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news 2008

Romania's First Year in the EU

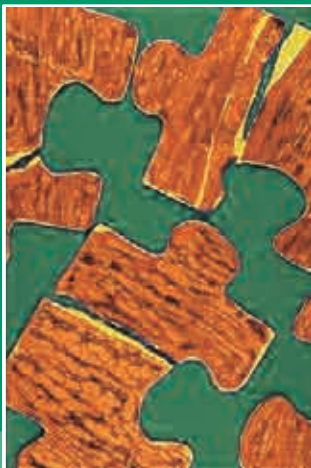
Romanian Academic Society (SAR), Bucharest, Romania

While the economy continued to grow, the year was lost in domestic infighting among political parties, with a majority in the Parliament seeking permanently to by-pass the country's EU engagements in the sensitive fields of anticorruption and political accountability. At times it looked like a civil war has broken out between the President Băsescu and the parliamentary majority on this subject. The modest economic management capacity that has kept the country on the right track since 2000 is rapidly dwindling away.

Economic Stability and Development: Stocking problems for later

Romania has witnessed steady economic growth in the last seven years, becoming more attractive as a destination of foreign direct investment. As a result, economy-wise, it is a totally different type of place than it was the case ten or twelve years ago. Three factors explain to a

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large extent this performance, and they can all be regarded as exogenous to the system of economic management of the country after 2001.

First, the most difficult and painful structural reforms had been initiated and, by and large, completed by the center-right governments before 2000. Second, 2001-2007 were unusually good years for most developing countries, including those in Central and Eastern Europe, where no major recession occurred that might have spread contagion. With strong eco-

Third, the prospect of EU membership offered a better anchorage into the *acquis communautaire* and the rule of law, which only bolstered the natural effect mentioned above. People became more optimistic about the country's perspective as some improvements were registered the competitiveness climate, and foreign companies discovered the relatively fresh and expanding Romanian market, offering better promises than the more saturated Western ones.

Most economic actors anticipated by a few years the country's accession in January 2007,

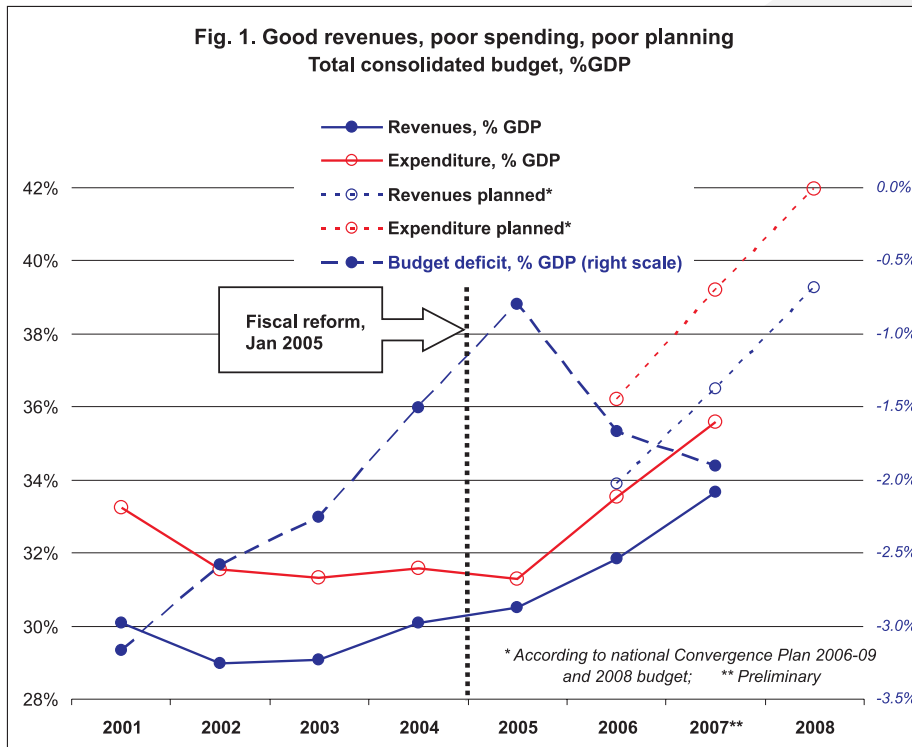
ment as an acute social problem (but also some drawbacks later, such as a shortage of labor on the domestic market).

Against this background, the stewardship of the economy after 2000 has been in general reasonable, which allowed the private sector to benefit from the favorable climate. The continuity in this respect between the two governments (center-left 2001-2004; center-right from 2005 on) was remarkable, whether in terms of policies (same macro commitments, no privatization reversal) or personnel (Central Bank). Until very recently, the trends in

reducing inflation and the budget deficits initiated in the first years of the decade were maintained. The current government adopted in early 2007 a *Strategy of Convergence* aimed at charting the waters towards the adoption of the Euro, probably in 2014, in which all the macro stability commitments were reiterated.

