



Volume VI • No 4 • Autumn

news '99

Postcommunist Officials Talk about Bribery

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There is widespread criticism of the behaviour of junior officials in postcommunist Europe where they are often accused of treating citizens unfairly and soliciting presents or bribes to solve citizens' problems. In interviews with 4778 respondents across four countries – Ukraine, Bulgaria, Slovakia and the Czech Republic – we found that a majority of the general public thought it was “likely that a person seeking something to which they were entitled by law” would nonetheless “have to offer money, a present or a favour” to get help from most kinds of officials or government employees in education and health care.²

To view this problem from the other side, we interviewed 1307 junior officials or state employees who came into direct contact with the public. In each country we interviewed at least 60 officials in each of five categories - health

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care, education, welfare offices, the police, and legal officials – each subdivided into three more narrowly defined sub-categories. For comparative purposes we have weighted the respondents in each country down to exactly 20 in each of these 15 sub-categories. Our aim was to see whether officials would confess to accepting presents and bribes or deny it, and whether they would condemn it, excuse it, or even attempt to justify it.

Officials as employees

Officials had their problems: 41 percent claimed that it was “not possible for people in their job to live on their official salary” and another 28 percent said it was “possible, but very difficult”. The number who said it was “impossible” ranged from only 16 percent in the Czech Republic to over 60 percent in Bulgaria and Ukraine. Moreover, 49 percent in the Ukraine said that their salaries were “rarely or never paid in full or on time”.

Even their badly paid jobs were insecure in Bulgaria and the Ukraine, where about a quarter said they thought “they might lose their job because of job-cuts in the next year or two” and over half thought it would then be “very difficult or impossible” to find another.

Officials as officials

One of the public’s main grievances towards the officials was that they took bribes. The officials in our survey admitted their willingness to accept something if offered to them: On average, 47 percent of officials admitted that they would accept “a small present”. The cross-national variation in motivations for acceptance was more striking than the variation in the total

numbers who were willing to accept. In the Czech Republic officials were reluctant to accept even a small present but felt it would be impolite to refuse. In Slovakia almost as many would frankly welcome a token of appreciation as would reluctantly accept out of politeness. In Bulgaria, most would be quite uninhibited about accepting a

accepting them: 43 percent confessed that they had accepted something either “before or after solving their client’s problem”; and 58 percent confessed that they had accepted either “a small present or something more” – almost twice as many as had originally admitted accepting a present of any kind.

Table 1: Personal confessions by officials

Officials who confessed to accepting a present in last five years	Average %	Czech Rep %	Slovakia %	Bulgaria %	Ukraine %
X61: ‘did you ever accept?’ (‘yes’)	31	28	33	34	26
X62: ‘only after’	35	36	32	42	31
X62: ‘sometimes before’	8	5	13	5	8
X62: total confessions: ‘only after’ + ‘sometimes before’	43	41	45	47	39
X63: ‘only a small present’	53	53	64	51	45
X63: ‘something more?’	5	2	7	4	6
X63: total confessions: ‘a small present’ + ‘something more’	58	55	71	55	51

token of thanks. However, in the Ukraine the most frequent reason for accepting even “a small present” was that officials “could not afford to refuse” one.

Far less, only 17 percent on average said they would be willing to accept “money or an expensive present”. Those that would accept however, would do so mainly because they “could not afford to refuse”. There was a steady rise in the numbers who “could not afford to refuse” both large and small presents from the Czech Republic through Slovakia and Bulgaria to Ukraine. Only two percent of all officials in the Czech Republic “could not afford to refuse” a small present and only three percent a large one. But in the Ukraine, 19 percent of all officials said they “could not afford to refuse a small present” and 16 percent “could not afford to refuse the offer of money or an expensive present”.

Confessions

Only 31 percent of officials said they had actually accepted a present in recent years. But when we went on to ask about the timing and the size of these “presents” much greater numbers of officials confessed to

Indeed, the number who confessed to accepting at least “a small present” (58 percent) actually exceeded the number who had earlier admitted that they would accept such a gift “if it were offered” (47 percent). On the other hand the number who confessed to accepting “something more” (5 percent) was much smaller than the number who had earlier admitted that they would accept such a gift “if it were offered” (17 percent).

But some officials might never have accepted a gift simply because they had never been offered one. Officials themselves told us that clients had offered “a small present” to 67 percent of them in the last few years, and “money or an expensive present” to 27 percent of them. The frequency of such offers varied. Some officials had received such offers only “rarely”, others more frequently. Amongst those who had been offered “money or an expensive present” only rarely, 10 percent confessed they had accepted; amongst those who had received such offers more frequently, 25 percent confessed they had accepted. These rates of confes-

sions are consistent with the 17 percent of all officials who had said earlier that they “would accept” such gifts “if offered”.

Excuses

Officials had a particularly self-indulgent view about why the officials took “money or presents” from the public: they were 26 percent less likely than the public to blame “greedy officials”. But they did not reciprocate the public’s criticism by shifting the blame onto the public as we might reasonably have expected. They were actually four percent less likely than the public themselves to blame “people who are desperate to buy favours from officials”. Instead, officials focused the blame on the government: they were 30 percent more likely than the public to blame “the government because it does not pay officials properly”.

These differences between the perspectives of the public and officials were greatest within the Ukraine where officials were 36 percent less likely than the public to blame “greedy officials”, and also 9 percent less likely than the public themselves to blame the public, but 44 percent more likely than the public to blame “the government”.

Justifications

Over half of the public claimed that the officials they had dealt with in recent years had at least “seemed to expect” an unofficial payment of some kind. Worse,

over half the public claimed that the officials they had dealt with in recent years had “made unnecessary problems in order to get money or a present for solving them”. Officials reported similar experiences when they themselves had to go, as citizens, to other officials.

Table 2: Would it be right ‘to ask for’ or at least ‘to accept’ something from a client?

Views expressed by officials:	Average	Czech Rep.	Slovakia	Bulgaria	Ukraine
X2: Extra work	%	%	%	%	%
- right to ask for something	15	11	14	19	18
- right to ask, or at least to accept, something	60	53	59	61	67
X3: Solve problem faster	%	%	%	%	%
- right to ask for something	9	5	10	9	13
- right to ask, or at least to accept, something	53	40	51	56	64

Nonetheless officials were remarkably willing to justify accepting gifts from clients: 60 percent of them said it would be “right” for an official to at least “accept something if offered in return for some extra work to solve [a client’s] problem”; and 53 percent if it were offered in return for “solving the problem faster than normal”. Such views were least frequent in the Czech Republic and most frequent in the Ukraine where 67 percent of officials said it would be right to at least “accept something if offered for extra work”, and 18 percent that it would even be “right to ask for something for extra work”.

What was an “unnecessary problem” from the perspective of the citizen might be “extra work” when viewed from the perspective of the official.

¹ This research was funded by the DFID (Department for International Development) under grant ODA/R6445 to Miller and Koshechkina, the ESRC (Economic and Social Research Council) under grant R222474 to Miller and Grödeland.

² For findings from focus group discussions, in-depth interviews and surveys of the public in these countries see

Ase B. Grodeland, Tatyana Y. Koshechkina and William L. Miller. ‘Alternative strategies for coping with officials in different post communist regimes: the worm’s eye view’, *Public Administration and Development*, vol. 17, no. 5, 1997, pp. 511-528; Ase B. Grodeland, Tatyana Y. Koshechkina and William L. Miller. ‘Foolish to give and yet more foolish not to take’: in-depth interviews with post communist citizens on their everyday use of bribes and contacts’, *Europe-Asia Studies*, vol. 50, no. 4, 1998, pp. 649-675, and William L. Miller, Ase B. Grodeland and Tatyana Y. Koshechkina. ‘Are the people victims or accomplices: the use of presents and bribes to influence officials in Eastern Europe’, *Crime, Law and Social Change*, vol. 29, no.4, 1998, pp. 273-312.

Local Government Efforts to Improve Efficiency of Public Administration – Polish Case

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The efficiency of public administration depends on many different factors. The selected and apparently the most important determinants of the efficiency are the structure and organization of the public administration sector (including territorial subdivisions), quality of a cadre of this sector, and methods used to manage public administration tasks. New structure and organization of the public administration sector has been determined by ongoing changes resulting from the decentralization of the state and devolution of power to the newly established lower levels of administration. New curricula and new schools created after 1990 that offer courses and training in the field of public administration influence the quality of the cadre of the public administration sector. Methods used to manage public administration tasks are determined by possibilities created by the earlier mentioned new structures and mechanisms, new cadre as well as by information available to decision makers. The goal of this article is to briefly outline an attempt of Polish national associations of local self-governments to contribute to better efficiency of public administration by improvement of the access to information and data.

