Municipal Officials**” A. E. Balobanov (Ed.)

“**Methodical Materials of the School of Municipal Officials**” A. E. Balobanov (Ed.)

“**Municipal Management**” - students manual, P.A. Orechovsky

“**Control Systems for Municipal Finance and Property**” M.V. Vidanova, T. P. Usacheva (Eds.) - work experience of self-government bodies in system for control of municipal finance and property development.

“**Programs of municipal development**” E.V. Epishin, V.Y. Lubovni, P.A. Orechovsky (Eds.) - work experience of self-government bodies in municipal development program design

Contact:

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Publications of the Local Government Training Center, Riga, Latvia,

Language: Latvian

“**Project Management**” - the handbook for teachers of colleges on how to design plan and manage the project.

Author: Ruta Kalnina

Price: 4 USD

“**Teachers Handbook**” - the handbook for trainers teaching adults

Author: Joergen Ravan Storgard

Price: 2,40 USD

Contact:

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Publications of the Kaunas Technological University, Dept. of PA, Kaunas, Lithuania

Language: Lithuanian

„Public Administration“

Editor: Alvydas Raipa

Price: 19 LTL (~ 5USD)

Resume:

The publication covers various topics in the field of public administration, such as policy analysis, personnel management, ethics in public sector, leadership, public finance, etc. The purpose of the book is to provide the

reader with a broad understanding of the main objectives, problems and issues in the field of public administration. The book may be used by both graduate and undergraduate students, as well as by practitioners interested in developing their professional knowledge.

„Modern Government“

Editor: Juozas Matakas

Price: 33 LTL (~8USD)

Resume:

This textbook covers such topics in the field of political science as forms of government, political regimes, socio-political life, international relations, etc. The textbook targets public administration, management, political science students and practitioners, interested in problems of modern governance.

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Publications of the Ukrainian Academy of Public Administration, Kiev, Ukraine

Language – Ukrainian

“Economic policy of Ukraine: defining priorities” - Trainer’s guidelines, Rozputenko I.V.

“Formation of the private sector in Ukraine and public policy with regard to it”, Bodrov V.H.

“Public power in Ukraine: current situation and prospective development”, Krupchan O.D.

“Local governments securities regulation” - Training manual for students, Bodrov V.H., Ivanytska O. M.

“Political psychology - a concise lecture course and training manual”, Lohunova M. M.

“Constitutional law” - trainer’s guidelines, Selivon M.F., Shapoval V. M.

“Management of public education: development through 1917-1997” - monograph. Maiboroda S.V.

“Theory and techniques of in-service training of public servants” - training manual. Protasova N.H.

“The choice of priorities in the solution of social issues in the region” - simulation game, Paliy O.M.

“Public personnel policy and mechanisms of its implementation”, Voronko O.A.

“Needs assessment in in-service training”, Skoromniuk M.O., Ponedilko V.H.

“Organizational management” - trainer’s guidelines, Tymstunyk V.I.

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“Financing of Territorial Self-governments in the Slovak Republic”

– documentation of development from 1991 to 1997

Author: Peter Bercik

Publisher: Matej Bel University, Local Self-Government Assistance Center (1999)

Languages: English, Slovak

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Review by Prof. Rene Schaffhauser, University of St. Gallen, Switzerland

Peter Bercik, Financing of Territorial Self-governments in the Slovak Republic, Documentation of development from 1991-1997, published by the Faculty of Economics of Matej Bel University Banská Bystrica and LSGAC (Local Self-Government Assistance Center) 1999, second revised edition (English Edition).

Peter Bercik - Governmental Advisor of the Ministry of Interior of the Slovak Republic and Lecturer at the Faculty of Economics of Matej Bel University, Banská Bystrica - gives in his second edited report in 160 pages of substantial and detailed information about the Slovak Republic in general and the management of local self governments in financing operations of

municipalities and administering municipal property.

In the first chapter, the author covers concise geographic, demographic and urbanistic data on settlement in the Slovak Republic. Meanwhile the second and third chapters summarize constitutional and other legal foundations, which create prerequisites for the activities of local self government and its financial system. The fourth and main chapter of the report offers a complex insight into budgetary control of municipalities. This report includes the results of financial management of municipalities for 1997 in the context of available time sequences since 1991. The presented data are based on a large number of tables and figures.

