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## Theory and Practise of Public Administration in Uzbekistan

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### Introduction

The collapse of the Soviet Union in 1991 is perhaps the most significant political event of the second half of the twentieth century, one that among other things offered was the promise of greater freedom and democracy through radical structural transformation of its component republics.<sup>1</sup> Serious changes in all ex-Soviet societies not only breaks downs but also creates new structures and models of social and economical life and politico-administrative relations in many states of the former Communist countries.

The conditions of the totalitarian system that had governed the Republic for more than seventy years of the Soviet rule had not promoted openness or the illumination of the activities of governmental institutions of power. The process of democra-



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<sup>1</sup> Mehrdad Haghayeghi, Islam and Politics in Central Asia (St. Martin's Press, New York, 1996), p. 133

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tization and openness that are occurring in Uzbekistan, albeit slowly, allow scientific research on the origins and functions of governmental structures.

The Soviet domination, and the formation of new Soviet Socialist Republics in Central Asia in 1924 – 1936, formatted and set a new kind of identity.

Soviet legacy in the current public administration system in Uzbekistan:

- Significant degree of centralisation and state involvement in almost all aspects of society;
- Concentration of power in the hands of the President and state administration;
- Bounded parliament and powerless judiciary system;
- Underdeveloped local government;
- Dominate and top-to-bottom style of management;
- Significant number of former Soviet (communist) administrators in all levels of the public administration;
- Lack of professional civil service system based on the internationally recognised criteria.

## The System of Government According to the Constitution

After becoming an independent state in 1991, Uzbekistan's government focused significant attention to the solving economic, political and social questions. One of the most immediate issues was the stabilization of the political environment, especially, the neutralization of extremist political groups, and the resolution of inter-ethnic tensions. There was a desperate need for the creation of national economic

systems and the transformation of the former Soviet administrative-command management mechanism into a balanced and stable system of sound market-driven institutions.

The Constitution of Uzbekistan contains many well-known characteristics of a democratic state but in the reality, the politico-administrative system of Uzbekistan has many characteristics of the previous Communist (Soviet) regime. As a result, the administrative organization of Uzbekistan is still centralized and public service is still greatly politicized.

The constitution of Uzbekistan characterizes its political system a secular and democratic, where sovereignty resides only in the people. It also emphasizes the separation between religion and politics to avoid giving the state an Islamic flavour and provides a legal basis for banning rival political parties with religious orientation. The governmental system in Uzbekistan is republican and closer to a presidential rather than parliamentary system. Although the constitution limits the period of the presidential rule it has been twice extended. Thus, Uzbekistan's president resembles Third World authoritarian presidents-for-life.

## The Executive Branch

The office of the president of the Republic, first established in 1990, is the central position in public administration and the keystone in the national political system.

Presidential authority in Uzbekistan is considered as a key element in the development of the new Uzbek State, a kind of warrant for stability in society and for the successful advance

of Uzbekistan along the path of reforms.<sup>2</sup>

According to article 89 of the Constitution, the president unites the powers of Head of the State and Head of the Executive. The president is therefore also chairman of the Cabinet of Ministers, the highest Executive body. The president is elected for seven years, formerly five years, through universal suffrage. His executive powers are extensive. Included among them are: the right to form a government, direct the government, and appoint and dismiss the prime minister and cabinet ministers; to appoint and recall diplomats; to establish and dissolve ministries; to appoint and dismiss the procurator-general and his deputies; to nominate appointees to the constitutional court, supreme court, and board of the central bank; to appoint and dismiss judges of regional, district, city and arbitration courts; to appoint and dismiss hokims (local or regional governors) for violations of the law; to suspend or repeal acts of hokims; to sign all laws of the Oliy Majlis (Parliament) or return them for reconsideration; to declare a state of emergency; to serve as commander-in-chief of the armed forces; to declare war; to rule on matters of citizenship; to issue amnesties and pardons; and to appoint and dismiss heads of the national security service. The president also enjoys personal immunity. Parliamentary Deputies also enjoy immunity from prosecution, but are subject to the sanction of the parliament. No such restriction is placed on the immunity of the president. After his state service, the president

<sup>2</sup> Kuatbay Bektimirov & Eduard Rahimov. Local Government in Uzbekistan. Developing New Rules in the Old Environment. Local Governments in Eastern Europe, in the Caucasus and in Central Asia. (OSI-LGI Publications 2001), p 474

becomes a lifetime member of the constitutional court.

Beneath the president, executive agencies no longer exercise the dominant power of their predecessors in planning and distribution functions, but instead plays more the role of coordinator and regulator of economic policy. Numerous ministries have been replaced by more flexible and market oriented economic amalgamations, associations, corporations, and holding companies, while responsibility for regulating external relations is shared by such bodies as the Ministry of Foreign Affairs, the Ministry for External Economic Relations, the National Bank for External Economic Activity, and other specialized institutions.

### The Legislative Branch

The highest representative body is the Oliy Majlis (The Supreme Assembly of the Republic of Uzbekistan). This body exercises legislative powers. The Oliy Majlis consist of deputies, elected by territorial constituencies on a multi-Party basis for a term of five years.

The Uzbek constitution outlines the powers of the Oliy Majlis (Chapter 17). It is charged with initiating and passing legislation, as well as executing policies through committee work. It meets two times a year plus any special sessions and holds both public and closed sessions. The constitution grants similar legislative authority to the president, thus throwing into question the actual powers of the legislature. In fact, the legislature spends most of its time in session discussing and passing presidential proposals and decrees, which suggests that it is not the effective rule-making body of Uzbekistan.

Oliy Majlis adopt and amend the Constitution and laws of Re-

public of Uzbekistan, legislatively regulate customs, currency and credit systems, problems of the administrative – territorial structure, and alteration of frontiers of the Republic of Uzbekistan and approve of the state’s budget. Oliy Majlis nominates elections to Oliy Majlis of Uzbekistan and local representative bodies, elect of the Constitutional Court, Supreme Court, Higher Arbitration Court of the Republic of Uzbekistan, ratifies of the decrees of the President on the appointment and removal of the higher officials of country, ratifies a modification of organs of state management, ratifies the international treaties and agreements and realizes other activity. The right to initiate legislation in the Oliy Majlis of the Republic of Uzbekistan is vested in the President of the Republic of Uzbekistan, the Republic of Karakalpakstan through the highest body of state authority, the deputies of the Oliy Majlis of the Republic of Uzbekistan, the Cabinet of Ministers of the Republic of Uzbekistan, the Constitutional Court, the Supreme Court, the Higher Arbitration Court and the Procurator General of the Republic of Uzbekistan. The Oliy Majlis of the Republic of Uzbekistan shall pass laws, decisions and other acts. Any law shall be adopted when it is passed by a majority of the total voting power of the deputies of the Oliy Majlis.

### The Judicial Branch

The judicial system in the Republic consists of a Constitutional Court, a Supreme Court, and a Higher Economic Court, along with the Supreme Court and Economic Court of the Republic of Karakalpakstan. These courts’ judges are elected for a term of five years. The judicial branch also includes regional, district, town, city, Tashkent city courts

and arbitration courts appointed for a term of five years. The Constitutional Court hears cases relating to the constitutionality of acts passed by the legislative and executive branches. The Constitutional Court judges the constitutionality of the laws of the Republic and other acts passed by the Oliy Majlis, the decrees issued by the President, the enactments of the government and the ordinances of local authorities, as well as obligations of the Republic of Uzbekistan under inter-state treaties and other documents; Confirm the constitutionality of the Constitution and laws of the Republic of Karakalpakstan to the Constitution and laws of the Republic of Uzbekistan; Interpret the Constitution and the laws of the Republic of Uzbekistan. The Supreme Court is the highest judicial body of civil, criminal and administrative law. It supervises the administration of justice by the Supreme Court of the Republic of Karakalpakstan, as well as by regional, city, town and district courts. Its rulings are final and binding throughout the Republic. Any economic and management disputes that may arise between entrepreneurs, enterprises, institutions and organizations based on different forms of ownership, are settled by the Higher Arbitration Court and other arbitration courts within their authority.

### Local Government

The structure and system of local government has been established according to the Law on Local Public Administration, adopted on 2 September 1993. Local government activities are detailed in the seven chapters and twenty articles of the law. Article 1 states that the local representative authorities at the regional, district and city levels are the local councils, whose full name

in Uzbek is “Councils of People’s Deputies”. In relation to article 99 of the Uzbekistan Constitution, local councils at all levels are headed by a chairman, or hokim (hokim is translated as deputy ruler). Regional, district and city hokims also function as the head of the local executive branch, or hokimiyat.

Local government authorities are shared between local council and the hokimiyat. The institution of the hokim is the central part of the new system, combining executive and representative functions.

Local government in Uzbekistan is enhanced by self-governing community organizations. The Law on Community Self-government, adopted in 1993 and then revised in 1999, classifies community self-government as “independent activity by citizens, guaranteed by the Constitution and the Laws of the Republic of Uzbekistan, for the purpose of resolving issues of local importance according to their own interests and history, as well as to national traditions, spiritual values and local customs”.

Community self-government exists all over Uzbekistan, founded on the principle of decentralization. Different types of territorial units engaging in self-government activities include villages, kishlaks, auls and mahallas. According to article 10 of the Law on Naming Administrative-territorial Units, the term “village” refers to localities with over two thousand inhabitants which are located in the vicinity of industrial or construction enterprises, railway stations or other important objects.

Kishlak is the Uzbek name for rural settlement. A kishlak or aul may comprise many neighbouring localities and is represented by an assembly of its citizens.