System of Local Government Analysis (SAS)

Since their inception local self-governments in Poland have been recognizing the necessity of improvement of public ad-

ministration sector performance. Local governments have raised many times the lack of proper information or the lack of access to proper information concerning the management of public administration tasks. To change this situation and to equip local governments with tools to collect and analyze information vital for efficient management, the idea of the System of Local Government Analysis (SAS – *System Analiz Samorządowych*) was prepared three years ago. The four national associations of local governments: Association of Rural Municipalities (*gminy*), Union of Polish Towns, Association of Polish Cities and Union of Metropolitan Cities signed an agreement about cooperation and made it interesting in the SAS establishing foreign donors supporting decentralization in Poland. Among these donors were the United States Agency for International Development (USAID). Through the "Democratic Governance and Public Administration Program" implemented by Development Alternatives, Inc., a consulting American firm, USAID supported the first phase of the SAS activities.

The SAS was designed to provide information for different recipients that influence policy-making process. For local governments - information needed to manage their tasks, for the national associations - information needed to better represent local government interests at the forum of the Joint Commission

of Self-Government and Central Government (a body created to facilitate dialogue between local governments and central government). Also for local governments for lobbying purposes to influence legislative procedures.

Role of SAS

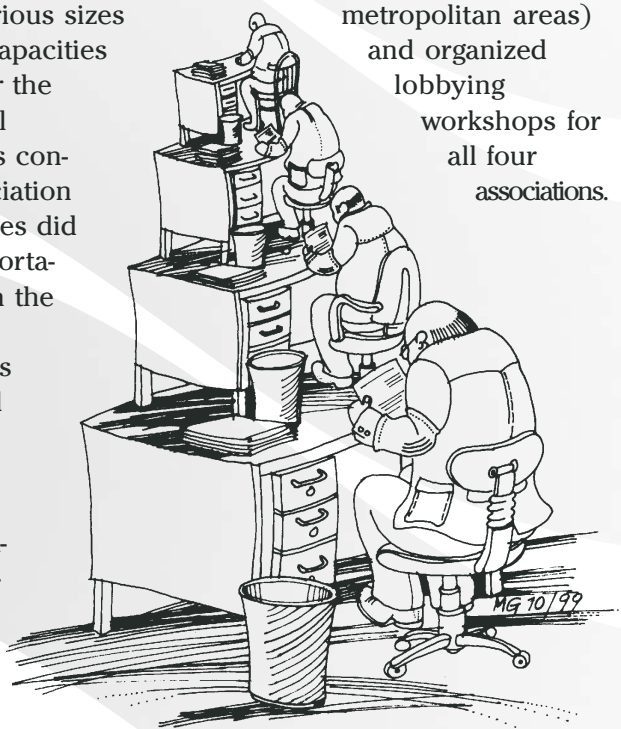
From the perspective of three years it might be stated that the goals of the SAS were achieved. National associations of local governments received strong technical support, which brought them more closely together. The SAS also strengthened the representation of local governments vis-a-vis the central government. The SAS provided local governments with an analytical and research tool that can be used to monitor the performance of local government, to examine relationships with central government (in terms of inter-governmental transfers) and to prepare hard arguments for discussions about the necessary changes in the environment in which local governments operate. The SAS plays a role of a source of information that can be used for promotion and information policy.

Implemented Projects

Every national association was responsible for the implementation of a project, which was the most important from their particular point of view. The Association of Polish Cities implemented a project called "Sectoral Data Gathering and Analysis" to monitor the perfor-

mance of cities in five sectors of services: social welfare, culture, health, transportation and education. Collected data were analyzed and summarized - basic regularities were described and the Association made an attempt to classify cities according to different criteria and to prepare their profiles. Benchmarks that make up those profiles may be used to compare the needs and capacities to satisfy them and to construct plans how to better deliver specific types of services. Benchmarks also allow the comparisons of municipalities of various sizes and their financial capacities as well as to monitor the effectiveness of local actions. The analysis conducted by the Association of Rural Municipalities did not cover the transportation sector. Although the methods used were different, the findings were useful and well received by municipalities that participated in the project. The Association of Rural Municipalities also established the Electronic Forum of Municipalities (*Gminas*) for better communication among municipalities and to speed up the process of data collection. An important conclusion from the analysis was that to make data more useful it is necessary to categorize municipalities using the criteria of location, wealth and size. The Union of Polish Towns created the Electronic Forum of Small Towns, which enables an exchange of correspondence and information via the Internet. The Union plans to use the Internet to evaluate legislation, which could be

particularly useful for this organization's representatives in the Joint Commission. The Union of Metropolitan Cities which established the Secretariat of the SAS and organized and conducted SAS konwersatoria (including 16 konwersatoria which enabled discussions between experts and local politicians and 16 konsylia, or experts' meetings during which they exchanged opinions on problems selected by local governments). The Union also prepared the draft "Lex Metropolis" law (on organization of metropolitan areas) and organized lobbying workshops for all four associations.



Challenges

Although the results of the SAS are very promising it should be mentioned that the implementation of the SAS encountered many difficulties. Organizers of the SAS could not change some of them, like for instance, the absence of data. However, there were some difficulties that will have to be addressed in the near future by local governments themselves or with assistance and in co-operation with central government agencies. Those difficulties were lack of motiva-

tion to compare one's own situation with that of others and to be a subject of self-assessment. Also, absence of logistics and funds in local governments to guarantee the collection and transmission of information necessary for analyses, was a serious problem during the SAS project implementation. Municipality officers were often not interested in participating in those projects unless the mayor directly instructed them. The other difficulties and obstacles were the absence of benchmarks which resulted from the absence of data and lack of an approach and objectives (e.g., no institution keeps a register of its customers' geography which is fundamental in the SAS). To perform its tasks the SAS contracted some Polish consulting firms. It turned out that one difficulty resulted from the fact that these firms treated municipalities in a very instrumental way, which made them even less interested in participating in the SAS and analyses.

The first phase of the SAS activities proved that local governments, through their own initiatives, could contribute to the better efficiency of public administration. However, it will be a long processes, since the culture of public administration requires a great number of changes in terms of setting new standards, procedures, and even simple customs that influence day-to-day operations.

Local Elections in Slovenia: Comparison 1994-98

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Elections in the representative bodies and other bodies of local government are one of the main democratic tools for the fulfilment of power and also an important external sign of democracy all over the world. Democratic local elections play essentially an important role in Central and Eastern Europe because of the unfinished process of transition and consolidation of the whole political system. Slovenia successfully reformed the system of local (self) government in Spring 1994 and again in Autumn 1998; in both cases two or three months before local elections. After reform in 1998, only half of the municipalities remained in more or less unmodified boundaries and so enabled us direct comparison. It is necessary also to expose the difference in the size of the electoral units and their influence on the election results. Third, also an important characteristic, is the direct vote process of mayors, which is known only in few other regulations (Slovakia, and partly Hungary)¹. In a Slovenian case the consequence of that kind of voting process is that the majority in a municipal council and a mayor belong to different political parties, which frequently causes very interesting situations of cohabitation and makes many problems in activities of this kind of local communities.

I. Mayoral Elections

A mayor becomes a key figure in a municipality according to the last modification of the local government legislation², while he (she) gains considerably in his (her) political power in front of a municipal board, since it is quite appropriate to analyse the results of the mayoral elections.

According to *Table 1* it shows that

the majority of mayor candidates came from the SPP, SDPS, LDP and CDP³. In 109 municipalities there as also the possibility to vote for the independent candidates. As it is shown, there were 44 independent candidates elected, that means, these candidates were not proposed by any political party, which shows a proportional high level of voting trust in the elected candidates, since the majority of them were elected in the first round of the elections. On the other hand, we can establish that a proportionally high level of distrust in the political parties was present among the voters. Among the political parties there were again four parties with the best level of organisational structure on the local level at the front. At the mayoral elections SPP won with quite a high taking of 57 mayors, which were proposed by SPP

Table 1:

The comparison of the proposed candidatures for mayoral elections and the elected mayors regarding the political parties on the local elections in 1998*

Political Parties	Number of municipalities, in which political party proposed candidate for mayoral elections	Elected mayors**
LDP	122	22 (34)
ULSD	89	9 (18)
DPP	13	0 (4)
CDP	118	20 (34)
SPP	136	40 (57)
SDPS	125	21 (32)
Nationalists	7	1
Democratic party	18	3
Independent candidates	109	44
Others	16	3(5)

LDP – Liberal Democratic Party,
ULSD – United List of Social Democrats,
DPP – Democratic Pensioners Party,

CDP – Christian Democratic Party,
SPP – Slovenian Peoples Party,
SDPS – Social Democratic Party of Slovenia

SOURCE: Slovenian electoral commission.