The aim of the report - to be a useful factual baseline position for other works of conceptual nature and to be an impetus for gradual further elaboration and standardization of the analytical activity of not only financial but also whole economic system of self government of municipalities in Slovakia and also abroad - is fully achieved. The detailed information about municipal budgets is in this way unique and worthy of imitation.

Therefore it would be desirable, if such serious enquiries and documentations could be published also in other Central European countries. - Just as much it could start a differentiated methodological discussion. The report may encourage to do it.



Visiting Professors

Gaudenzio Assenza Dr., Field of Expertise: Environmental Policy, The Fridtjof Institute, Norway, Period of the visit: from 1999

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Projects

Training of Trainers

Kazakhstan & Slovak Republic

In cooperation with ICMA (International City/County Management Association) Kazakhstan, the Local Government Development Centre (LGDC) Bratislava, Slovak Republic is going to hold a two week training of trainers project for local government specialists from Kazakhstan on special local government issues – training projects successfully implemented in the Slovak Republic thanks to USAID funds within its three year support to enhance the local government democratic governance.

As for the training of trainers (TOT) project, LGDC is going to prepare:

- a) TOT program for this training programs:
 - Elected Leadership
 - Financial Management
 - TQM
 - Citizen Participation
 - Management of Change
- b) Meetings and discussions with key people from ZMOS (Slovak biggest LG Association), the Foundation for Training for Local Government, the Regional Training Centres (Trencin, Martin, Strba and Rimavska Sobota), the Association of City Managers, the Association of Municipal Finance Officers, and LG trainers.
- c) Lessons Learned and Action Planning activity to specify the projected outputs for the short-term plan to be implemented over the next eight months.

Relating to invitations to the Rector and Vice Rector in charge of short training courses to accompany the Slovak study group (assuming a special

Slovak program option), based on their needs and interests, LGDC will set a specific meeting for them with Mr. Stanislav Konecny, the new Director of Slovak School of Public Administration .

Goals and Objectives

The overall goal of the project is to strengthen the existing cadre of trainers from Kazakhstan and for the two participants from Kyrgyzstan to give them appropriate knowledge and skills for both training delivery and management.

The project objectives are:

- a. To assist local government specialists to become more secure and productive in serving local governments needs in Kazakhstan and Kyrgyzstan while contributing to the development and sustainability of more open, accountable and responsive local governments within the region;
- b. To assist in the initiation and development of similar training programs in their

country and create some cooperation and networking.

Methods

Methods used: participatory training, presentations, workgroups, simulation, role-play, discussions and all other related to the specific training program.

This activity should:

- enhance participants with new skills and knowledge they can use for the benefit of their local government and also for their managerial daily work
- create space for sharing and gathering information that will help associations in their future development
- create a new level of cooperation within the LG specialists involved

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Project Schedule:

Implementation steps	Resources /steps required	X 1999	XI 1999	XII 1999	I 2000
<i>Project Preparation</i>	Information and SOW from ICMA	X	X	X	
<i>Initial Contacts with Trainers and Institutions, Interpreters</i>	Names and addresses, selection of trainers, Agreements	X	X		
<i>Preparation for TOT</i>	Trainers, manuals, HO			X	
<i>Meetings</i>	Institutions, agreements	X	X		
<i>TOT Elected Leadership, Management of Change, TQM, FM, Citizen Participation</i>	Trainers, Institutions	X	X	X	
<i>Hand Out Translation</i>	HO from Trainers		X	X	
<i>Training</i>	Trainers, Interpreters, HO				X
<i>Action Planning</i>	Participants, Trainers				X
<i>Project evaluation and report</i>					X

Health Care Reforms in Central and Eastern Europe: Outcomes and Challenges

Prague, November 11 – 13, 1999

Dr. Eva Krizova, Charles University, 3rd Medical Faculty and Faculty of Social Sciences, Prague, the Czech Republic

The Institute of Medical Ethics, 3rd Medical Faculty, Charles University in Prague and the School of Public Health, Institute of Postgraduate Medical Education in the Czech Republic have organised between 11th – 13th November 1999 an international conference on health care reforms in some of the Central and Eastern Europe countries. For this meeting Slovakia, Hungary, Poland, Croatia, Slovenia and new counties of the FRG were included next to the Czech Republic. The aim of the conference was to focus on the broader perception of the health care reforms, emphasising and reflecting the ethical, sociological and political aspects of the reforms, which are sometimes neglected under economic and organisational and technical arguments. The intention was to exchange the information and experience with the perspective to develop a network of experts, who would continually meet.