Localities are groped together under a given rural assembly using the criterion of convenience for local inhabitants. Government bodies establish or abolish villages, kishlaks and auls, and modify their territories or names with due regard for the opinion of the relevant self-governments.

Mahalla (“local community”) refers to a community of people residing in a specific territory. Mahallas may vary in size from 150 to 1500 families. In cities, the residents of a particular residential quarter or suburb generally establish mahallas. According to Uzbek legislation and tradition, the mahalla level is local self-governing and is not considered part of the central government. In 1999 the government shifted greater emphasis to local public order activities by adopting a community-based approach to public law and order. Its novelty lies in the intensification of preventive measures in local communities and residential areas. This work is carried out by “prevention inspectors,” local officials who combine the duties of a neighbourhood police officer, public health inspector, and a Good Samaritan. In a short period of time these organizations have obtained a level of autonomy unknown for many years. According to article 5 of the amended Law on Community Self-Government Bodies, local governments may establish, abolish, merge or divide mahallas and modify mahalla borders upon the initiative of mahalla self-government.

Citizens exercise their constitutional right to self-governance through citizens’ assemblies. These assemblies, attended by resident citizens over the age of eighteen, are the highest body of community self-government and entitled to represent the interests of its inhabitants and make

decisions on their behalf, which are effective on the respective territory.

## Practice of Public Administration

### The Dominance of the Office of President and Weak Parliament

The current system of government in Uzbekistan can be described as a Presidentialship, mixing the elements of both republicanism and autocracy, with a strong President’s administration and a distinguishing leadership. The most important matters in the Republic of Uzbekistan are determined not in the Parliament or even in the government but by the President. The degree and speed of the public administration as well as civil service reforms depend very much on the readiness of the President and his circle of advisors to introduce further decentralization and put a limit on the power of still supreme state’s administration.

Presidentialship explains why public administration changes are so slowly commenced and put into practice. The authority of carrying on important reforms rests in the presidential bureaucratic structure, almost unchecked, where the legislative and judiciary branches exercise a very weak control over their executive counterpart. As a consequence there is no incentive or pressure to change, profitable for the “presidential” people, public administration structure.

As regards the Parliament (Oliy Majlis) in Uzbekistan, it is formed through general and direct elections by secret ballot and considered by the constitution as the supreme legislative and representative body. Today Uzbekistan has bicameral parlia-

ment, with competences more or less clearly divided between two chambers. However, Uzbekistan is not a federal state, and the bicameral structure slows down the legislative process and does not necessarily improve the quality of legislation being passed.

In reality, the supremacy of legislative power of Uzbek parliament is restricted by “extra-legislative procedures”, such as presidential decrees that have the force of law, and the delegation of legislative rights of parliament to the President. The majority of draft bills in Uzbekistan are thus initiated by president and his Cabinet of Ministers. In reality, the legislature spends most of its time in session discussing and passing presidential proposals and decrees, which suggests that it is not the effective rule-making body of Uzbekistan.

The Constitution of Uzbekistan makes no mention of the parliamentary function of control over the government.

### The Judicial Branch

Although some steps towards establishing a powerful judiciary and strengthening the independence of judges have been undertaken in Uzbekistan, this branch of power remains the weakest. The judicial system in Uzbekistan remains similar to the Soviet system, and modernization has not yet significantly changed the administration of justice in Uzbekistan. In theory, the judiciary is independent; in practice, however, its capacity to function as an independent branch of government is limited. While the constitution describes the legislature as the highest organ of power, in fact Uzbekistan has a unitary, presidential form of government. In reality, the branches of government are not coequal or balanced; the executive branch, as it was mentioned above, is

dominant in virtually all matters. The president acts as the head of state and executive authority in the republic and there are no meaningful lower tiers of independent authority (i. e., federal divisions).

The current version of the criminal code was introduced in 1995. It is based upon a similar code adopted in the Russian Federation. The code includes capital punishment for the most serious offences.

Abuses of human rights and prisoners’ rights are consistently and widely reported. The secret police are said to tap telephones, falsify evidence, and conduct illicit searches. Prosecutors are allowed to go over the heads of judges who rule against them. Judges, therefore, rarely examine suspicious evidence because they can be removed if their decisions are overturned twice by a higher court. Search warrants are authorized and issued by province or by local (mahalla and district) militia. There have been no successful challenges to the legality of such warrants. A Helsinki Human Rights Watch report issued in March 2000 documents physical mistreatment of detainees by police, and law enforcement agencies’ use of psychological harassment, including prolonged solitary confinement, public denunciation, intimidation, and threats of arrest. Reports continue to appear of prisoners being beaten and abused while in custody. Whether these are anecdotal accounts or official reports from the U. S. Department of State, Human Rights Watch, or Amnesty International, it is clear that this remains a chronic problem in Uzbekistan.

The main features of judicial system in Uzbekistan:

- Limited access to justice for ordi-

nary citizens due the insufficient number of courts and judges;

- Lack of guarantees of judges’ independence;
- Accusation (prosecution) prevails over defence (advocacy) in criminal procedures;
- Absence of a system of administrative justice;
- Absence of a system of constitutional justice accessible to ordinary citizens;
- Widespread corruption in the judiciary;
- Soviet-type model of procurator’s authority;
- Absence or lack of non-judicial institutions for the protection and promotion of human rights.

Like all other components of its institutional system, the judiciary is affected by various informal practices in Uzbekistan, namely clan structure, and the current political context. It would not be an exaggeration to say that justice still belongs and serves the state.

### Corruption Issues

When the countries of the former Soviet Union, including Uzbekistan, became independent in 1991, the vacuum created by the sudden loss of state control over all facets of economic life and the rush to privatize state property have created a fertile field for corruption.

In Uzbekistan and Central Asia, the practice is so accepted it is not even referred to as “corruption.” Instead, it is looked at as a long-established art of gift giving and gift taking, and is part of the hospitality culture that is an integral part of life and national pride in Central Asia.

Jobs in Central Asia all come with an unwritten price tag. The higher the job’s potential for bribe taking, the higher the price

will be. Jobs in law-enforcement bodies like the Interior Ministry; Prosecutor's Office; and the judicial, tax, and customs services, as well as most government executive positions, are all considered desirably "oily," or ripe with possibilities for graft.

The tradition of corruption is deep-seated in Uzbekistan and other Central Asian countries, a region that remains tied to the "hokim" system of rule. Hokims are territorial administrative heads, direct presidential appointees who command near-absolute authority in their regions. Through Soviet rule and the decade of independence that has followed, the hokim system has changed very little. All of a territory's financial flows pass through the hokim, making it a highly desirable position.

According to unofficial statistics, the prices for such executive positions in Uzbekistan are higher than in Kyrgyzstan and Tajikistan, but far below those of oil-and gas-rich Kazakhstan and Turkmenistan. In Kazakhstan, securing an oblast hokim position may mean a bribe of up to \$5 million; in Turkmenistan, such a position can cost up to \$2 million. Throughout the region, such prices are determined by the individual area's potential for corruption.

In order to fight the corruption Central Asian governments should liberalize their political and economic systems and establish a balanced distribution of government power, but ordinary Central Asians are pessimistic that anything can be done to change the central role of corruption. For them, life not only begins with a bribe, it ends with one as well: In order to assure a burial plot close to one's family members, a "donation" must be given to cemetery authorities.

## Formation of Public Service in Uzbekistan

Modern public institutions in Uzbekistan were created quite recently and they are still at their formative stage. The development of the public institutions in Uzbekistan has not only been influenced by internal determinations such as circumstances of the Soviet disintegration, and the political orientation of the elites. It has also been affected by some cultural and political traditions of the pre-Soviet and Soviet era.

Immediately after independence, Uzbekistan like all other Central Asian states faced difficulties in obtaining expertise in formation of its public service. The government of Uzbekistan did not have enough specialists in public administration. The cadre problem has been solved in two principle ways. The first was the recruitment of those representatives who worked in public administration during the Soviet times. The second was the recruitment of locals from various academic and research institutions. The academic circle plays very important role in the formation of Uzbek public service by providing both important guidelines for public administration and public policy and the professionals for governmental institutions. This practice is quite unique and different from the Soviet and Russian experience. From the very beginning, the leaders of Uzbekistan, who did not possess any experience in modern public administration, made extensive use of local academic expertise, although they sometimes recruited foreign experts as well.

It became quite apparent that the specialists' assessments and perception of the public administration had a powerful impact on

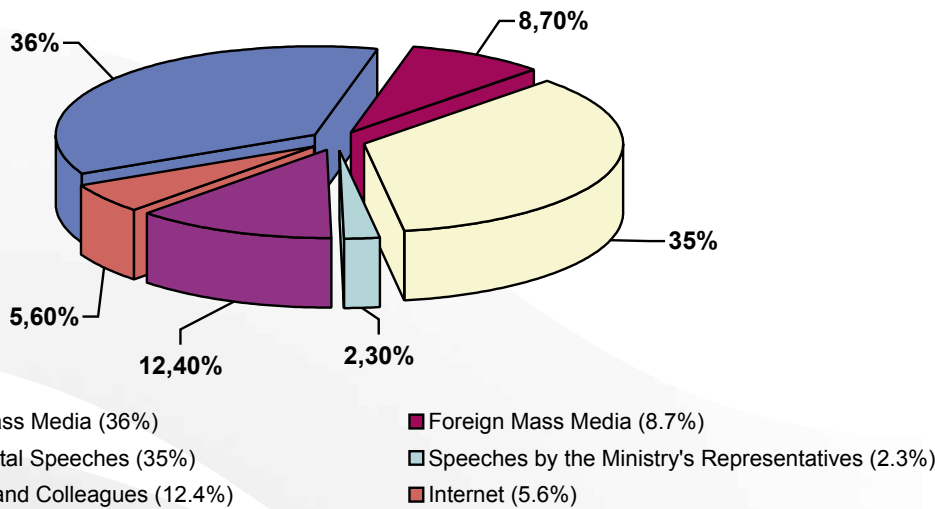
public policy making processes in Uzbekistan.