* In Slovenia there were 192 municipalities during the election period in 1998 (note: local elections in year 1998 were held only in 190 municipalities, because elections in Horjul and Koper were postponed for one month (Horjul) and one year (Koper).

**The first means the number of elected mayors, which were proposed by only one political party, second number means the number of elected mayors, which were proposed by two or more political parties.

independently or together with other political parties.

II. Local Elections For Municipal Boards

With the analysis of the local election results in 1998⁴ we can establish that LDP convincingly won in all categories of the municipalities with more than 10.000 inhabitants. LDP got a constantly high proportion of votes in all municipality types; a smaller fall can be found only in the municipalities with 5.000 to 10.000 inhabitants, where SPP got 1% more votes than LDP. In general LDP, SDPS and DPP are the only parties in which there are no bigger oscillations according to the size of the municipalities to be seen, although DPP has much less votes than LDP and SDPS. These parties gain approximately similar proportion of the votes irrespective of the size of electoral units. At ULSD we can observe the trend for enlargement of the number of votes according to the enlargement of the number of inhabitants in a municipality. We can conclude that the party is better organised especially in

municipalities, where it has a larger electoral base.

The comparative analysis of the results of the political parties at both local elections is much more interesting. According to the election results we can notice the existence of three, among themselves, different

gained in all categories of municipalities, irrespective of their size. It gained the most in the biggest municipalities (above all in those with 15.000 or more inhabitants). Obviously LDP has primarily concentrated on this type of municipalities since its electoral results are

2.5%. Also DPP, the governmental party, could be classified in this group, since it got about a percentage more votes than in 1994, from practically all categories of Slovenian municipalities with the exception of the largest (Ljubljana and Maribor). All the independent candidates could be put into this group also, since they got more electoral trust in comparison with the past elections, especially in smaller municipalities.

Table 2:

Electoral results of LDP, SDPS, SPP and CDP according to size of the municipalities on local elections in 1994 and 1998* (data are in %)

The size of the municipality according to the number of inhabitants	LDP 1994	LDP 1998	SDPS 1994	SDPS 1998	SPP 1994	SPP 1998	CDP 1994	CDP 1998	Number of voting papers*** (1994)
Under 3000	15.1	**	13.8	**	20.8	**	19.2	**	18102
3001-5000	15.1	17.0	14.7	14.1	19.1	15.4	19.7	15.1	55149
5001-10000	15.1	15.4	13.7	14.7	19.5	16.4	21.9	13.0	142026
10001-15000	16.2	17.8	13.4	12.6	13.6	12.6	20.3	10.6	99421
15001-20000	19.7	22.8	12.0	12.5	14.5	10.5	19.2	11.7	138355
20001-30000	21.3	25.4	13.5	15.6	10.9	9.6	18.7	13.5	87449
30001-100000	17.5	22.1	13.4	14.4	9.6	7.8	16.7	9.3	120882
above 100000	16.1	24.7	15.9	16.1	6.3	3.8	14.4	7.0	167737
Slovenia	17.2	22.6 ¹	13.8	16.0 ¹	12.7	11.8 ¹	18.4	12.4 ¹	829119

* Data from the Slovenian electoral commission

**Data of Slovenian electoral commission for the smallest type of municipalities are because of the majority electoral system extremely unreliable, so they are not included in this analysis.

*** The distinction to 100% represents the votes for other political parties.

¹ in analysis for 1998 is included only data for municipalities with proportional electoral system.

Table 3:

Electoral results of ULSD, DPP and independent candidates according to size of the municipalities on local elections in 1994 and 1998* (data are in %)

The size of the municipality according to the number of inhabitants	ULSD 1994	ULSD 1998	DPP 1994	DPP 1998	Independent 1994	Independent 1998	Number of voting papers*** (1998)
do 3000	6.2	**	0.8	**	18.0	**	48890
3001-5000	8.9	7.6	2.0	4.4	11.7	14.2	97558
5001-10000	8.2	7.4	2.7	4.8	13.1	14.7	146005
10001-15000	12.6	10.3	3.1	5.0	8.8	13.6	124675
15001-20000	12.7	10.1	3.2	3.7	7.2	6.2	114787
20001-30000	13.6	9.5	1.2	4.4	9.7	5.7	110811
30001-100000	15.2	13.1	4.9	5.3	9.3	11.0	96700
above 100000	18.3	14.8	7.7	5.1	7.9	8.0	140562
Slovenia	13.3	11.4 ¹	4.0	5.1 ¹	9.5	11.7 ¹	879998

* same notes as Table 3

groups of political parties. In the first one there are parties which gained in all municipal categories at the local elections in the period from 1994-98; in the second are those which also gained, but not in all municipal categories; in the third group are political parties, which lost some election support in comparison with the local elections in 1994.

The LDP is the only party that can be put in the first group and has

3-8% better than at the last local elections. In the municipalities under 15.000 inhabitants the party got only 1-2% more votes than in 1994.

SDPS, which gained almost 3% of new votes, is the leader in the second group, although especially in smaller municipalities (under 15.000 inhabitants) it lost some percentages. SDPS like LDP gained the most from the bigger municipalities, between 0.5% and

SPP, CDP and ULSD are the members of the third group. All of them were, comparing the 1994 local elections, losing in all categories of Slovenian municipalities. CDP lost the most (6%) of the votes, even though they were a winner in 1994 and up to 9% if we compare results of the individual municipal categories. Some smaller loss of the voter's inclination affected SPP, which lost 4% of the votes. Both parties lost more in larger municipalities and less in a smaller, rural municipalities. Even ULSD has constantly lost the electoral support in all municipal categories, but 4% at the most.

NOTES

- ¹ Directly elected in the municipalities with less than 10.000 inhabitants, elsewhere the municipal board elects him/her.
- ² The last modification of the legislation on local government came into force in 18.11 1998.
- ³ Either independently or in a connection with any other political party.
- ⁴ Of course we mean elections into municipal council.

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THIS IS ONLY SMALL PART OF THE VAST ANALYSIS OF LOCAL ELECTIONS IN SLOVENIA. FOR THE WHOLE PAPER PLEASE CONSULT THE AUTHOR.

Consultant Positions

LGI (the Local Government and Public Service Reform Initiative) of the Open Society Institute, Budapest is searching for consultants for a three-volume set of books comparing local governments in Central and Eastern Europe and the former Soviet Union. Consultant positions currently available include:

1. Author of the chapter on Bosnia Herzegovina
2. Peer reviewer for the chapters on each of the following countries: Bosnia Herzegovina, Bulgaria, Croatia and Yugoslavia
3. Editor of VOLUME III, on the former Soviet Union
4. Authors for the chapters on each of the following countries: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan
5. Peer reviewers for the chapters on: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan

Languages

Consultants for positions 1, 2 and 3 must complete their work in English. Applicants for positions 4 and 5 may write their chapters or peer reviews in Russian, though English is preferred and an ability to communicate with others in English is required.

Author Positions

Each 30-40 page chapter will be descriptive, analytical and interdisciplinary. It will focus on the transition process, including successful reforms and problems. It will include the following sections: major general indicators, the legal and constitutional basis for local government, local politics

and decision-making, local administrative structure and service provision, local finance, and the next steps in the transition process.

Authors for each chapter may work alone, but they are encouraged to work in teams (such as a legal specialist, a political specialist and a finance specialist writing a single chapter), but the compensation for the chapter will not increase and must be divided among all team members.

Editor Positions

The editor of Volume III will be responsible for helping to select and coordinate the authors and peer reviewers for each of the chapters. He or she will provide feedback to the authors, answer questions, ensure consistency, accuracy and an overall high quality of the work, and work with the editorial board to ensure that the final version is of excellent quality.

Peer Review Positions

Peer reviewers will review the completed chapter and write comments on its accuracy, arguments, and quality. These comments will be returned to the author for revision of the chapter. Peer reviewers will remain anonymous to the chapter authors.