Next to the invited speakers from the above-mentioned countries, participants from Latvia, the Slovak Republic, Albania, the Czech Republic, Hungary both from academic institutions, state administration (Health Ministry, Ministry of Finances), non-profit organisations and health insurance companies took part. People with rather theoretical views encountered those having a more pragmatic view and practical experience with the implementation of health care reforms.

The first day of the conference was dedicated to the informal introduction of speakers and participants and to present more general topics that would initiate the discussion. The conference was opened with the paper of Assoc. Prof. Jiří Šimek, who is the head of the

Institute of Medical Ethics. He presented the issue of ethical reasoning and ethical dilemmas concerning the health care system. Following a speech from Dr. Mastilica from Andrija Stampar School of Public Health in Zagreb, Croatia that focused on equity in health resulted in an animated dispute on social justice and equitable



distribution of scarce resources. The dilemma between societal protection and individual responsibility for health and access to health care was mentioned. Apparently the idea of special attention paid to disadvantaged and marginal social groups is not automatically acceptable for everybody and surely needs more discussion and clarification.

The next day was reserved for country profiles. Invited speakers from seven countries (Prof. Soltes, Prof. Rychlik, Dr. Krizova, Prof. Forgacs, E.König, Prof. Wlodarczyk, I. Koprowska, Dr. Bitenc, Dr. Mastilica,) presented the current state, dilemmas and perspectives of next development of the health care system. It can be stated briefly, that neither the starting line of the Central and Eastern European Countries was identical. While in the most former socialist countries the state-run tax-funded health care model was implemented. In Slovenia and Croatia however, a strongly

decentralised health care system with many local funds responsible for financing the health care was in fact operating. Unlike most of countries of CEE, in Slovenia and Croatia the centralisation of financing and organising as a first step of the transformation was introduced. It can also be said that a certain border line can be observed between those countries that started their transformation immediately after the fall of communism (Slovenia, Croatia, the Czech and Slovak Republics, and the new counties of FRG) and those, that on the other hand have waited a couple of years and have introduced principal changes of their health care system only recently (Poland, Hungary). It is probable that the latter mentioned countries will face some problems resulting from the transformation in the coming period,

but it is also probable, that they will learn by the experience and faults of the others, and that some problems might be prevented.

The last day of the conference was spent with ethical, sociological, legal and philosophical reflection of selected issues, concerning the relation between the physician and patient, patients' rights and social position of physicians. Prof. Daniel Callahan from the Hastings Center,

USA, has focused on the introduction of market incentives in the health care system. Dr. Jan Payne was a speaker about the concept of social justice as it relates to the concept of natural lottery. André den Exter, a specialist in health law, outlined the legal aspects of rights and entitlements in health care. Prof. Lily Hoffman who is an experienced observer of the Czech social changes in the last decade has presented an interesting paper on the professional identification of the Czech physicians. The paper of Dr. Janeckova about the transformation problems viewed by medical professionals and discussion about the medical role in future closed the conference.

Many participants considered the idea of ongoing meetings to be challenging and some of them have preliminarily promised their participation in another meeting that is planned for May 2001.

The Role of Municipal Finance Officer's Associations in Strengthening Local Democratic Governance

November 27-29, 1999, Bratislava

Organized by The Association of Municipal Finance Officers, Slovak Republic in coordination and financial support of the Fiscal Decentralization Initiative

Luba Vavrova, Local Government Development Center (LGDC), Bratislava, Slovak Republic

The pace and success of local government reforms in the region is directly linked to the issue of professionalism of the public servants. This is particularly the case of municipal finance officers that are responsible for the management of local government funds and to a certain extent bare responsibility for proper functioning of municipalities.

There are many ways of stimulating professional development of public servants. For the purpose of this project we were focused on possibilities to increase and stimulate the professional development of local government officers—specifically finance officers.