## Perception of the Influence of Different Groups on Public Institutions in Uzbekistan

In general, Uzbekistan was able to mobilize all its human resources and existing expertise and create working public institutions within a short period of time. The formation of public service is a complex process, which involves a number of political institutions and individual or group actors. One of the questions of the survey study intended to elucidate how Uzbekistan's experts evaluated inputs of different institutions and actors in the formation of public administration:

The experts were asked: "In your opinion, which of the following groups have the greatest influence on the formation of public institutions in the Republic of Uzbekistan"? The survey found that the experts believed that the President of Uzbekistan had the greatest influence on the formation of public institutions (66.7%). He was followed by the Parliament (15.1%); in third place was Ministry of Justice (9.9%). The experts perceived that the mass media also had the significant influence (8.3%). The academicians were in the fifth place (6.5%). Public Opinion was put in last place (3.5%)

The survey also found that 40.4% of all respondents believed that their abilities and professionalism in the formation of public institution were utilized highly, 10.3% of all respondents indicated significantly, 14.6% of respondents thought that their abilities and professionalism were utilized moderately, 14.7% indicated that it was insignificant utilization of their abilities and professionalism in the formation



of public institutions in Uzbekistan and finally, 20.0% of all respondents are in the opinion that their skills were not utilized at all.

The survey results show that in spite of different opinions on this question, one can conclude that the involvement of local experts and professionals in the formation of public institutions in Uzbekistan and utilization of their abilities and professionalism were quite significant.

### Perception of Information Influx about Public Administration in Uzbekistan

Information flow is important for the formation of public institutions. However, during the Soviet era Moscow officials had tightly controlled all sources of information and the people of the Soviet Union remained behind the informational "iron curtain". Needless to say, the Soviet people were receiving quite a distorted picture of outside world in general, and a wall of secrecy was effectively build up even around the activity of the Soviet state institutions. The situation alerted to changing only during the last period of Gorbachev's reign with the introduction of freedom of expression and information inflow. The

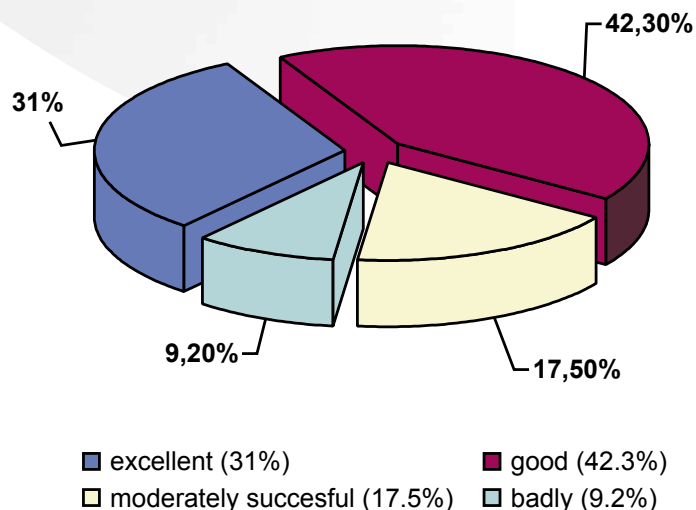
situation remained complicated in the post-Soviet era, because of Russia's domination in information dissemination and in the formation of public opinion in the Central Asian republics. Eventually, the Central Asian leaders recognized the need for changes and gradually reduced the presence of Russia's mass media in their republics by increasing their own activity, inviting foreign media, or simply limiting access of the Russian media to the Central Asian audience. The example of Uzbekistan in this matter is the most vivid. In Uzbekistan, the monopoly of Russia's TV broadcasting was removed, and local channels significantly reduced the amount of time allocated for the Russian TV broadcasting.

### Information Influx about Public Institutions in Uzbekistan

The diversification of the sources of information on the working of public institutions has been one of the important features in the formation of public administration. If during the Soviet era and the first years after the Soviet disintegration Uzbekistan received the information exclusively from Moscow, later picture has gradually changed.

### Perception of Formation and Practice of Public Service in Uzbekistan

Evaluation of perception and formation of public administration and practice of its workings was also the important part of the survey study.



## The Respondents' Opinion on Success of Formation of Public Institution in Uzbekistan

The experts were also asked to evaluate the workings of public institutions in Uzbekistan. They were asked "Which of the following obstacles do you regard the most influential in the proper workings of public service (administration) in Uzbekistan? 12.2% of respondents believed that the main of obstacle in the proper workings of public service in Uzbekistan was the "lack of theoretical knowledge by public servants", 14.8% believed that it was because of "too many theories and lack of practical deeds", only 5.3% of respondents marked "lack of information on functioning of public service in the developed countries" 9.6% indicated that the main obstacle was the "lack of professionals in the field of public administration in the republic". Another 9.7% thought that it was because of "absence of experience in public administration". 39.4% of respondents consider "corruption, cliqueiness, and favouritism" as the most serious obstacles in the proper workings of public service in Uzbekistan. And finally 9.0% thought that the main obstacle was due to the fact that "scientists and experts not involved enough"

According to the evaluation of experts, the above data revealed that the most serious problems in the proper workings of public service in Uzbekistan were corruption, cliqueiness and favouritism.

## Conclusion

After having analyzed the system of governmental and public

institutions of Uzbekistan according to the Constitution and its' workings in practice, it is obvious that in administration (like in the market-economy) there is no third way. There is no specific Asian (or Uzbek) example of public or state administration. There can be only authoritarian/close or democratic/open models of governance. Uzbekistan is more related to the first model, but a direction of the reforms is indisputable. Without increasing transparency, downsizing, streamlining governmental procedures, introducing "lean" and "deregulated" government, without further cost-reduction and cost-saving in governmental domain, without fight with corruption and mismanagement and without creation of ethical environment, where the ethos of public service profession will be promoted, there is no way that the public administration will become efficient and citizens will be pleased by the work of governmental agencies.

Social, political and economic differences between Uzbekistan and developed countries, where the modern administrative reforms were introduced, are immense. However if Uzbekistan wants to succeed in transforming its economic and social life, it needs to undertake bolder and quicker reforms of the government body, which is directly responsible for the success of transition. A path for successful administrative reforms has been already shaped by developed countries. Uzbekistan, while following these countries, can avoid various mistakes they did in implementing governmental changes.

In order for Uzbek Public Administration to work effectively, meeting people's expectations on

professionalism of public service, public officials in the government have to start thinking as if they worked in an enterprise responsible for satiating citizens-customers' needs. Such enterprise has to be rooted in the public service ethos and its accountability, exercised by citizens and different state organs, needs to be as satisfactory as its work performance.

## Glossary Of Uzbek Terms

**Aul** – The equivalent of kishlak, or rural settlement, in Kazakh, Karakalpak or Tatar

**Hokim** – The Chairman of the local council and head of local administration

**Hokimiyat** – The executive branch of local governments

**Kishlak** – A rural settlement, which may include many neighbouring localities and is represented by an assembly of its citizens.

**Mahalla** – A community of people residing in a localized area; these may range from 150 to 1500 families

**Oliy Majlis** – "Supreme Council", or Parliament, the highest legislative body in Uzbekistan



# Human Resources Management in the Serbian Public Administration System

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This article gives a short informative overview of one administrative reform project in Serbia, envisioned to improve the central support functions of Serbian Ministries. The project ("Strengthening Central Support Functions of Serbian Ministries", abbreviated as the "CSF Project") was realized between November 2002 and September 2003, and was designed to be a functional review of four Ministries. It was funded by the Dutch Government and administered by the United Nations Development Program and the Serbian Agency for Public Administration Development. As its final output, the project provided the Serbian Government with recommendations regarding a variety of issues related to the Secretariats of the Ministries and the Ministers' Cabinets. The recommendations were finalized last September. Apart from giving an overview of the project, this article will highlight (in a condensed form) one specific issue addressed by the project team, that is the problem of human resources management in Serbian public administration.

The systemic analysis of the Secretariats and Cabinets of the four Ministries was conducted by four Work Groups, their

Coordinator, a UNDP Special Adviser to the Serbian Government in functional review, one Senior National Consultant and a Project Manager<sup>1</sup>. The methodology used in the analysis consisted of semi-structured interviews, desk analyses and participant observation. All the employees in the Secretariats of the four Ministries were interviewed, as well as the Ministers, Deputy Ministers, advisors, and



other staff members. Such a body of information was analyzed through the application of both qualitative and quantitative methods. A questionnaire, as a primary research tool, was specifically developed for this particular project by the local experts. It framed the interviews into three hour sessions (on average) with each interviewee. Factor analysis (with categorized answers) was introduced as a tool for data comparison. The method was meant to provide supplemental information for making the recommendations.

Two international consulting firms supported the project through training in project management, strategy formulation, monitoring, programming, as well as in the training of the Work Groups in report writing and presentation skills. One firm was Bannock Consulting, contracted to train and to provide other types of support to the Work Groups in functional review and in the development of policy advice and recommendations. The other consulting firm was the Dutch Royal Institute for Public Administration (ROI).

The four Ministries involved in the project were chosen in early 2003. The selection criteria for targeting the Ministries were the following: integration into existing projects of functional review, reform-mindedness of the Ministers and their support to functional reviews. According to these criteria, the following Ministries were selected: the Ministry of Mining and Energy, the Ministry of Construction and Urban Planning, the Ministry of Science, Technology and Development, as well as the Ministry of Agriculture and Water Management.