Qualifications

Applicants should demonstrate a strong background in local government and/or public administration reform as well as a background in writing and research. Ph.D. or equivalent is preferred.

In general, applicants should apply only for a consultancy positions in their own countries, and strong preference will be shown for authors and peer reviewers with citizenship and residency in the country in question. However, applicants may apply to work in countries other

than their own if they can demonstrate exceptional knowledge and previous research in the foreign country in question in the application packet.

In general, applicants will only work on one chapter. For example, a public administration professor from Georgia should not apply for position as author of the Georgian, Armenian, Russian and Moldovan chapters. However, he or she could apply for positions as editor of Volume III, author of the Georgian chapter, and peer reviewer for the Georgian chapter SO LONG AS PREFERENCE IS EXPRESSED. LGI would also consider accepting a single author or a group of authors to write chapters on the following GROUPS of countries: (1) Armenia, Azerbaijan and Georgia, (2) the Central Asian states, (3) Belarus and a neighbouring state. For example, a team of three Central Asian writers could cooperate to write the chapters on Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, or on, say, Kazakhstan and Kyrgyzstan. In such cases, justification and qualifications should be clearly listed.

Application Process

Applicants should submit the following information IN ENGLISH:

1. A cover page including the following information:
 - a) Name
 - b) Gender
 - c) Complete contact information (including e-mail)
 - d) If working as a group of authors, please list other group members
 - e) Position and country for which you are applying (If more than one position, please clearly express preference—see note above,SO LONG AS

PREFERENCE IS EXPRESSED.“ If applying to work on a group of countries, please list justification.)

- e) Present employer and position
 - f) Reason for interest in the project
 - g) Statement of why you feel that you are qualified for the project; if applying for a group of countries, please include qualifications
 - h) Bank information including bank name, bank address, name of account holder, account number, SWIFT code, other bank transfer information
 - i) A list of three professional references with complete contact information
 - j) Would you write in English or Russian? (relevant only to applicants from the former Soviet Union, see „LANGUAGES“ above)
 - k) Any other relevant information
2. A Curriculum Vitae, including a list of publications.
3. A writing sample on a relevant topic, written in the language in which you will write the chapter (English or Russian).

If applying as a research team, please submit ONE application packet (so that all of the information is together) with the requested information of each of the team members.

Applications should be submitted by 31 October 1999 to:

lgprog@osi.hu (please write “Comparative Papers Application” in the subject line).

or

LGI Comparative Papers Project
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Which Public Administration in the Information Society?

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Organised by LENTIC –
University of Liege (Belgium)

The development and the evolution of the information and communication technologies, and the numerous researches run during the last 10 years have contributed to notable progresses within the field of the new media. It appears useful, in a context of a changing society, to propose to the public administrations and to the citizens-users new frames of reference. We need to think, among others, about the way the new media could have more meaning regarding to the quality of the social life and the work relations (implications for the users).

The main purpose of this colloquium is to draw up the assessment of the projects and technological applications at the level of the public administrations, as well as to think and to debate, through the field experiences, about the stakes and the priorities of the public administrations regarding the new media.

The general orientation of the colloquium will be resolutely multi-actors, by gathering both contributors from the academic circle and field actors. Our reflection will be oriented, preferentially, towards the users and the uses of the new media within the public administrations, as well as the relations between the users and these administrations.

Three thematic approaches will be privileged:

- *The intra- and inter-organizational relations*
which changes do the new media imply in terms of work organisation within the public administrations or in the relations between these administrations ? Does the specificity of the public sector, its missions, its rules, have an impact on the uses of the new media ?
- *The administrations / citizens relations*
which changes do the new media imply for the citizens (in their

relations with the administrations, at the level of the proposed services...) and in terms of information access and its quality ?

- *The administrations / society relations*

which questions does the use of the new media ask in terms of citizenship, of democracy, of participation, or of the risk of a two-speed society ? What is the place of the new media within the public services ? What are the stakes and the priorities of the public administrations in this frame ? What is their legal and social responsibility?

Are Confirmed as keynote speakers:

Kim Viborg Andersen, Copenhagen Business School, Denmark

Michel Audet, University Laval, Québec and CEFRIO, Québec

Selected articles will be published in a specialized journal.

Deadlines

Abstracts reception:
30 November 1999

Full-paper articles reception:
31 March 2000

The working languages will be both **French and English.**

Abstracts (max. 3500 characters) are to be sent to LENTIC – Laboratoire d’Etudes sur les Nouvelles Technologies de l’Information et de la Communication

University of Liège
Bd. du Rectorat, 19 / B51, 4000 Liège Sart Tilman
Belgium

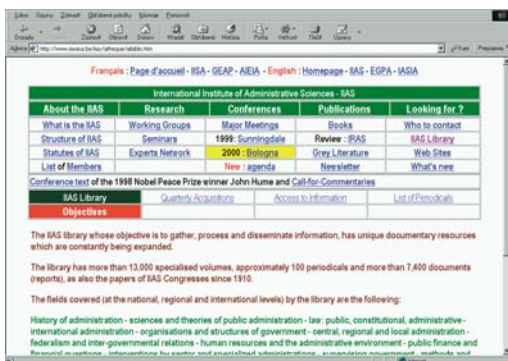
By e-mail: G.Rondeaux@ulg.ac.be (in a RTF format, please)

By fax: +32 4 366 29 47

For more information on our activities and on the colloquium, please visit our website:

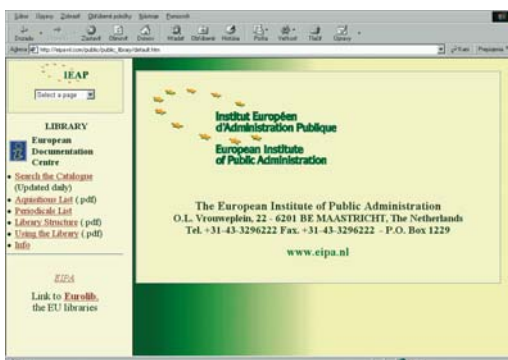
<http://www.egss.ulg.ac.be/lentic/>

Welcome to Web Sites



<http://www.iasias.be/ias/atheque/aibiblio.htm>

The IAS library (International Institute of Administrative Sciences, Brussels, Belgium) whose objective is to gather, process and disseminate information has unique documentary resources which are constantly being expanded. The library has more than 13,000 specialised volumes, approximately 100 periodicals and more than 7,400 documents (reports), as also the papers of IAS Congresses since 1910. The fields are covered at the national, regional and international levels.



http://eipa-nl.com/public/public_library/default.htm

Site of the library of EIPA (European Institute of Public Administration, Maastricht, The Netherlands). The EIPA is constantly publishing new books and working papers on topical matters dealing with the European Union. An up-to-date list of the EIPA's publications is available on the web site.



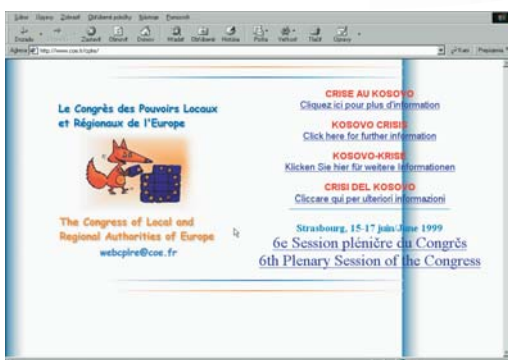
<http://europa.eu.int/eur-lex/>

The site offers access to all EU legislation. The directory of legislation is updated monthly in all 11 EU languages. In addition, the user is led directly to the relevant legal documentation, which includes more than 50,000 pages of full text in each official language.



<http://www.transparency.de/>

This is the site of the Transparency International that is a non-governmental organisation dedicated to increasing government accountability and curbing both international and national corruption.



<http://www.coe.fr/cplre/>

The site of the Congress of Local and Regional Authorities of Europe (CLRAE). CLRAE is a consultative body of the Council of Europe in order to help new member States of the Organisation with practical aspects of their progress towards establishing effective local and regional self-government.