Aims:

To stimulate the establishment of some new Municipal Finance Officers Associations (MFOA) in Central Eastern Europe (CEE) and Newly Independent States (NIS) by organising this two-day international - regional conference. This conference was focused

- on the role of MFOA and
- on the key issues related to the work of municipal finance officers in CEE and NIS.

Conference objectives

- to advocate the role of professional associations as stepping stones for increasing the professional capacity of municipal finance officers in CEE and NIS
- to present and discuss benefits and potential of municipal finance associations on the grounds of existing experience with similar organisations in the USA, the EU and CEE/NIS countries
- to gain interest of key municipal finance officers from CEE and NIS in the establishment of professional associations in their home countries
- to address specific professional issues of key interest to the municipal finance officers from CEE and NIS as potential areas of activity of the new associations
- to establish a nucleus of a future network of municipal finance associations in CEE and NIS

Conference Participants

The conference brought together about 100 participants from CEE, the NIS (Albania, Bosnia and Herzegovina – Federation of BiH, the Republic of Serbia, the Czech Republic, Hungary, Latvia, Macedonia, Moldova, Poland, Romania, Russia, Slovakia, Kazakhstan, Estonia and Ukraine), the EU and the USA. Most of the participants came from CEE and NIS. There were also participants from major international agencies and municipal finance associations in the EU and the USA (CIPFA, ICMA, USAID, OSI/LGI Budapest, World Bank, and the Association of LG representatives of Finland). All partici-

pants were recognised professional leaders from the field of municipal finance.

Participants from the EU and the U.S. came from (a) institutions working on the issue of municipal finance and (b) countries with strong associations.

Conference agenda

First day

Plenary Sessions:

- Local Government Finance Officers Associations: the role and benefits:
- EU and US experience
 - the CEE context and experience

Sessions:

- Professional skills of municipal finance officers: degree in accounting or more?
- How to finance professional associations in CEE and NIS? Sustainability of Municipal Finance Officers Association
- Local Government Finance Officers Association and its services

Three simultaneous *working sessions*:

- Financial Policy, Planning and Financing
- Public Procurement
- Citizen Participation

Second day

- Session 1** Strategic and Current Budget Planing
- Session 2** Local Government Borrowing
- Session 3** Financial Relations with Municipal Institutions

Summer Academy of Public Administration in Bialystok

Joanna Dolecka, School of Public Administration, Bialystok, Poland

Students from Bialystok School of Public Administration in Poland, UAPA Kharkiv Branch and UAPA Lviv Branch in the Ukraine and University of A. Kuleshov in Belarus participated in a Summer Academy Public Administration, organized in Goniądz from July 31 to August 15, 1999 and sponsored by the Open Society Institute.



Dr. Jozef Ploskonka, Viceminister of Interior and Administration is giving the lecture about the state management after decentralization

They had the possibility to present and compare the public administration systems in their home countries. They could listen to interesting lectures and get or develop their knowledge of the public administration system in Poland and the United States, basics of decentralisation reform, logical and structural aspects of the State management, strategic management in local government, division of tasks, public policy, personnel policy, ethical dilemmas, reforms of education, healthcare and pension systems and globalisation of Public Administration around the world.

The participants managed to invite the best lecturers - experts on practice and theory. The most significant and famous were: prof. Dr. hab. Michał

Kulesza - Plenipotentiary of Prime Minister on Decentralisation Reform of the State, Dr. Józef Płoskonka - Vice-Minister of Interior and Administration, prof. Allan Rosenbaum - Dean of International Florida University in the USA, prof. Dr. hab. Barbara Kudrycka - Rector of Bialystok School of Public Administration, prof. Dr. hab. Stanisław Prutis - Dean of Law Faculty at Bialystok University, prof. Dr. hab. Hanna Konopka - Bialystok School of Public Administration, Dr. Viktor Vekselber - Local Government and Partnership Program. We were also thankful to the visits of our important hosts: Mr Cesar Beltran - Councillor on Culture and Promotion at the USA Embassy, Krzysztof Jurgiel - Chairman of Podlasky Sejm, Dariusz Ciszewski - Vice-Chairman of Podlasky Sejm, Ryszard Tur - President of Bialystok City and Marek Kozłowski - Vice-President of Bialystok City. Participants were also given the opportunity to meet students from other East European countries so they could exchange their views.