A study tour to Slovakia and Slovenia was organized with the objective to provide the Work Group members with relevant comparative experience. The tour took place during June 2003 and lasted one week. The participants included Work Group members and the management team of the project. There was full co-operation from

<sup>1</sup> The author of this article was the UNDP Special Adviser to the Serbian Government in functional review.

both the Slovak and Slovenian side and the offered programme of meetings in both countries was excellent. The tour fulfilled its primary goal of enabling the participants to learn more about administrative reforms in these countries during the transition period, and of providing them with a basis for applying some of these experiences to Serbia. The group received useful information for its basic task of preparing recommendations for a better organization and functioning of the four Serbian Ministries. Besides, useful insights into the organization of Government institutions in these two countries might also be reflected in the participants' everyday practices in their own Ministries.

On the basis of the interviews, desk analyses, the study tour and participant observation, the project team also investigated major problems in the area of human resources management in the four Serbian Ministries. These problems turn out to be quite representative of the entire Serbian public administration system in that domain and can be summarized as follows:

- A lack of a clear strategy in the field.
- An underdeveloped concept of public servants.
- A lack of evaluation procedures.
- Inadequate databases of civil servants.
- The non-existence of a central office which would deal with HRM.
- A lack of continuity in the follow-up of the entire process of HRM within the Ministries (from the hiring process up

to the firing or retirement of public servants).

Drawing consequences from the previous diagnosis, the project team developed the following preliminary recommendations (in summarized form):

- The creation of a Central Office/Agency for HRM (either independently organized, part of the existing Agency for Public Administration Development or as a section within the Ministry for State Administration and Local Self-Government).
- The creation of HRM units within the Secretariat of each Ministry<sup>2</sup>.
- The establishment of an education and training centre for civil servants.
- The redefinition and reorganization of procedures into modern, computerized, efficient and effective mechanisms.
- The development of adequate evaluation procedures.

The crucial aspect of the recommendations is the creation of a central HRM Office, which would deal with a variety of issues, such as strategy development in HRM, employment procedures of civil servants, the administration of state exams, ranks, salaries and evaluation procedures (similarities with the Slovak solution are obvious). Some of the more specific aspects of these tasks

would be delegated to the HRM units within the Ministries. An education and training centre for civil servants would be the other central institution dealing with HRM.

If created, the two above mentioned institutions will address almost all problems summarized above. The only exception might be the second problem, defined as the lack of a clear concept of civil servants. A solution to this problem will probably needed to be found at a level even higher than the central HRM Office, since it requires a conceptual, strategic Government decision concerning the issue of developing a career or non-career system in Serbian public administration. It remains to be seen if the new Serbian Government will take such a step. The next elections are scheduled for 28 December, which is four days after the finalization of this article.

### Note:

- Moeller, Jens. 2002. *Challenges of HRM*. Belgrade: Agency for Public Administration Development.
- Rakic, Vojin (a. o. ). 2003. *Puto-kaz za Evropu: Preporuke za budući razvoj srpske javne uprave*. Belgrade: UNDP and the Agency for Public Administration Development of the Government of Serbia

<sup>2</sup> The proposal to create HRM units within a variety of state institutions in Serbia came also from a Danish expert team that conducted an analysis of human resources management in the Serbian public administration system during 2002 (Moeller, 2002). For an extensive overview of the recommendations of the CSF Project team, see Rakic a. o. (2003).

## The Center of Excellence for Professional Training of the Civil Servants in Romania

The reform in Public Administration in Romania, on both institutional and legislative levels, has as main purpose providing for professional, efficient and politically unbiased public services. This reform includes modernizing institutional structures, changing mentalities and behavior and generating a trustworthy relation between citizens and the civil service.

The EU PHARE Project “**Develop an operational National Institute of Public Administration (NIA) capable of educating competent civil servants**”, implemented by the Consortium led by Ecole Nationale d’Administration (ENA, France), and wishes to support the Romanian Government in achieving this strategic goal.

The General Objective of the Project is to contribute to the progress in democratic development, strengthen the constitutional state and accession of Romania to the European Union through transfer of administrative competencies, professionalism and high qualification. Achieving this goal, NIA will become a “**Centre of Excellence**” which offers high qualitative services to the public at any time through appropriate, client oriented training and consulting.

On its way to implement the fundamental concept of Centre of Excellence within NIA man-

agement as well as training design and delivery, the Project TA Team has constantly increased their efforts in order to promote the Excellence of Training for the Civil Service.

The design and implementation of training modules have complied with stated principles as: “**joint ownership with the beneficiary**” (1 Year NIA Pro-



gramme Modules were developed and designed jointly for the benefit and intellectual ownership of NIA); “**goal oriented and team approach**” (learning objectives are clearly stated and the training is delivered by a well-functioning team composed of EU and Romanian experts), “**considering the Romanian context and the public reform**” (all the content is developed and presented in the frame of the reform of the Public Administration and accession to the EU), “**training the trainers techniques**” (the Junior Trainers and NIA trainers are fully involved in the entire training process with the view to develop the trainers’ capacity), “**aiming at creating**

**a centre of excellence**” (quality standards are intended at every action step).

In the work frame of the contract RO 0106.02, the Technical Assistance team is supporting the National Institute of Public Administration (NIA) to create a **Knowledge and Documentation Centre**, using the available budget under Incidental expenditures of EURO 200, 000.

Moreover, the Documentation Centre will constitute the backbone of the networking with the **Regional Training Centres (RTCs)**, providing them with the latest information in real time via e-mail. In the same way, the Centre will collect the feedback given by the RTCs when

requesting the materials and it will continue its development according to the actual needs of the services’ beneficiaries, being in this way market-oriented.

The eight RTC’s are under the **methodological coordination** of NIA and they are providing their quality output for the regional development of the administrative network, creating a synergy that can insure the necessary condition for a successful implementation of the Romanian reform of the public administration and to respond to all the challenges of the integration process in EU by 2007.

# The Fruitful Co-operation of NISPAcee Members to Share Knowledge and Expertise in Relation to the New Public Management

**Yelena Medvedeva, Ukraine, Alexander Kopats, Belarus**

NISPAcee Institutional Members, the Odessa Regional Institute of Public Administration of National Academy of Public Administration, Office of the President of Ukraine (ORIPA NAPA), and the Academy of Public Administration under the Aegis of the President of the Republic of Belarus are actively collaborating within the Regional Academic Partnership Scheme Project to disseminate the experience of NISPAcee Associate Member the University of North London (UNL – now London Metropolitan University) in adult teaching.

The Regional Academic Partnership Scheme (REAP) brings new curricula, new training courses and models, new textbooks and other training materials developed by 89 leading universities in the CIS countries in partnership with 54 of the UK's best universities during the implementation of 89 joint projects. The scheme is funded by the UK Department for International Development (DFID). The British Council (BC) is responsible for the management of the scheme.

In 2000 the UNL and ORIPA started co-operation within REAP project "Programme to support and develop the teaching of health management"

The project activities were focused on regional and local government bodies and health organisations which want health administrators and health managers who are able to solve the problems that health care faces during a period requiring constant reform. Within the project

the core module for the Masters Programme in Public Administration (health) Public policy and strategy in the health sphere was developed.

With taking into consideration long term needs to change the postgraduate teaching programme for Ukrainian health managers within the framework of the Masters Programme in Public Administration, the three major priorities for that project were as follows:

- The development of a curriculum for a new generation of health service managers working within a democratic, decentralised and pluralistic change agenda.
- Changing trainer-centred methodologies aimed at imparting knowledge to passive recipients into student-centred methodologies which promote debate about both the process and results of effective health management practice.
- A focus on the active learning needs of individual members of staff, including personal effectiveness, linked with the institutional development aspects of the programme.

Along with the developed modern technologies for public servants, training appeared to be of great interest for another NISPAcee Institutional Member – Academy of Public Administration under the Aegis of the President of the Republic of Belarus. At present ORIPA, supported by DFID, is disseminating these

developed technologies to the Belarus Academy.

Through co-operation, which started as early as in 1999, the Ukrainian and Belorussian partners have created the ground for further fruitful collaboration, including the dissemination of ORIPA-gained experience in adult education being one of the most meaningful bipartite teamwork. The methodology of adult training which was worked out under DFID support and assistance of the University of North London is disseminating to Belarus Academy within a new REAP project.

In implementing the ongoing Project the faculty representatives from the Academy investigated the methodology of adult education, when visiting ORIPA in January 2004, by means of immersion into the process of learning. Besides, 35 lectures and methodologists from the Belarus Academy have been trained in the course at a seminar that took place in Minsk (February, 2004). The seminar was delivered by Svetlana Khadzhyradeva – the ORIPA's doctorate and former UNL's intern. The developed curricula and training materials are being worked on for further dissemination among the universities that provide training programmes to public servants.

The three universities have provided a good practice of disseminating knowledge and expertise in relation to the new public management through NISPAcee network.

# WELCOME to Web Sites

 <http://www.crc-mcc.go.ro>



The site containing details about the Public Administration program of the Meeting and Conference Center, Branch of the Black Sea University Foundation, as well as a general presentation of the MCC-BSUF and its program and activities.

 <http://www.euaquismcc.4t.com>



Details and information (registration, forms, presentation, etc) about the Meeting and Conference Center – Branch of the BSUF – PHARE international conferences program “The implementation and enforcement of the internal market acquis”.