Calendar of Events

October 1999, Seminar "The Reform of the Civil Servants' Management"

Working language: English, Romanian

Contact:

Alex Tanase, Black Sea University Foundation, Bucharest, Romania,
phone/fax: +40-1-222 4118, 222 7001,
e-mail:bseau@rnc.ro

November 1-3, 1999, Seminar "Economic Development of Cities/Regions"

Working language: Lithuanian

Contact:

Ausra Suopyte, Municipal Training Centre, Kaunas, Lithuania,
phone/fax: +370-7-204 504,
e-mail:smc@af.ktu.lt

November 11-12, 1999, Conference "Public Administration and its Decentralisation in the Slovak Republic in Relation With the French Experience"

Working language: Slovak, French

Contact:

Office of the Scientific Cooperation, French Embassy, Bratislava, Slovak Republic,
phone: +421-7-5934 7745,
fax: +421-7-5934 7799,
e-mail:scientif@france.sk

November 22-29, 1999, Workshop "Training Methodology"

Working language: English, Latvian

Contact:

Dace Markusa, Latvian, School of Public Administration, Riga, Latvia,
phone:+371-7-229 116,
fax: +371-7-821 277

November 24, 1999, International Scientific Conference "Common European Area and Position of Slovakia in this Forming Process from the Economic Science Perspective"

Working language: Slovak, English, Czech

Contact:

Eva Stanekova, University of Economics, The Research Institute of National Economy,
phone: +421-7-6729 1200,
fax: +421-7-6241 2302,
e-mail:grubiak@dec.euba.sk

November 29, 1999, Seminar



"Support of the EU in the Regional Development Process in Slovak Republic – Problems and Opportunities"

Working language: Slovak

Contact:

Rudolf Pastor, University of Economics, Dept. of Regional Development & Geography,
phone: +421-7-6729 1318,
fax: +421-7-6241 2302,
e-mail:pastor@dec.euba.sk

Events organized by Estonian Institute of Public Administration, Tallinn, Estonia

October 18-20, 1999, Program "Training for Estonian Public Information Officers"

Working language: English

Contact:

Marika Sepp,
phone: +372-6-268 106,
fax: +372-6-268 105,
e-mail:marika.sepp@eipa.ee

October 25-26, 1999, Seminar "Public Administration Reform"

Working language: German, Estonian

November 9-12, 1999, Program "Training for Estonian Public Information Officers"

Working language: German, Estonian

November 24-26, 1999, Seminar "Adult Training Methodology"

Working language: German, Estonian

Contact:

Tiina Parn,
phone: +372-6-268 115,
fax: +372-6-268 105,
e-mail:tiina.parn@eipa.ee

Events organized by Lviv Branch of UAPA (Ukrainian Academy of Public Administration, Kiev, Ukraine)

Working language: Ukrainian

October 5-6, 1999, Workshop "Techniques of Decision-Making"

Contact:

Petro Shevchuk,
phone: +380-322-593 491,
fax: +380-322-593 463,
e-mail:admin@uapalb.lviv.ua

October 15, 1999, Seminar "Privatization and Effectiveness of Public Administration"

Contact:

Ihor Drobot,
phone: +380-322-593 135,
fax: +380-322-593 463,
e-mail:drobot@uapalb.lviv.ua

**October 1999, Workshop
“Distance Learning: Opportu-
nities, Perspectives, Problems
of Implementation”**

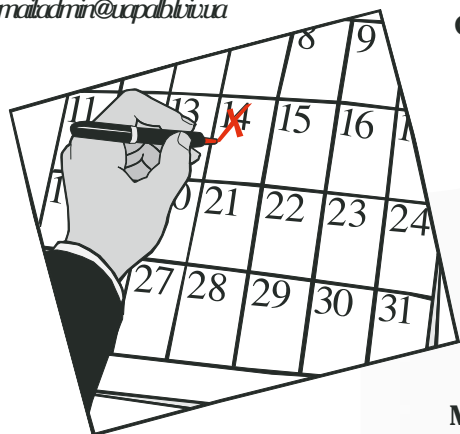
Contact:

Olha Krainyk,
phone: +380-322-593 468,
fax: +380-322-593 463,
e-mail:admin@uapalb.lviv.ua

**November 16-17, 1999, Work-
shop “Time Management for
the Manager”**

Contact:

Petro Shevchuk,
phone: +380-322-593 491,
fax: +380-322-593 463,
e-
mail:admin@uapalb.lviv.ua



**January 22, 1999, Annual
Conference, section of eco-
nomics**

Contact:

Ivan Posypanko,
phone: +380-322-593 485,
fax: +380-322-593 463,
e-mail:admin@uapalb.lviv.ua

**March 2000, Workshop “Meth-
odology of Teaching Econom-
ics and Applied Subjects to
Adults”**

Contact:

Olha Krainyk,
phone: +380-322-593 568,
fax: +380-322-593 463,
e-mail:admin@uapalb.lviv.ua

**Events organized by Training
Centre for PA, National School
of Political Studies & PA,
Bucharest, Romania**

**November 23-24, 1999, Interna-
tional Conference “Dissemi-
nating the Japanese Experi-
ence in PA”**

Working language: English

**October 7, 1999, Seminar
“Public Service Training
Systems in Romania and
Denmark”**

Working language: English

**October 20, 1999, Seminar
“Promoting Performance and
Quality in Public Service”**

Working language: Romanian

**October 21-22, 1999, Semi-
nar “Public Service Quali-
ty”**

Working language: Roma-
nian

**November 10, 1999,
Workshop “Public
Management Development”**

Working language: Romanian

**November 15, 1999, Round
Table “Public Management in
Central PA Bodies”**

Working language: English

**December 2, 1999, Seminar
“Strategic Management and
Communication”**

Working language: Romanian

**January 14, 2000, Seminar
“Globalisation, Management
Challenges”**

Working language: Romanian

**January 26-27, 2000, Seminar
“Communication and Efficien-
cy in Civil Services”**

Working language: Romanian

**February 16, 2000, Seminar
“Public Management Develop-
ment”**

Working language: Romanian

**February 22, 2000, Workshop
“Promoting Performance and
Quality in Public Service”**

Working language: Romanian

**March 29, 2000, Seminar
“Management of Change and
Manager’s Behaviour on Public
Service Market”**

Working language: Romanian

Contact:

Lucica Matei,
phone/fax: +40-1-650 6750,
e-mail:lmatei@snspra.ro

**Events organized by the Civil
Society Development Founda-
tion, Bucharest, Romania**

Working language: Romanian

**October 16-17, 1999, Course
“Human Resources Manage-
ment”**

**October 23-24, 1999, Course
“Financial Management”**

**October 27, 1999, Course “Non-
profit Marketing”**

**October 27, 1999, Course
“Social Marketing”**

**November 24, 1999, Course
“Legal and Fiscal Issues”**

Contact:

Ileana Hargalas,
phone: +40-1-310 0177,
fax: +40-1-310 0180,
e-mail:ileana-h@fdsc.ro

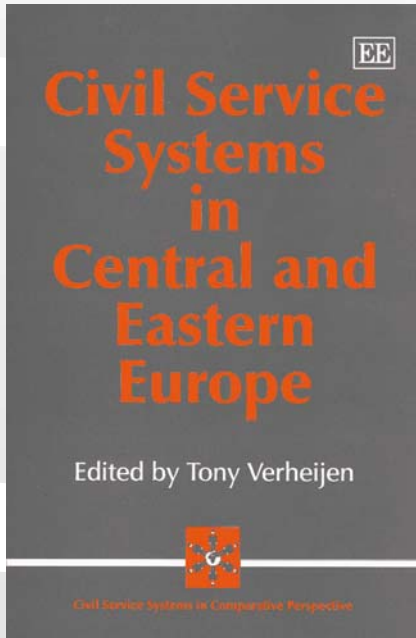


Recent Publications

“Civil Service Systems in CEE”

Editor: Tony Verheijen

Publisher: Edward Elgar Publishing



Language: English

Resume: The book provides the first comprehensive comparative analysis of the emerging civil service systems in nine CEE states. Its comparative nature provides a fascinating insight into the emerging patterns of administrative development in the region since the beginning of the transition period.

Contact:

Edward Elgar Publishing,
phone: +44(0)1242 226 934,
fax: +44(0)1242 262 111,
e-mail: info@e-elgar.co.uk

“Governance: Concepts and Applications / Gouvernance: concepts et applications” (bilingual edition – English/ French)

Editor: Joan Corkery

Publisher: International Institute of Administrative Sciences (IIAS), Brussels, Belgium
Price: 1400 BEF

Resume:

The contributions in this volume represent the output of the work of some twenty participants who took part in a series of workshops on this subject organised by the International Institute of Administrative Sciences. The papers are presented in two sections. Section One deals with the concept of governance on a general level interpreted within several different political, economic, social, political and cultural environments. These articles deal with the topic in a general context. Section Two looks at governance in a particular context – either at national or sub-national level. It also looks at some instruments which have been created and/or more finely tuned to cater for the communications needs of increasingly complex work environments. There is more also an annex on the origins of the concept of governance - its utilisation and definitions by various authors.