Most of the classes were conducted by interactive methods like discussions, panel discussions, group games, group works, and round tables. The election of local government officials e.g. the Mayor, and organs e.g. City Councils, and budgeting were presented as a two day simulation game. Participants took an active part in two Oxford debates titled: „Public officials cannot be politically neutral“ and „Euro-

pean Union as a means of its members national culture“.

Participants were given the opportunity to write case studies on the subject of public administration. The idea was to develop and establish interactive methods of teaching in the schools of public administration and management in the Ukraine and Belarus. The method requires materials prepared specifically to encourage discussions among students and to develop their analytic skill and professional judgment. Students of SAPA created 15 case studies which are going to be posted to schools of public administration and training institutions as teaching materials.

Participants visited Gmina Office in Goniądz, City Hall in Bialystok and the County Hall of the Podlasky Region. They met their employees and had discussions with them. Participants took part in the tour to Osowiec Stronghold, Branicky Palace in Bialystok and a canoeing trip on the Biebrza river. They watched slides of the natural environment of the Podlasky region taken by the world famous photographer, Wiktor Wołkow.

All the above mentioned activities integrated participants and created a rapport amongst them. Referring to the evaluation polls, we can say that 14 participants considered the SAPA program as very good and 10 as good. All the participants would like to return to Poland for further education in public administration.

Sigma and Other Publications – Translation into Cee National Languages

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

- February 29, 2000
- May 31, 2000

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).

Please send letters of inquiry and applications to NISPAcee Secretariat.



NISPAcee Occasional Papers

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.

We invite colleagues to submit their research papers in English for review. Papers should be written on relevant public administration and public policy issues based on empirical investigation carried out in central and eastern European countries. The papers should not exceed 40 pages in length. If a paper is written in a native language, a three-page long English language summary could be submitted with the bibliography of the referred

literature, and with information about the length of the whole paper. Each author can propose two reviewers for their submitted paper, but the final decision to select the reviewers remains at the discretion of the Editor. Those authors whose papers are selected for publication will receive a modest honorarium.

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

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



Announcement of a Discussion Papers 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:

- Sub-national governmental finance, fiscal decentralisation, and financial management; local development; legislative frameworks for decentralisation; local decision-making and citizen participation; corruption, transparency and ethics; social service delivery, particularly to the elderly and the unemployed; ethnic conflict, multicultural politics, and local governance; urban services and infrastructure; and 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

Local Government and Public Service Reform Initiative (affiliated with the Open Society Institute), Nador utca 11, 1051 Budapest, Hungary



Transparency and Openness in Governance: Challenges and Opportunities

The Second NISPAcee Civil Service Forum

EIPA, Maastricht, October 28 - 29, 1999

Ludmila Gajdošová, NISPAcee Executive Director

The NISPAcee Civil Service Forum takes place every two years and forms a platform for discussion and co-operation between training institutes, senior civil servants and officials responsible for the civil service. This is in order to improve the capacity of the institutes to cope with training needs, and to allow top level officials

from DG IA) and the Netherlands Foreign Ministry. NISPAcee would like to extend it's thanks to all partners from EIPA for the Forum preparation and implementation.

Objectives

The focus of the proceedings can be defined as the openness and transpar-

ency in public administration. What legal conditions, incentives and patterns of communication should be established in order to make the public administration citizen-friendly? How is it possible to ensure equal access of citizens to information? What should be the rules of behaviour of providers of public services? How can modern information technology improve communication between all actors in public administration?



Opening Plenary Session (from the right):
Ms. Isabel Corte Real, Director General EIPA, The Netherlands

Mr. Berend - Jan baron van Voorst tot Voorst,
Queen's Commissioner for the Province of
Limburg, The Netherlands

Mr. Martin Potuček, NISPAcee Vice-President,
Charles University, Czech Republic

to learn more about the genuine needs of the ongoing reform of public administration. The participants of this year's Forum were invited from the top-level administrations and training centres in the 15 transition countries of Central and Eastern Europe.