 [www.cris.unu.edu](http://www.cris.unu.edu)



The site of UNI-CRIS (United Nations University – Comparative Regional Integration Studies) – it contributes towards achieving the universal goals of the UN through comparative and interdisciplinary research and training for better understanding of the processes and impact of intra-and inter-regional integration. It works in partnership with initiatives and centres throughout the world that are concerned with issues of integration and co-operation

 <http://www.man.ac.uk/idpm>



Institute for Development Policy and Management is a multi-disciplinary unit within the University of Manchester specialising in policy, management and development in developing and transitional economies.

## Calendar of Events

### **April 21, 2004, 6<sup>th</sup> Culture of Public Administration Conference**

Working language: Estonian, English

Contact:

*Institute of Humanities and Social Sciences, Tallinn Technical University, Tallin, Estonia, e-mail: kattel@staff.ttu.ee*

### **April 1 – September 30, 2004, 26 two-day-long training seminars for Polish Public Administration**

(at central and regional levels) devoted to the EU issues, mostly concerning structural policy and the participation of national administrations and judiciary in the EU system.

Working language: Polish with simultaneous interpretation to English, French, German

Contact:

*Mr. Jerzy Siek, Assistant to the Director for Training and Research Programmes, e-mail: jsiek@ie.lodz.pl*

### **May 25 – 29, 2004, International Conference “Public Administration: New Technologies”**

Contact:

*Moscow State University, School of Public Administration, Moscow, Russia, phone: +7-095-93915-89, fax: +7-095-939-53-38, e-mail: science@spa.msu.ru, web: http://www.spa.msu.ru*

### **May, 27 – 29, 2004, International Seminar “Party System and Interests of Civil Society in Modern Russia”**

Contact:

*North-Caucasus Academy of Public Administration, Pushkinskaya, 70, Rostov-na-Donu, Russia, Starostin Alexander, phone: +7-8632-402351, Sidorenko Ivan, phone: +7-8632-696296, e-mail: nir-skags@yandex.ru, web: www.skags.ru*

### **May 28, 2004, Annual Conference “Current Issues in Public Administration in Ukraine”**

Working language: Ukrainian

Contact:

*Mr. Dmytro Beznosenko, Ukrainian Academy of PA, Kyiv, phone: +380-44-456-3624, fax: +380-44-455-6899, e-mail: beznosenko@academy.kiev.ua*

### **June 7, 2004, Seminar “Methods for Phenomenon Investigation – What is the First”**

Working language: Polish

Contact:

*Prof. Bogusława Urbaniak, University of Lodz, Lodz, Poland, phone: +48-42-635 5244, 635 5041, fax: +48-42-635 5304, e-mail: frankow@uni.lodz.pl, bogelur@uni.lodz.pl*

### **June 23 – 25, 2004, VII. International Colloquium on Regional Sciences**

Working language: Czech, Slovak, Polish

Contact:

*Jiri Vystoupil, Masaryk University, Faculty of Economics and Administration, Lipova 41a, 602 00 Brno, Czech Republic, phone: +42-549-49 8468, e-mail: vyst@econ.muni.cz*

### **June, 2004, 3<sup>rd</sup> Annual Ukrainian Regional Training Centers Trainer Conference**

Contact:

*Tetiana Protsyk, training coordinator, Western Ukrainian Regional Training Center, Kyiv, Ukraine, phone: +380 322 979809, 970810, e-mail: tanya@zurnc.lv.ukrtel.net*

### **June, 2004, Conference “Poland-Germany and the EU-Enlargement”**

Working language: German, Polish

Contact:

*Filip Kaminski, Warsaw School of Economics, World Economy Research Institute, ul. Rakowiecka 24, 02-551 Warsaw, Poland, phone/fax +48-22-848 9132, e-mail: weri@sgh.wa*

### **July 1 – 2, 2004, Conference “Current Issues in Regional Development”**

Working language: Czech, English

Contact:

*Prof. Karel Lacina, phone: +420-466 036 236, fax: +420-466 036 173, e-mail: karel.lacina@upce.cz*

### **July 5 – 11, 2004, International special course: Modern Innovative Technologies to Teach Adults**

Language: Russian

Contact:

*Kolisnichenko Natalya, Odessa Regional Institute of Public Administration, National Academy of Public Administration, Odessa, Ukraine, phone: +38 0482 639514, fax: +38 0482 639249, e-mail: ird@ukr.net, web: www.oridu.odessa.ua*

### **September 8 – 12, 2004, 5<sup>th</sup> Summer Seminar for Young Public Servants from Southeastern Europe “Preparation for EU Accession”**

Contact:

*Ms. Elitsa Markova, Economic Policy Institute, 85, Evlogi Georgiev Blvd., 1142 Sofia, Bulgaria, phone: +359-2-980 8489, 9801059; 9809268, fax: +359-2-980 4359, e-mail: epi@epi-bg.org, web: www.epi-bg.org*

### **September 8 – 9, 2004, International Scientific Conference “European Finance – Theory, Policy and Practice**

Working language: Slovak, Czech, English

Contact:

*Matej Bel University, Banska Bystrica, Slovakia, e-mail: Emilia.zimkova@umb.sk*

### **September 16 – 22, 2004, The Fourth Annual Graduate Seminar “New Countryside Culture, Local Governance and Sustainability in Rural Development”**

Language: English

Contact:

*e-mail: mmaria@cchr.ron*

**October 23 – 24, 2004,  
Scientific Conference “Theory  
and Practice of Management:  
Topical Problems”**

Working language: Russian

Contact:

*Olga Holuternekh,*

*e-mail: science.spa.msu.sk*

**Events of the Belarus State  
Economic University, Minsk,  
Belarus**

**April 21 – 22, 2004,  
Conference “The Social  
and Economic Policy  
of the Belarus State in  
Conditions of Open  
Economy”**

Working language:

Russian

Contact:

*Mrs. E. M. Yurgel,*

*phone: +375-17-214 9557,*

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*e-mail: CNI@bseu.by*

**May 18 – 19, 2004,  
“Broadening the  
European Union and  
the Republic of Belarus on the  
New Border”**

Working language:

Russian

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*fax: +375-17-495 106,*

*e-mail: CNI@bseu.by,*

*web: www.bseu.by*

**Events of the University of  
Ljubljana, Slovenia**

**September 23 – 25, 2004,  
Conference “11<sup>th</sup> Days of Slovenian  
Administration: Administration  
and EU**

Working language: Slovenian,

English

**September 23 – 25, 2004,  
EGPA Annual Conference “Four  
Months after Administering the  
New Europe”**

Working language: English

Workshop I.

The impact of the European Union  
on national administrations

Workshop II.

Does size matter? Small states in  
the European Union

Contact:

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Administration, Training Centre,  
Gosarjeva ulica 5, Ljubljana,*

*phone: +386 1 58 05 588,*

*fax: +386 1 58 05 595,*

*e-mail: marina.vrhovsek@fu.uni-lj.si*



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

**May 13 – 14, 2004,  
EIPA’s First European Public  
Managers Forum, An Exclusive  
European Programme for  
Top Executives in Public Admini-  
stration addressing Critical  
Europeanisation and Modernisa-  
tion Challenges – Third Seminar:  
The EU Social Agenda, Social  
Dialogue and PPPs**

Contact:

*Ms Araceli Barragan,*

*e-mail: a.barragan@eipa-nl.com*

**May 24 – 25, 2004,  
Seminar: Who’s Afraid of  
European Information?**

Contact:

*Ms Joyce Groneschild,*

*e-mail: j.groneschild@eipa-nl.com*

**May 27 – 28, 2004,  
Seminar: Developing the  
Project Pipeline for Structural  
Funds Operations**

Contact:

*Ms Lisette Borghans,*

*e-mail: l.borghans@eipa-nl.com*

**June 3 – 4, 2004,  
Seminar: Cohesion Fund and  
Transfer from ISPA to the  
Cohesion Fund**

Contact:

*Ms Lisette Borghans,*

*e-mail: l.borghans@eipa-nl.com*

**June 14 – 16, 2004,  
Seminar: E-Procurement  
in Europe**

Contact:

*Ms Gediz Cleffken,*

*e-mail: g.cleffken@eipa-nl.com*

**June 14 – 15, 2004,  
Seminar: Backing Competitive-  
ness with Quality Public  
Administration**

Contact:

*Ms Nancy Vermeulen,*

*e-mail: n.vermeulen@eipa-nl.com*

**June 21 – 25, 2004,  
Seminar: European Negotiations**

Contact:

*Ms Noelle Debie,*

*e-mail: n.debie@eipa-nl.com*

**June 28 – 29, 2004,  
Seminar: Adapting to European  
Integration: How to Effectively  
Coordinate EU Policy-Making  
at Central Level**

Contact:

*Ms Eveline Hermens,*

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

**July 5 – 9, 2004,  
European Summer School for  
Policy Makers: “Tools and  
Skills for Policy-  
Making”**

Contact:

*Ms Sonja van de Pol,*

*e-mail: s.vandepol@eipa-nl.com*

## Recent Publications



### Improving the Quality of East and West European Public Services

Editors: Elke Löffler, Mirko Vintar  
 Publisher: Ashgate  
 Price: 49.95 GBP  
 Resume:

This volume provides a comprehensive overview of current reforms in public sector quality management in Eastern Europe. Comparisons are made with trends in Western European countries to draw out the lessons emerging from current developments (including e-governance). The findings make essential reading for academicians and students in public policy and public administration who are interested in modernization of the public sector from an international perspective.