Contact:

IIAS,
phone: +32-2-538 98 00,
fax: +32-2-537 97 02,
e-mail: poupart@iiasisa.be,
<http://www.iiasisa.be>

“Local Development Management”

Author: Lucica Matei

Publisher: Editura Economica, Bucharest, Romania

Language: Romanian

Resume: The book approaches a very important topic generally for Europe and especially for Central and Eastern Europe. It focuses on the regional development as an individual process at the local development level, which takes into account the general principles accepted in Europe. It overlaps, but it is not identical, with the development

of administrative – territorial counties of the country. The publication presents some aspects of social-economic development and evolution of small and middle sector in Romania, using the statistic data of the specialised institutions from Romania.

Publications of Kaunas University of Technology

“Management of Public Institutions” – collection of essays

Publisher: Publishing House

“Technology”, Kaunas University of Technology

Language: Lithuanian

Resume: The book is intended to be used as a textbook by participants of MTC’s One Year Certified Public Management Programme. It was written so that any public servant or a person, who is interested in management of public institutions, can understand the material whether or not that person has had principles of Public Administration. The book consists of 15 essays, covering the main subjects of public management.

“Handbook on Public Participation” – collection of essays

Publisher: Publishing House

“Technology”, Kaunas University of Technology

Language: Lithuanian

Resume: This booklet is intended to be a resource manual for local government officials and consultants and instructors who work with public participation issues. It contains a fairly thorough discussion of several loosely related issues: how to arrange and manage public meetings, strategic planning, how to set up a planning commission, the organisation and politics of local government ... just about everything anybody might want to know about citizen participation and municipal government.

It is intended for people who are working with local governments in developing or re-emerging democracies. It presents new ideas, tells how to implement them, and includes examples of some of the concepts the text of the manual explains. Perhaps it will provoke an idea or persuade the reader to try something similar to what's described somewhere within its pages.

Contact:

Ausra Suopyte, Municipal Training Centre, Kaunas, Lithuania, phone/fax: +370-7-204 504, e-mail:smc@af.ktu.lt

Publications of the Civil Society Development Foundation, Bucharest, Romania

Language: Romanian

“Just About Management?”

Author: Sandy Adirondack

Resume: Good management consists in the establishment of a framework allowing all those involved in a non-governmental organization to know that is going on inside that organization and to have a saying in the making of the decisions which affect them.

“Developing the Non-profit Board”

Author: Maureen K. Robinson

Resume: The booklet outlines a board strategy for continuous development of the board and suggests activities that help boards focus on their roles and responsibilities as steward of the organizations serve.

“Ten Basic Responsibilities of Non-profit Boards”

Author: Richard T. Ingram

Resume: The purpose of this booklet is to clarify and distinguish the responsibilities of the board as a collective entity and those of individual board members.

“Fund Raising and the Non-profit Board Member”

Author: Fisher Howe

Resume: Each board member should come to realize that fund raising is indeed his or her responsibility, that the natural process of giving and asking does not present forbidding hazards, and that a board member can do so many things to support the fund-raising effort.

“The role of the Board Chairperson”

Author: Eugene C. Dorsey

Resume: What are the characteristics of an able chairperson? Why do some people succeed in the role and others don't? How does the chairperson's responsibility mesh with that of the chief executive officer? To what extent does the influence of each person vary according to circumstances? How does the influence of each person vary according to circumstances? How does the size of the board change the chairperson's approach? These and other questions will be addressed in this booklet.



“Govern More and Manage Less”

Author: Richard P. Chait

Resume: It's all quite simple. The board of trustees sets policies, which the staff then implements. But how does the board know what's policy and what's administration? This brochure will help you to find the answer.

“Board Assessment of the Chief Executive”

Author: John W. Nason

Resume: Most CEOs spend an inordinate amount of time worrying about whether they are doing a good job, and whether they are satisfying their board. If they know where they stand, they would waste a lot less energy in worrying and could therefore exert a lot more energy in doing an even better job.

Contact:

Ileana Hargalas, phone: + 40-1-3100 177, fax: +40-1-3100 180, e-mail: ileana-h@fdsc.ro

Publications of the Institute for Economic Research

Language: English

“Exchange Rate of the Slovenian Tolar in the Context of Slovenia's Inclusion in the EU and in the EMU” - Working Papers No. 1

Author: Vladimir Lavrac

“Economic Well-being of the Elderly and Pension Reform in Slovenia” - Working Papers No. 2

Author: Tine Stanovnik, Nada Stropnik

“Macroeconomic Effects of Pension Reform in Slovenia” - Working Papers No. 2

Author: Franc Kuzmin, Marjan Simoncic

Contact:

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



Regional Conference 'Decentralization: Conditions for Success'

Yerevan, Armenia, April 26-29, 1999

Michal Illner, Institute of Sociological Studies, Charles University, Prague, Czech Republic

A conference on decentralization in Central and Eastern Europe and the Commonwealth of Independent States took place in Yerevan, Armenia, on 26-29 April 1999. The event was organized jointly by the Parliament and Government of Armenia and the United Nations Department of Economic and Social Affairs (UN DESA). Elected representatives and appointed officials both from local authorities and from the central governments of some 20 countries of the region met at this conference, together with international experts, representatives of international organizations and other personalities, to exchange views on the progress of decentralization in their respective countries. This was a second UN sponsored meeting, following quickly from the first, on the decentralization in the former Communist countries. The previous one having been a workshop initiated by another UN agency - the United Nations Development Program (UNDP) - which took place in Prague in the Autumn of 1997 on a somewhat less grand scale, but with a more-or-less similar agenda.

The program of the Yerevan conference was structured into five thematic blocks covering salient issues of decentralization in the countries of the region. An overview of recent decentralization reforms and discussion of the challenges they have posed was the subject of the first session. Mr. M. Illner, Academy of Sciences of the Czech Republic, was the key speaker. The second session was devoted to the legislative processes and frameworks for decentralization. Mr. H. Wollmann of the Humboldt University in Berlin (represented by Ms. N.

Fuechtner, German Post-Graduate School of Administrative Sciences), Mr. M. Kelly, EIPA, and Mr. I. Koryakov, IDEA, were the presenters. In the third session financial decentralization - securing an adequate resource base for



public service delivery was the main issue. Keynote contributions were made by Mr. V. Koshkin from the Privatization and Business Academy, the Russian Federation, and Ms. G. Schlicker, the Austrian Court of Audit. The focus of the fourth session was the role of a civil society in decentralization and local government reform, with Mr. L. D. Wray, Citizens League, USA, as the key presenter. The fifth session concerned human resources development for decentralization and local government reform. Mr. D. Argyriades, UN DESA, was the main speaker.

Conclusions of the conference were summarized in 'The Yerevan Declaration on Decentralization'. The Declaration

- acknowledged the catalytic role of decentralization in democratization and in accelerating the transformation process of the economy and society,
- concluded that the challenges and problems of decentralization are mostly common to the whole region, although solutions may vary according to

specific conditions in the individual countries,

- underlined the importance of a strong supportive centre and of a clear and consistent legislative framework for successful decentralization,
- stressed that a financial resource base commensurate with the functions and responsibilities of various levels of government and self-government should be secured,
- mentioned that to ensure sustainable progress in decentralization, human resources development will be required, encompassing training activities which target the refinement and reinforcement of skills, knowledge and ethical values, as well as the promotion of organizational development and change,
- acknowledged the major role which well-informed proactive citizens, a vibrant civil society and NGO's can play in decentralization and local government reform.

Participants of the Conference recognized the importance of the exchange of information, experience, best practices and expertise among countries of the region, using modern information technologies, establishment of information networks and clearing-house facilities. They requested the UN to facilitate the ongoing dialogue on decentralization and overall administrative reform in the countries of Central and Eastern Europe and CIS, by convening regional fora, developing regional networks and strengthening institutions dealing with decentralization issues.

Cooperation with The Thematic Network in Public Administration (TNPA)

Second Plenary Conference of TNPA, July 2-3, 1999, Leiden, The Netherlands

Ludmila Gajdosova, NISPAcee Executive Director

Bernadette Connaughton, TNPA Secretariat

Since September 1997 the European Union SOCRATES program has been supporting a Joint Thematic



Leiden Conference, Opening Panel Discussion: (from the left) key-note speakers I. Verebelyi and H. G. von Meijenfeldt and Chair of the Panel Todor Strand

Network in Political Science and Public Administration. The objective of the three year project of the sub-network in Public Administration is to promote the Europeanisation of academic programmes in Public Administration. To date, 91 institutions from 27 European states are participating in the PA network.