The 1999 NISPAcee Forum was prepared in co-operation with EIPA (European Institute of Public Administration), Maastricht, with generous support from the European Commis-

Programme

Core themes of the Forum were introduced by keynote speakers of the opening plenary session: *Transparency, Openness and Accountability in Public Administration*, by Prof. Antonio Bar Cendon, EIPA, The Netherlands; *Transparency and Openness of Quality Democracy*, by Prof. Yehezkel Dror, The Hebrew University of Jerusalem, Israel; *Constitutional Safeguards of Legality and Legitimacy*, by Prof. Evgeni Tanchev, Sofia University Law

School, Sofia, Bulgaria; *The Special Challenges Facing Governance in Transition Countries*, by Dr. Imre Forgács, Deputy Head of International Business School and Head of European Studies Department, Budapest, Hungary.

The plenary was followed by two workshops focused on „Government/Citizen Relationship“, chaired by Julia Szalai, Institute of Sociology, Hungarian Academy of Sciences and „Impact of Openness on Administration“, chaired by Martin Potucek, Institute of Sociological Studies, Charles University. Each workshop was opened with introductory presentations focused on the subject matter, followed by several reports from different CEE countries and a discussion between the presenters and the participants. Themes like Effective Approaches to Reform of the Government/Citizen Relationship, the Freedom of Information, Experience with Citizens' Charters, the Role of NGOs, Interest Groups as Mediators between Government and Citizens, International Experiences of Results of Open Government, Legislating for Openness, the EU Experience, the Role of Government Information Offices, and the Perspective from Candidate Countries were addressed by speakers and discussed.

The workshops were followed by a round table discussion concentrated on „Implementing Transparency and Openness in Governance“ and chaired by Isabel Corte-Real, Director General of EIPA.

The Forum was finalised by the closing plenary session chaired by Martin Potucek, Charles University and Mirko Vintar, University of Ljubljana, who in the concluding remarks identified several key domains generated from discussions. All materials of the Forum will be published in the proceedings and distributed in the region.

Meeting of the Standing Working Group on Politico-Administrative Relations

held at the UNDP Regional Support Centre, Bratislava, November 7-8, 1999

Chairpersons: Tony Verheijen and Aleksandra Rabrenovic

The working group on politico-administrative relations met in Bratislava on November 7-8 to discuss 'work in progress'. The meeting was funded by OSI/LGI, which has made available a grant to support the operation of the working group for the current academic year. The meeting focused on four main issues:

- Developing a tailor-made research methodology for comparative studies on politico-administrative relations in the states in transition
- Discussion of ongoing country studies on politico-administrative relations at central government level
- Starting the study of politico-administrative relations at local government level
- Development of thematic studies

The discussions on the development of a tailor-made research methodology were based on the work carried out by two members of the group, Jan Meyer-Sahling (LSE) and Alexander Kotchegura (Moscow State University). The debate on the two models proposed will eventually lead to an adaptation of the research protocol, which had initially used the comparative frameworks of Heady and Peters, which were not really deemed applicable in the specific context of transition.

The country studies on central government politico-administrative relations are by now sufficiently developed to

be ready for discussion in the NISPAcee annual conference in Budapest and for publication in a NISPAcee textbook, planned



for completion in the summer 2000. Country studies are ongoing on Bulgaria, Czech Republic, Estonia, Kyrgyzstan, Latvia, Lithuania, Romania, Russia, Slovakia and Yugoslavia.

The group spent considerable time on a discussion on how to develop local government studies on politico-administrative relations. Two of the members of the group, Vesselina Kolcheva (FLGR, Bulgaria) and Tamas Horvath (IPA, Hungary) agreed to adapt the research protocol, which governs the research work on country studies, in line with the discussion at the meeting. A small number of pilot studies will be presented at the conference in Budapest in one of the working group sessions. Furthermore, it was decided that the development of studies on politico-administrative relations on local government would be the main theme for the 2001 conference sessions. Pilot studies are being prepared on

Bulgaria, Hungary, Lithuania, Romania, Slovakia, Ukraine and Yugoslavia. The working group will in particular welcome proposals in this area at the Budapest conference sessions.

The final substantive point was the development of thematic studies. Ongoing studies on the impact of professionalisation on politico-administrative relations (Wyman and Kovriga) and on modalities for the delivery of policy advice (Lazareviciute and Verheijen) were discussed. Further proposals for the development of thematic studies would be welcomed by the working group.