Contact:  
 Ashgate Publishing Direct Sales,  
 Bookpoint Limited, 130 Milton Park,  
 Abingdon, Oxon OX14 4SB,  
 phone: +44-1235-827 730,  
 fax: +44-1235-400 454,  
 e-mail: ashgate@bookpoint.co.uk

### The Wireless Internet Opportunity for Developing Countries

Price: \$ 48.95

Resume:

This book, based on the proceedings of the conference held at the United Nations on Wireless Internet adoption, reflects on the importance of the wireless technologies and the way in which

they play in developing countries and countries with economies in transition. Co-published by the UN ICT Task Force, the *infoDev* program of the World Bank and the Wireless Internet Institute, this book was very well received in Geneva at the World Summit on the Information Society.

Contact:

The Wireless Internet Institute Online Store, 225 Franklin Street, 26th Floor, Boston, MA 02110, USA,  
 phone: 617-439-5400,  
 fax: 617-439-5415,  
 e-mail: orders@worldtimes.com

### Romanian Economic Review

Contact:

Valentina Vasile,  
 e-mail: ieconn@fx.ro

### Publications of the Academy of Public Administration, Minsk, Belarus

Language: Russian

#### Criminal Bankruptcy in Belarus: Economic and Law Aspects

Mytskikh N. P.

Resume:

The article deals with actual problems of revealing and suppressing economic-legal crimes connected with bankruptcy. Some types of criminal bankruptcy are considered, definite schemes of their displaying and examples that have taken place in practice of applying law on bankruptcy in Belarus, Russia and Kazakhstan are given.

#### On Economic Bankruptcy, Public Policy to Prevent it and Some Issues of Counter Crisis Management

Mytskikh N. P.

Resume:

Conferences papers – About economic insolvency (bankruptcy) about state policy on averting bankruptcy and about problems of anti-crisis government. The phenomenon of economic insol-

veny (bankruptcy) of organizations was investigated from the point of view of economic security of the country in the conditions of difficult socio-economic situations and criteria of forming of state policy in order to prevent bankruptcy and to create conditions for effective carrying of bankruptcy.

#### Production Coast Calculation and Economic Growth in Industry on the Basis of Cross-sectoral Simulation

Prihodchenko O. I.

Resume:

The guideline devoted to the methods of calculation of full expenses on final product and others parameters of input – output tables on the basis of the real information for Republic of Belarus in the system of National Accounts. For this aim special computer program was elaborated. This program allows to fulfill both calculation and aggregation of initial branches.

#### Logics

Berkov V. F.

Book of lectures

Resume:

In the manual the questions of logic having the important value for education of creative and critical thinking of the future experts are stated. It is intended for students of system of open formation (education) of Academy of business administration under the aegis of the President of Republic of Belarus, trainees on a speciality «The Government and economy».

#### Logics: Problems and Exercises

Berkov V. F., Terlukevich I. I.

Resume:

In the book problems (tasks) and exercises which performance will promote mastering of theoretical positions of logic and purchase of practical skills of correct reasoning, specifications of formulations, the logic analysis of educational, scientific, art and other texts



are given. Problems (tasks) and exercises are picked up according to requirements of the program of a rate of logic for high schools to. Exercises brief theoretical data are premised. For students of technical specialties.

### **Methodology of the managerial personnel selection mechanism.**

Tchueshov V. I

Resume:

An attempt has been undertaken in the article to consider major characteristics of the Methodology of the managerial personnel selection mechanism.

### **The Branches of the Tree**

Demitchev D. M.

Resume:

The article covers the genesis of the development of separation of powers theory up to the present time (state). The author analyses the system of power institutions of the Republic of Belarus. Author maintains that alongside such traditional branches of power as legislative, executive and judicial, the presidential and the control and prosecutions branches of power should be defined.

### **Administration Law**

Zabelov S. M.

Book of lectures

Resume:

The book presents an overview of basic notions, categories and institutions of the current administrative law. Recommended for economics students.

### **Lawfull Regulation of Economic Relations**

Zabelov P. S.

Resume:

This work deals with adjustment of economic relations. Ways to avoid short – comings in legal acts are offered.

### **Main Line of Activities of Prosecutor Services to Secure Constitutional Rights of Citizens in Belarus**

Strigo A. I.

Resume:

This work studies basic activities of the institute of public prosecutor in the Republic of Belarus when supervising law execution as well as the basic forms of prosecutor's response to the violation of law as well.

### **Synergic Aducational Model within Distance Learning**

Gantcharik L. P.

Resume:

The research objective is the educational process model in the system of distance learning. The model allows to define synergetic parameters of order and regard the effectiveness of distance learning as the fulfillment of the objective and the achievement of the expected results.

Contact:

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### **Publications of the Belarus State Economic University, Minsk, Belarus**

#### **An Economic Development of Belarus on a Boundary of Centuries: Problems, Summarize, Prospects**

Shimov V. N.,

Resume:

Monograph about issues and problems of Belarus economic development.

#### **Social and Economic Statistics**

Datshinskaj N. P., Podhvatilina S. S., Tesluk I. E.

Edited by Nesterovich S. R.,

Resume:

The main terms, classifications, methodology of calculations for macroeconomic indicators are discussed.

#### **Theory of Taxes**

Monograph.

Zajtst N. E.

Resume:

The theoretical bases of organization and management of tax relations are concerned. The theoretical aspects for building of

tax systems in transition countries are given by author.

### **State Budget**

Manual.

Sorokina T. V.,

Resume:

The essence and role of budget and it features in condition of creation of market relations in Belarus are concerned. The issues of planning of revenues and expenditures both Republican budget and Local ones are investigated.

### **The Economic of Region**

Borisevich V. I., Geizler -P. C.

Fateev V. S.

Edited by Borisevich V. I.

Resume:

Monograph – the theoretical, methodological and organizational bases of of regions' classification are concerned. The models of development of small towns settlements and regional policy as a whole are investigated. The authors submitted a recommendations for social and economic development of Minsk city.

### **Production Management Management of Enterprise**

Pelih S. A., Goev A. I., Plotnitskij M. I.

Edited by Plotnitskij M. I.

Resume:

Manual – the issues linked with management of modern enterprises are concerned. The authors suggested a principles for organizational structure of management in firms amd companies and ways for building of nets structures as well.

### **Introduction to Project Financing.**

Krivorotko Y. V., Sokol D. V.

Manual. Minsk.

Resume:

The issues of financial project management are concerned. The approaches to financial projects, financial coefficients and date are examined by the authors. The authors vividly shown the

World Bank experience in sphere of financial project management and how to put into practice. The book gives benefits for students, post-graduate students and specialists who working in area of project management and business planning.

*Contact:*

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phone: +375-17-249 8204,  
fax: +375-17-495 106,  
e-mail: Mishkevich@bseu.by*

### **Publications of Masaryk University, Brno, Czech Republic**

Control Systems of Public Administration and Public Sector  
Authors: Rektorik, J.,

Selesovsky J., et. al.

Price: 250 CZK

Language: Czech

Resume:

This handbook tries to introduce the existing control systems of public sector and public administration in relation to its reform and also in relation to the access of the Czech Republic to the European Union.

### **Crisis Management in Public Administration**

Authors: Rektorik, J., Selesovsky, J., Vilasek, J., et al.

Language: Czech

Resume:

This handbook was prepared in order to help to understand the issue of crisis management because of the fact that experience reveals the increasing importance of this topic in relation to capacities of public authorities and their employees. A special emphasize is given to the legal base of the crisis management as well as to the economic consequences. The text also introduces standards existing in the EU, NATO and the Czech Republic.

*Contact:*

*Ivan Maly,  
e-mail: ivan@econ.muni.cz*

### **Publications of the Institute of Economics, Hungarian Academy of Sciences, Budapest, Hungary**

#### **The Role of Labour Market Expectations and Admission Probabilities in Students' Application Decisions on Higher Education: the case of Hungary**

Author: Julia Varga

Resume:

This paper analyses the effects of labour market expectations and admission probabilities on students' application strategies to higher education. The starting hypothesis of this study is that students consider the expected utility of their choices, a function of expected net lifetime earnings and the probability of admission. Based on a survey carried out among Hungarian secondary school students, three aspects of application decisions are investigated: the number of applications; the institutions/field specialisation ranked first and last in students' choices; and the selection between state-funded and cost-priced education. The results of this paper confirm that both expected wages and admission probabilities determine students' application strategies and that the seemingly irrational student preferences for institutions/orientations with less favourable labour market opportunities might be the result of a rational decision process.

#### **The Employment of the Roma – Evidence from Hungary**

Author: Gabor Kertesi

Resume:

The paper is based on data of individual work histories of the 1993/94 representative Roma survey in Hungary. First the disappearance of full employment of Roma in the 1984 – 1994 period is documented by the use of a quasi cross-sectional macro

model and the patterns of employment characteristics of the nineties are described. Then the erosion of employment is traced from individual histories controlling the effects of gender, age and schooling. Finally, particular aspects of low employment of Roma are accounted for, focusing on the role of low schooling, regional backwardness, and labour market discrimination.

The Hungarian Labour Market – Review and Analysis 2003

Editors: Karoly Fazekas, Jeno Koltay

*Contact:*

*Ms. Erzsébet Hubai-Markus, e-mail: secretary@econ.core.hu*

### **Publications of the Central European University Center for Policy Studies, Budapest, Hungary**

#### **Society and Genetic**

#### **Information: Codes and Laws in the Genetic Era**

Editor: Judit Sandor

Price: EUR/USD 34.95, GBP 23.95

Resume:

The beginning of the twenty-first century will be marked in human history for collecting, classifying, and interpreting genetic data, including the human genome. The book addresses the social, ethical, and legal implications of collecting, storing, analyzing, and commercializing genetic information in a multidisciplinary perspective. Prominent biologists, medical doctors, lawyers, anthropologists, philosophers, sociologists, and theologians from different countries provide their views on the complex biological and social impacts of the imminent proliferation of genetic information. The authors explore the various uses and applications of genetic information in the biomedical sciences and in various non-medical domains, and discuss the current dilemmas of making laws in the field of the genetics.