The work of the Public Administration network is composed of three stages. The first stage (1997-98) was to make a comprehensive inventory of existing university level Public Administration degree programmes in Europe, with particular emphasis on their European (including European Integration modules) and comparative elements. National rapporteurs were selected to undertake reports based on terms of reference devised by the PA steering group in 14 EU states and Norway. The results of the inventory were presented and analysed at the first annual conference of the Joint

Thematic Network in Paris, 26-27 June 1998. The main observation from the results of the inventory was that in contrast to the increasing Europeanisation of the activity of public administration, the Europeanisation of Public Administration education has scarcely begun. The work of the second year of the project has concentrated on the development of a Europeanisation strategy which will be developed into an action plan in year three and promoted through the

vehicle of the EPAN (European Public Administration Network). The EPAN was established in 1998 in order to facilitate the development of the European Dimension in PA education through inter-university co-operation.

NISPAcee has entered into close co-operation with the Thematic Network in the second year of the project. Thanks to the grant awarded to NISPAcee by the Local Government and Public Service Reform Initiative affiliated with the Open Society Institute, Budapest, an inventory of public administration programmes in all CEE countries commenced in 1999. The objective of this NISPAcee activity is to make an exploratory analyse of existing academic Public Administration programmes in CEE countries, and to explore the

degree of Europeanisation of the programs in order to join a larger similar endeavour of the EU countries. The results of the country reports and the summary report will be widely circulated and will be made available on the Internet by the beginning of the next year. The broader goal of the project is to stimulate the future development of educational and training programmes of CEE PA institutes and to create sustainable institutionalized links between schools and institutes in the European Union and in Central and Eastern Europe.

The second annual conference of the Public Administration network was held in Leiden University, The Netherlands, 2-3 July 1999 and was organised by



Opening of the Workshop: (from the left) key-note speaker Jak Jabes, Chair of the workshop Andrej Harasimowicz, county reporter Martin Potůček, Czech Republik

the Department of Public Administration, Leiden and the TNPA Secretariat, University of Limerick. Key note presentations at the conference were delivered by Prof. Bruno Dente, Research Director in Public Policy Analysis, Istituto per la Ricerca Sociale, Milano, Drs. H.G. von Meijenfeldt, Head,

European Environmental Policy Division, Directorate-General for Environmental Protection, The



Conference participants

Netherlands, and Prof. Dr. I. Verebelyi, General Director, Hungarian Institute of Public Administration who focused on themes related with „Europeanization of Public Administration: Perspectives from Theory and Practice“.

Several CEE country reports were presented in an important part of the conference, which focused on the „**Development of Higher Education Programmes in Public Administration in Central and Eastern Europe**“. A workshop chaired by Dr. Andrzej Harasimowicz, Spokesman of the Committee for European Integration and Coordination of EU Modul, National School of PA, Poland was introduced in a keynote speech by Mr. Jak Jabes, Head of Sector of Public Administration Development Strategies, SIGMA Programme/OECD, France. Thanks to the close co-operation with NISPAcee, organisers of the conference invited country reporters from a majority of CEE countries to participate in this section of the conference and present their findings. Reports from the Czech Republic, Slovakia, Estonia, Hungary, Romania, Yugoslavia and Russian Federation were discussed.

During the second part of the conference the „**Strategy for the Europeanisation of Higher Education Programmes in Public Administration**“, devel-

oped by the Steering Committee of the Thematic Network Project in Public Administration, was presented by Rodolfo Lewanski, University of Bologna. This document was afterwards analysed in four parallel working groups based on sections of the strategy:

European Programmes - focused on curriculum and teaching, minimum programme, standard courses, joint courses and programmes

Relations to the Profession - dealing with involvement of practitioners in programmes, internships, and access to relevant careers for PA graduates.

Information and Communication Technology in Teaching - focused on World Wide Web and its utilisation for open and distance learning.

Transferability of Studies - dealing with degrees and grades, courses and programmes.

Reports from working groups identified several pilot projects for the implementation of the strategy. The working groups proposed an action plan for preparation and implementation of these pilot projects. The objective of the working groups is to function as a virtual network, which develops a product in selected areas over the next year.

All activities and possible pilot projects should be taken over by the European Public Administration Network (EPAN) when the three-year Thematic Network project is finished in Summer 2000. EPAN was launched by Prof. Dr. Th.A.J Toonen, Head of Department of Public Administration, Leiden University, President of EPAN at the conference. EPAN

aims to recruit its core membership from participating institutions in the TNPA. It is envisaged that from January to June 2000 there will be a gradual shift from the TNPA to EPAN. The secretariat of the TNPA is currently located at the Department of Government and Society, University of Limerick, Ireland and managed by Bernadette Connaughton.

EPAN representatives appreciate the participation of NISPAcee in the TNPA project to date. It is hoped that institutions from Central and Eastern Europe will form part of the core membership of EPAN and that the close co-operation with NISPAcee, which is of mutual benefit to members of both networks, will continue.



Closing Session A. J. G. Verheijen, Former Director of International Programme, Leiden University, TNPA and ENPA Steering Committee member

For information of the activities of the Thematic Network in Public Administration and EPAN please contact:

Bernadette Connaughton
TNPA Secretariat
Department of Government & Society
University of Limerick
Limerick, Ireland
Phone : +353-61-202779
Fax : +353-61-202569
E-mail :
Bernadette.Connaughton@ul.ie
Website : www.ul.ie/~govsoc/thematic/index.html

New Vehicle to Support Professional Development of Public Administration Cadre in Poland

Mirosław Grochowski

University of Warsaw, Poland

On 27th - 28th June 1999 in Białystok, the founding meeting of the Association for Public Administration Education (Stowarzyszenie Edukacji Administracji Publicznej) took place. The Association established is the first nationwide Polish association with a mission to work on the improvement of a quality of public administration cadre. In the conference a large number of public and private universities that offer courses in public administration were represented. Among guests of the meeting were representatives of the Civil Service Office, the National School of Public Administration from Warsaw, Polish Academy of Science, and OECD Sigma from Paris. There were also representatives of the United States Agency for International Development (USAID) and the United States Information Agency (USIA) that provided support to the initiative of the establishment of the Association.

The idea to establish the Association was launched in December 1998 during the conference "Public Administration Reform - Educational Challenges" organized by Rutgers University (New Brunswick, USA), and Development Alternatives, Inc. (Bethesda, USA) in the Polish Parliament. The conference concluded the project "Public Administration in Poland" implemented by these two organizations as a part of the "Democratic Governance and Public Administration Program" funded by a grant from the USAID. The conference was intended to contribute to the discussion about how to educate for public administration. In the course of

the conference the idea of an organization supporting cooperation among schools of public administration was voiced many times. Speakers focused



*From Left to Right:
Prof. Joanna Regulska, Rutgers University, USA
Dr. Allan Rosenbaum, Florida International University, USA, Jak Jabes, SIGMA/OECD, France*

on the need to establish an association of public administration schools in Poland whose main goal would be to improve the quality of public administration education. The Association for Public Administration Education will serve as a vehicle to disseminate the experience of individual schools, and will also facilitate academic knowledge exchange and promote different forms of co-operation among schools in Poland (exchange of teaching materials, publications, lecturers.) The Association will help to initiate research projects and to organize seminars and conferences focused on the most important theoretical and practical problems of public administration as well as on teaching methods. It is also anticipated that the Association will serve as a clearing-house and a vehicle, which will bring together specialists from different fields. The Association will serve as a major source of information about

available courses and educational institutions in Poland that offer high quality training.

During the founding meeting in Białystok the Scientific Supervisory Board, the Management Board, and the Board of Auditors were elected. It was decided that during the academic year 1999/2000 the Association would organize its first conference on public administration education. The Rector of School of Public Administration in Łódź, Dr. Krystyna Płaza, proposed Łódź as a venue for the conference.

Białystok is the seat of the Association. The address of the Association is:

Association for Public Administration Education (Stowarzyszenie Edukacji Administracji Publicznej) 15-555 Białystok, ul. Dojlidy Fabryczne 26, Poland.