The group also discussed other matters, such as the organisation of the Working Group sessions for the Budapest conference and the structure and time schedule for the completion of the future textbook.

This intermediate meeting was extremely useful to focus the minds of the group in between the two annual conferences and also to further develop the 'group spirit', which has been getting ever better during our two years of joint work. We are therefore most grateful for the grant of OSI/LGI which made the meeting possible.

The 8th NISPAcee Annual Conference

Ten Years of Transition: Prospects and Challenges of the Future for Public Administration

Budapest, Hungary, April 13 - 15, 2000

The focus of the 8th NISPAcee conference will be on the state of public administration in CEE countries after ten years' transition and, at the same time, on the challenges that public administrations in these countries will face at the beginning of the next century, including the European integration process as an impetus of reform in many CEE countries.

WORKING SESSIONS

A. Working Session:

European Integration as an Agent of Public Administration Reform: Impact on Countries in Transition

In this working session NISPAcee aims to analyse the effects of these legal changes, identify the many remaining challenges for CEE public administrations to integrate successfully with the EU, and analyse the relevance, advantages and disadvantages of this process for the NIS countries if applicable.

The working session programme will be structured around the following themes:

- Developing Administrative Capacity to Meet the Requirements of EU Membership
- Developing Sustainable Training Systems
- Facing Dilemmas and Resolving Conflicts

B. Working Session:

Learning from Transition & Challenges of the Future

Ten years of transition has led to different achievements in different countries. What are the challenges faced by all states in the CEE and NIS regions? All have undergone post-

communist transformations and are fundamentally reforming their political, economic and administrative institutions, although not all in view of EU membership. But how similar is this process from country to country? Reforms and solutions to difficulties developed in the CEE countries could be of utmost relevance to the NIS states due to the historical, conjunctive and institutional similarities between the transition countries.

The working session programme will be structured around the following themes:

- Developing Public Administrative Capacity: Successes and Failures
- "Europeanisation" without the EU? The Effects on the Newly Independent States
- Steering Public Administration into the next Century

WORKING GROUPS

Several working groups have been established under NISPAcee's auspices on topics which generated considerable interest in past conferences. The following working groups aim to meet and discuss the results of research conducted in the previous year during the annual conference.

1. Working Group on Politico-Administrative Relations

Coordinators:
Tony Verheijen, UNDP, Slovak Republic
Alexandra Rabrenovic, Belgrade University, Yugoslavia

2. Working Group on Better Quality Administration for the Public

Co-ordinators:
Joanne Caddy, SIGMA, Paris, France
Mirko Vintar, University of Ljubljana, Slovenia

3. Working Group on System of Social Security with Special Emphasis on Problems of Unemployment, Poverty and Gender

Co-ordinators:

Janos Hoos, BUES, Budapest, Hungary
Marketa Mikova, Research Institute for Labour and Social Affairs, Prague, Czech Republic

APPLICATION PROCEDURE

Application form is available on the NISPAcee homepage or from the NISPAcee Secretariat.

Hotel reservation and registration forms are available from the NISPAcee Secretariat on a request.

Deadline

The **final version of the selected papers** is to be sent to NISPAcee Secretariat by **March 15, 2000**.

Papers will be available at the NISPAcee homepage <http://WWW.NISPA.SK/news/conf2.html> in the second half of March.

20th January 2000 – the deadline for interested participants without papers.

Contact person

Applications and inquiries are to be addressed to:

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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.

NISPAcee Membership

Presently, the NISPAcee enlists 93 Institutional members (from 19 countries), 24 Associate members (from 14 countries), and 141 Observers (from 27 countries).

New Institutional members of the NISPAcee:

National University Center „Public Sector Economics“, Sofia, Bulgaria

Estonian Public Service Academy, Tallinn, Estonia

Training Center for Public Administration, Bucharest, Romania

Siberian Academy of Public Administration, Novosibirsk, Russia

Faculty of Political Science & Sociology, Ural State University, Yekaterinburg, Russia

New Associate members of the NISPAcee:

Carl Vinson Institute of Government, University of Georgia, Athens, USA

NISPAcee ACTIVITIES ARE SPONSORED MAINLY BY:

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

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

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

The deadline for the next issue is February 29, 2000.



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