### **Nationalism after Communism: Lessons Learned**

Editors: Alina Mungiu-Pippidi, Ivan Krastev

Price: EUR/USD 34.95, GBP 23.95

Resume:

What if a policymaker charged with crafting a peace arrangement in an ethnic conflict situation would ask an academic what practical wisdom can theory of ethnic conflict and nationalism offer in support? Can a bridge be thrown between the world of academia, suffocated with political correctness and driven by the empty intellectual ambition of system-paradigms, and the world of those who have to craft policies of interethnic peace and cooperation with little knowledge of theory, scarce time to order proper research, and limited resources of money to invest? This book tries to analyze in this context what the postcommunist experience of ethnic revival and conflict has in common with other nationalisms and nation-related conflicts of our world, and what, if anything, is special about it; what the best practices are of managing different ethnic conflicts within a state or in neighboring states; and what institutions work and under what circumstances?

### **In Search of Responsive Government: State Building and Economic Growth in the Balkans**

Editor: Ivan Krastev

Resume:

Why is economic growth not generating support for market capitalism and why is state weakness reproduced in the Balkans? These two questions are at the center of this policy document, which challenges two assumptions at the heart of the present policy paradigm. It shows that economic growth is not sufficient to create a social base for a market society and that state building in the Balkans can not and should not be simply reduced to an EU-guided

reform of public administrations. State building should be viewed primarily as a constituency building. The document is the collective product of the "Agenda for Civil Society in Southeast Europe" project, nicknamed Blue Bird, and it aims to serve as a vision paper for development of the region, addressing both governments and publics and trying to offer coherent policy strategies.

*A limited number of copies can be ordered for free from Borbala Varga at [vargab@ceu.hu](mailto:vargab@ceu.hu) or via fax: +36-1-327 3000/2306*

### **Ethnic Violence and Justice: The Debate over Responsibility, Accountability, Intervention, Complicity, Tribunals and Truth Commissions**

Price: EUR/USD 19.95, GBP 12.95

Resume:

How should the outside world have reacted when women and children were herded into churches and burned to death in Rwanda? Or when some 6,000 men were murdered in Srebrenica? How should it deal with the ongoing slaughter and enslavement in Sudan, where some two million people have died over the past two decades? Are the Khmer Rouge alone responsible for Cambodia's killing fields? Are diplomats, business people, and distant political leaders accountable when strongmen in places like Somalia, Sierra Leone, Liberia, and Congo resort to mass murder to seize and maintain power? Do the governments that provided arms and loans to Iraq bear part the responsibility for Saddam Hussein's chemical weapons attacks on Kurdish towns? Ethnic Violence and Justice explores the many issues surrounding massive violations of human rights that have marred the past century and the international community's inadequate responses to them.

Contact:

*CEU Press Ltd., H-1397 Budapest Pf. 519/2,*

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*fax: +361 327 3183,*

*e-mail: [ceupress@ceu.hu](mailto:ceupress@ceu.hu), web: [http://www.ceu.hu/cps/pub/pub\\_open.htm](http://www.ceu.hu/cps/pub/pub_open.htm)*

### **Publications of the Foundation for European Studies – European Institute, Lodz, Poland**

#### **Civil Services in the Accession States: New Trends and the Impact of the Integration Process**

Authors: Danielle Bossaert and Christoph Demmke (Polish editor: Mariusz Mielczarek)

Price: distributed free of charge

Language: Polish translation

Resume:

The publication compares the organisation and structure of civil services in the accession states, trying to establish the trends in the development of their civil services, with emphasis on law issues. The authors analyse the effects of the European integration process on the administrations of the accession states. The conclusions are a kind of an examination of the future challenges facing the civil services of these countries.

#### **Improving Policy Implementation in an Enlarged European Union: The Case of National Regulatory Authorities**

Authors: Phedon Nicolaides with Arjan Geveke and Anne-Mieke den Teuling (Polish editor: Aleksandra Maciaszczyk)

Price: distribution free of charge

Language: Polish translation

Resume:

The book describes a problem of uneven implementation of Community rules by national authorities and the question of "implementation deficit". The authors argue that an effective policy application and enforcement depends – before all – on national authorities that should be empowered, sufficiently independent, fully accountable and flexible – they have to be able to respond

to changing market conditions. This publication examines the institutional arrangements in Member States and candidate countries for national regulatory authorities (NRAs) and proposes performance appraisal and peer reviews.

## **EU Enlargement and Multi-level Governance in European Regional and Environment Policies: Patterns of Learning, Adaptation and Europeanisation among Cohesion Countries (Greece, Ireland, Portugal) and Lesson for New Members (Hungary, Poland)**

Authors: collective work (Polish editors Maria Karasińska-Fendler and Jarosław Kundera)

Price: distributed free of charge

Language: Polish translation

Resume:

This publication is a result of the multinational research project, based on the national reports. The main objective of the project was the initial diagnosis of the current situation of the two policy areas (regional and environmental policy) in the selected countries and the preparation of case study reports, followed by elaboration of policy guidelines for new MS. The key issue tackled by the reports was the adoption of certain solutions resulting from the experience of the cohesion countries (Greece, Ireland, Portugal) and adjusting them to specific conditions of the new Member States (Poland, Hungary) (guidelines for the new members).

## **Convention on EU Reform and Enlargement. Post-conference Papers**

Authors: collective work (editor: Maria Karasińska-Fendler)

Price: distributed free of charge

Language: Polish translation

Resume:

This publication contains the papers, which were presented at the international conference "Con-

vention on EU Reform and Enlargement" held at the European Institute in Lodz on 19 – 20 September 2003. The Conference was organised within the framework of EUCON Project which was carried out by Trans European Policy Study Association (TEPSA) and its member institutions. EUCON Project is aimed at stimulating a trans-national debate on works and results of the European Convention as well as the key issues of the future of Europe and some sensitive points arising from the enlargement process after the completion of the Convention works. The publication is divided into three parts: I. From Europe Agreements to Copenhagen 2002. Achievements and dilemmas – assessment of relations between the EU and accession countries, II. Citizens' Europe and III. The shape of the EU beyond enlargement after the convention.

Contact:

*Mr. Jerzy Siek, Assistant to the Director for Training and Research Programmes,  
e-mail: jsiek@ie.lodz.pl*

## **Recent Publications of the National Academy of Public Administration, Kyiv, Ukraine**

### **Public Policy Making: Collection of Policy Papers**

– compiled by Oleksandr Kiliyevych, Vladyslav Romanov  
Resume:

The book contains the policy papers prepared by the Academy students who participated in the Canadian and Polish internship programs 2002 within the framework of the Public Policy Capacity Building Project funded by the Canadian Government. The publication will be useful for public administration students and academia, public servants and local government officials, as well as for think tanks and NGOs dealing with issues of effectiveness and efficiency in different spheres of public administration.

### **Efficiency Review of Government Agencies' Performance,**

Collection of research papers. Swedish National Audit Office, Swedish Institute of Public Administration (Second edition)

Resume:

The work presents the results of efficiency study of government agencies' performance in the sphere of financing higher education, public budgeting processes. The objects of the study are medical universities, Ukrainian Academy of Public Administration.

### **Sociological Expertise in Public Administration: Case Study on the Political Reform in Ukraine.**

Yu. P. Surmin and others, Ed. V. D. Bakumenko, L. H. Shtyka

Resume:

The publication demonstrates methodology, methods and instruments of social expertise applied for the political reform conception proposed in the draft of the Law of Ukraine "On introducing changes to the Constitution of Ukraine". The work will be interesting for politicians, government officials, scientists, students and public community.

### **The Intermediate Level of Government in European States: Complexity versus Democracy".**

translation from EIPA book into Ukrainian

### **Writing Effective Public Policy Papers: A Guide for Policy Advisers in Central and Eastern Europe**

Translation from OSI publication into Ukrainian and Russian  
*Both versions (incl. the English one) are on-line: <http://lgi.osi.hu/publications/default.asp?id=112>*

Contact:

*Ivanna Atamanchuk, e-mail: Ivanna.Atamanchuk@academy.kiev.ua*

## 3<sup>rd</sup> Quality Conference for Public Administrations in the EU: Making Opportunities Work

September 15 – 17, 2004

Rotterdam, The Netherlands

How can we improve the quality of public services in the EU? The Dutch government is proud to host the 3rd Quality Conference for Public Administrations in the EU. Many excellent examples as well as unresolved problems will be highlighted during 3QC. Roadmaps, best practices and underlying business operations will be discussed in a stimulating environment. 3QC invites you to exchange ideas, debate and speak freely.

Participate in challenging in-depth discussions. Learn about different perspectives. Meet like-minded colleagues. Make new friends. And have fun, too! We will take

you on an inspirational three-day journey to make opportunities work.

From 15 till 17 September 2004 you will be able to choose from a wide range of plenary sessions, workshops, agorae and master classes that will arm you with new insights and fresh inspiration. You will be informed about remarkable successes and about the inevitable failures that are the day-to-day reality of improving quality in the public sector.

**Workshop presenters** will tell you about their experiences in the daily practice of quality improvement. **Agora speakers** will address you with their strong opinions. **Master class presenters** will highlight specific

aspects of excellent service or business operations. **Moderators** will make sure that all sessions are interactive and inspiring. In between, there will be coffee breaks and lunches to revitalise your mind, body and spirit. At the Doelen Interaction Square you can meet and discuss with friends and colleagues or arrange meetings. Here you will find the Vision Theatre, Interaction Café, Conference Expo, Internet

Mr. Yves Cannac – President of the CEGOS Group and former Deputy Secretary General of the Presidency of the French Republic and many others.