For more information please contact:
Ms. Patrycja Suwaj
Executive Director of SEAP

SEAP

Association of Education of Public Administration

15-555 Białystok, 26 Dojlidy Fabryczne St.
tel. (48 604) 96 67 48
tel./fax (48 85) 732 34 02, 732 46 33, 732 37 91,

E-mail: patsuvaj@friko7.onet.pl;
seap@promail.pl

Alena Brunovská Award For Teaching Excellence In Public Administration

Call For Nominations

DEADLINE: December 1, 1999

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

The NISPAcee Secretariat must receive nominations by 1 December of the year preceding the award (e.g. 1 December 1999 for the award presented in 2000).

Eligibility

To be eligible candidates must:

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

Procedure for nomination

In submitting a nomination, the following procedures apply:

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

nomination form; ii) a one-page curriculum vitae of the candidate; iii) a description of the candidate's principal achievements in each of the areas covered by the selection criteria; iv) five letters of reference (2 of which from students; 2 from colleagues on teaching ability and contribution to research, respectively; and 1 from a public official working in the national, regional or local administration on the candidate's contribution to the practice of public administration);

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

Selection criteria

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

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

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

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

Award and public lecture

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

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

Call for Donors to the monetary prize of Alena Brunovská

Interested donors are invited to contribute. Contributions can be accepted by cheque, credit card, or bank transfer in USD. For further information please contact NISPAcee Secretariat.

NISPAcee would like to express its thanks to the latest donor –



– Prof. Jeffrey Straussman, Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, New York, USA.

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 Administra-

tion, 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

Sigma And Other Publications – Translation Into Cee National Languages

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

• **December 31, 1999**

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

How to apply:

- Eligibility is limited to members of NISPAcee and other institutions with professional interest in public administration in Central and Eastern Europe.
- Applicants will have to prove the utility of the translated

publications in their respective countries, the distribution policy, quality of translation, and an ability to cover the distribution costs.

- Priority will be given to institutions, which will distribute the publication at their own expense.
- Applicants should determine clear overall calculation of costs of translation (checking/editing) and publishing (priority will be given to reasonable price quotes for translation and publishing).

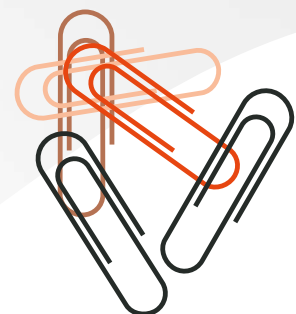
Please send letters of inquiry and applications to NISPAcee Secretariat.

NISPAcee Membership

Presently, the NISPAcee enlists 89 Institutional members (from 19 countries), 23 Associate members (from 14 countries), and 136 Observers (from 27 countries).

New Institutional members of the NISPAcee:

State Civil Service Administration, Riga, Latvia



NISP Acee Occasional Papers

Call For Papers

NISP Acee is working on launching its academic publication series called **"OCCASIONAL PAPERS in Public**

Administration and Public Policy" which will be published quarterly starting from the Autumn of 1999.

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) meeting with **the last deadline in 1999:**

- **December 31, 1999**

For further information, please contact the NISP Acee Secretariat.

NISP Acee Summer School 2000

Call for Applications

"Ethics and Responsibility"

Estonia, July 14-19, 2000

The NISP Acee Summer School 2000 is organized in co-operation with the Estonian Institution of Public Administration and the Department of Public Administration and Social Policy at Tartu University.



The purpose of the international two-week course is to encourage new methods of teaching the "Ethics and Responsibility within Public Administration Programmes" and to provide a forum for the exchange of ideas and the development of research methods. This contributes to the meeting of different empirical experiences, enables and compares and to supplement various curricula.

The course will consist of two equal parts that could be called "history of ethics" and "contemporary ethics". The lectures of the summer school plan to deal with the present day public administration. The concept of ethics infrastructure will be introduced and the central dilemmas of administrative ethics discussed. The course will end with practical exercises.

The participants are drawn from all CEE and NIS countries. The summer school is focused on young university teachers, PhD and postgraduate students as well as students preferably in their graduate studies, who are working

on the development of an ethics course or are preparing for their teaching career or for the training of instructors in the near future in their homeland. This will help to increase the consciousness of ethics as an academic discipline and the comprehension of ethical conduct principles among wider publicity.

The NISP Acee Summer School 2000 is supported by Higher Education Support Program of the Open Society Institute, Budapest, Hungary and participating organising institutions. Due to the sponsor's require-

ments to conduct the Summer School on matching funds basis, the NISP Acee requests participants to make personal contributions in terms of finding sources to cover their own travel costs, other costs of the selected participants will be covered by the organisers of the course.

Application:

All relevant information and Application Forms for the Summer School 2000 are available from the NISP Acee Secretariat upon request and on the web site <http://www.NISPA.SK/events.html>

Deadline for applications November 30, 1999

Contact person

Applications and inquiries are to be addressed to:

Viera Wallnerova

NISP Acee Project Manager

Tel:+421-7-642 85 558

Fax:+421-7-642 85 557

e-mail: Viera@nisp.sk

The 8th NISPAcee Annual Conference

Call for Papers

Ten Years of Transition:

Prospects and Challenges of the Future for Public Administration

Budapest, Hungary, April 13-15, 2000

The NISPAcee Annual Conference is a forum for experts, scholars, researchers, public servants and practitioners of public administration and management in Central and Eastern Europe (CEE). 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. The conference's objectives are to analyse 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, which generated considerable interest among NISPAcee members. 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 language is English.

WORKING SESSIONS

A. Working Session: European Integration as an Agent of Public Administration Reform: Impact on Countries in Transition

Many of the countries who have applied to become EU members

have progressed quite far in meeting the requirements of the Association Partnerships in terms of incorporating many parts of the *aquis communautaire* and transposing many of the Community's legal rules into their national law. In this working session NISPAcee aims to analyse the effects of these legal

Developing Administrative Capacity to Meet the Requirements of EU Membership

Developing Sustainable Training Systems

Facing Dilemmas and Resolving Conflicts



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 tempo of reform engendered by the EU accession process has placed the changes in the CEE pre-accession countries at the vanguard of the entire agenda of public administration reform.

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

B. Working Session: Learning from Transition & Challenges of the Future

Ten years of transition has led to different achievements in different countries. Examples of successful Public Administration progress and reform, as well as failures vary from one country to another. The candidate countries to EU have to deal with *aquis communautaire* and the specific challenges of EU integration on their public administration systems. 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? The relative advances of several CEE countries are serving as models for some of the less-advantaged states. Reforms and solutions to difficulties developed in the CEE countries could be of utmost relevance to the NIS states due to the historical, conjunctural 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

Coordinators:
*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

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

APPLICATION PROCEDURE

The participants

Scholars and practitioners of public administration/public policy are invited to submit analytical papers. Junior researchers (Ph.D. candidates and research assistants) are particularly encouraged to apply. Participants can be of any nationality, however funding for travel and accommodation costs can be offered (on a limited basis) only to nationals of NISPACee member countries.

Applications

Applicants are to submit an abstract of a paper that fits one of the Working Session or Working

Group themes (maximum two pages), a completed application form (available on the NISPACee homepage or from the NISPACee Secretariat), and their curriculum vitae, all in English, in electronic form (could be sent via e-mail), by fax or regular mail.

Deadlines

October 15, 1999 - the deadline for submitting applications with papers. The NISPACee Steering Committee will select papers by the end of November 1999, and inform all applicants before December 20. The final version of the selected papers is to be sent to NISPACee Secretariat by March 15, 2000. Papers will be distributed to participants and co-ordinators of working sessions and working groups before the conference. This will enable necessary preparation for active in-depth discussions during the conference.

15th January 2000 – the deadline for interested participants without papers.

Contact person

Applications and inquiries are to be addressed to:

*Viera Wallnerova
NISPACee Project Manager*

Tel:+421-7-642 85 558 Fax:+421-7-642 85 557

E-mail: Viera@nispa.sk

*[http://WWW.NISPA.SK/news/
events.html](http://WWW.NISPA.SK/news/events.html)*

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

NISPAcee NEWS is published with the support of the Local Government and Public Service Reform Initiative (Affiliated with the Open Society Institute), Nador ut. 11, 1525 Budapest 114, Hungary. NISPAcee News is published quarterly. We invite individuals as well as organisations to contribute to the fourth issue of volume VI. NISPAcee reserves the right to edit submissions for clarity, style, grammar and space.

The deadline for the next issue is November 30, 1999.



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