To facilitate making a choice conference tracks are composed according to the following sectors and themes:

There are plenty of ways to achieve the improvement in

change and innovation – we just need to make sure we use them! It's with good reason that the conference slogan is 'making opportunities work'.

You will be among 1, 200 policymakers and practitioners from all different levels

and sectors, sharing the same goal. There will be senior decision makers and policy advisors, school principals and health care managers, police commissioners and fire department chiefs, quality managers and supervisors, innovators and change agents, managers and leaders and many more. Participants come from all EU Member States and beyond. You will find yourself in good company!

For more information about the speakers, conference tracks and social program, please visit [www.3qconference.org](http://www.3qconference.org)

facilities, Message Boards and Meeting Points.

You may choose to participate in nearly 100 sessions on various themes. Keynote speakers will share their views of the public sector challenges with you. 3QC's keynote speakers include: Professor P. Nikiforos Diamandouros – European Ombudsman Mr Miha Pogačnik – Violinist, innovative performer, entrepreneur and Cultural Ambassador for Slovenia

Mr. Al Gore – former Vice President of the United States (invited)

Mr. Erkki Liikanen – European Commissioner for Enterprise and Information Society

Sectors	Themes
<ul style="list-style-type: none"> <li>• Central and regional government</li> <li>• Local government</li> <li>• Agencies</li> <li>• Health care</li> <li>• Education</li> <li>• Police and Judiciary</li> <li>• Defence</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• The user perspective</li> <li>• E-government</li> <li>• Partnerships</li> <li>• Change management</li> <li>• The power of measurement</li> <li>• Applying total quality models</li> <li>• Cost-effectiveness</li> </ul>

## Call for Applications Training for Advisors “Institution Building for EU Membership”

**Place: will be specified by mid May 2004**

**Preliminary term: end of June 2004**

### General Information:

NISPAcee (The Network of Schools and Institutes in Central and Eastern Europe), with the support of the UNDP RBEC Regional Support Centre and MATRA programme is organizing the **TRAINING FOR ADVISORS “Institution Building for EU Membership”**. The training programme has been designed within the framework of the project “Building advisory capacities on Institution Building in preparation for EU membership”. This project comprises the 2<sup>nd</sup> phase of the larger UNDP/ NISPAcee initiative on building advisory capacities in European, Central Asian states and Caucasus.

The main **objective** of the current programme is to strengthen advisory capacities on institutional reform matters in Central and Eastern European states through the training of local specialists and the development of a training manual and to assist the governments of the EU candidate states in Central and Eastern Europe in coping with the capacity requirements needed for successful European integration.

### AIM:

The **aim** of the training course is to build the skills of a group of policy advisors working in the current accession countries and future candidate states by providing them with an oppor-

tunity to share own know-how and learn from the experiences of the EU member states.

### Target Group:

The target group for this training are **policy advisors** from current accession countries and future candidate states working on institution building in central government agencies. Eligible countries are Belarus, Bulgaria, Czech Republic, Croatia, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Russian Federation, Serbia & Montenegro, Slovak Republic, Ukraine.

### Selection Procedures and Criteria:

The participants of the course will be selected by the selection committee according to the following criteria:

- Knowledge and experience in Institution Building and European Integration
- Advisory experience in public sector organisations
- Proficiency in spoken and written English

Selection process can include two stages: document review and telephone interviews in selected cases.

### Financial Support:

The travel, accommodation and subsistence costs of selected participants will be fully covered by NISPAcee.

### How to Apply:

If you are interested in participation, please, submit the following documents by e-mail to the NISPAcee Secretariat:

1. Application form (available on [www.nispa.sk](http://www.nispa.sk) or from the NISPAcee Secretariat [zakova@nispa.sk](mailto:zakova@nispa.sk) on request)
2. Curriculum Vitae
3. Short description of the relevant knowledge and experience on EU Institution Building and policy advisory work (0,5 page)
4. Recommendation letter confirming knowledge and experience in EU Institution Building and EU affairs)

### Deadline for Applications: May 20, 2004

#### CONTACT:

NISPAcee Secretariat,  
Ms. Elena Zakova,  
Project Manager

#### Address:

*Hanulova 5/B,  
P.O.Box 163,  
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840 02*

*Slovak Republic*

*Phone: +421 2 64285435,*

*Fax: +421 2 64285557,*

*E-mail: [zakova@nispa.sk](mailto:zakova@nispa.sk)*

## SIGMA and Other Publications – Translation into CEE National Languages

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

### How to Apply:

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).

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

**The deadline:**  
- **May 31, 2004**

## NISPAcee Occasional Papers

### CALL FOR PAPERS

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

## Winner of Alena Brunovska Award 2004



### Prof. Martin Potůček, PhD.

Born in Prague on 2<sup>nd</sup> September 1948. He studied philosophy, mathematics, political science and sociology at the Masaryk University in Brno. Until 1989 he worked as a researcher at the Department of Complex Modelling, Sportpropag, and later at the Institute of Social Medicine and Organisation of Health Care.

In 1989 he completed his Ph. D. degree in the Theory of Management. Then he studied at the London School of Economics and Political Science (1990 – 1991) and took part in professional fellowships and exchange programmes of Eisenhower Exchange Fellowship in the USA (1992), at Oxford University (1993 – 1994), at Konstanz University (1997 – 2000), at the Institute of Human Sciences in Vienna (1998) and at CEU in Budapest (1998 – 2000). In 1990 he joined the newly established Faculty of Social Sciences at Charles University in Prague. He habilitated there in 1992 in sociology and in 1998 he gained full professorship in public and social policy at the new study

programme of which he was co-founder. Between 1994 and 2003 he was Director of the Institute of Sociological Studies and since 2000 he has been Head of the Centre for Social and Economic Strategies there. In 2002 he was appointed the Permanent Guest Professor at the Konstanz University.

In 1995 he was elected the Chairman (1994 and 1996 Vice-Chairman) of the Masaryk Czech Sociological Association. He serves as the First Vice-Chairman of the Research and Development Council of the Government of the Czech Republic and the Advisor to the Prime Minister of the Czech Republic.

### **NISPAcee MEMBERSHIP**

Presently, the NISPAcee enlists 120 Institutional members (from 22 countries), 34 Associate members (from 17 countries), and 210 Observers (from 35 countries).

#### **New Institutional members of the NISPAcee**

Romanian Association of Institutes and Schools of Public Administration, Cluj, Napoca, Romania

#### **New Associate members of the NISPAcee**

UNDP BiH (United Nations Development Programme) Sarajevo, Bosnia & Hercegovina

Department of Political Science, Jonkoping International Business School, Jonkoping University, Sweden

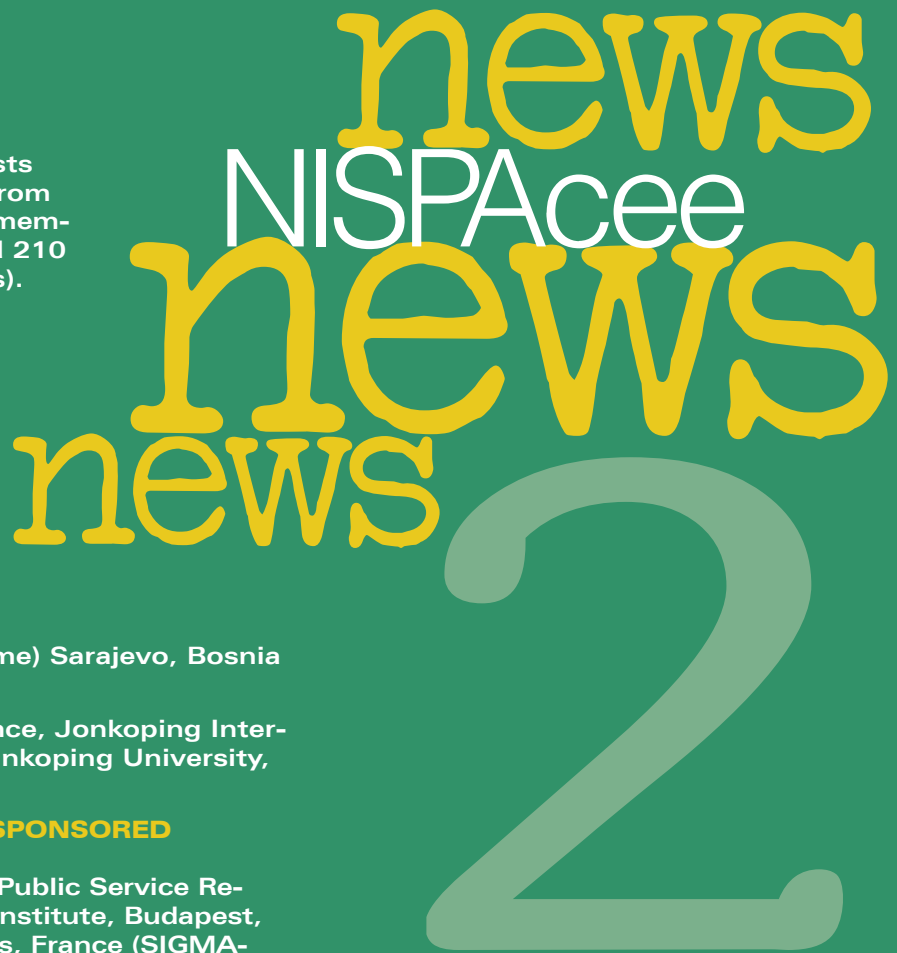
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**The deadline for the next issue is May 31, 2004.**



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