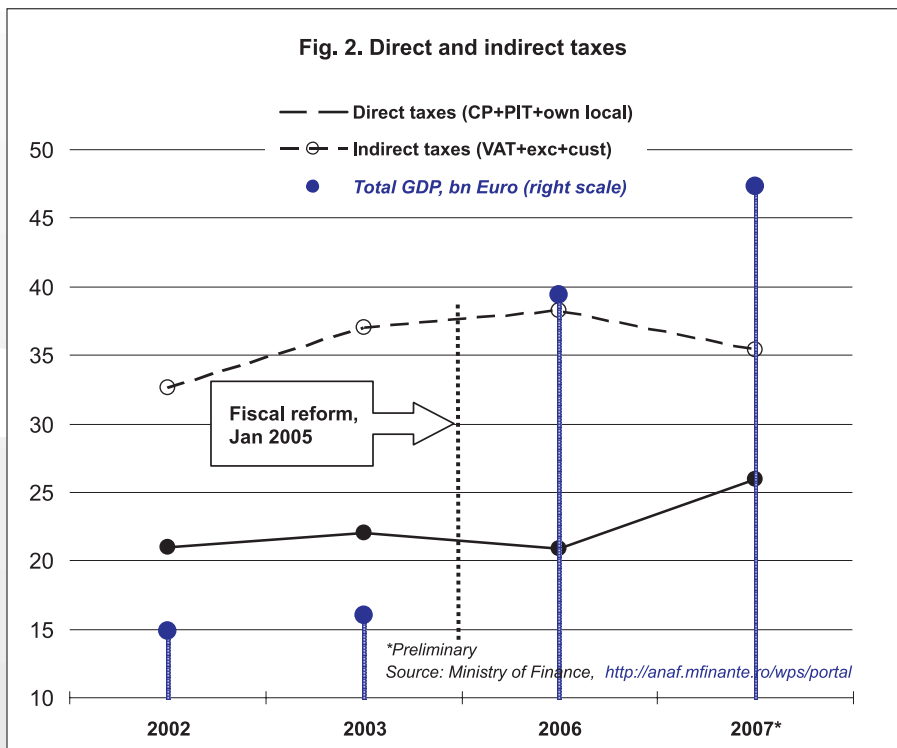
In general, 2001-2006 can be judged as a period of prudent withdrawal of the state from the economy, which created ample space for the private sector to make inroads. Getting out of the way of private entrepreneurship took many forms, from the large privatizations mentioned, to the simplifications in the rules

regarding the setting up and running businesses, and to the radical fiscal reform implemented at the beginning of 2005. This changes consisted in a tax rate cut for both companies and individuals, the replacement of the progressive tax rate on personal income with a flat one, the enlargement of the basis of this tax and a simplification of administrative procedures as a consequence.



economic growth worldwide and the consequences of the Asian crisis of the late 1990s withering away, the general climate was very favorable for a country like Romania, where communist legacies, a protracted transition and macro mismanagement in early 1990s had devalued many economic assets. This was simply the stage when land, buildings and industrial plants have come closer to their true market value.

becoming increasingly optimistic and assertive, which explains the successful privatizations taking place during this interval, at significantly better prices than before – in the banking, oil, energy and manufacturing sectors. The opening of the EU borders to Romanian citizens, starting with the big bang of visa abolition in January 2002, created a new efficiency gain in the form of remittances and the disappearance of unemploy-



Arguably, the fiscal reform was the boldest move of structural reform made under the last two cabinets, comparable in magnitude only with those forced by the harsh reality upon governments in the second half of the nineties. With the benefit of hindsight, it can be said today that it was also remarkably successful, as none of the fears of the skeptics has materialized: the fraction of GDP collected has not decreased, but increased in the years after the tax cuts (Fig. 1); and there was no marked shift from direct to indirect taxation, which may have increased the relative fiscal burden on the poor (Fig. 2). On the contrary: if the preliminary data for 2007 are confirmed, it is precisely the direct taxes on companies and individuals, where the rate cuts were operated, that mark today a yield increase, in both absolute and relative terms.

Protracted institution building and clientelism at the top

However, all the successful steps made in the last years

share one fundamental trait: they were based, as mentioned, on the public sector withdrawal from the economy. Whether it is about privatizations or the tax cuts, if the initial idea was good and the one-off effort to implement it was reasonably carried out, things have run on automatic pilot afterwards, without any need for government intervention.

Some of the flaws in the system of national economic governance are inherited, and became more apparent in 2007 just because Romania is now an EU member and the institutions that were supposed to be up and running, after years of preparations and investments made in them, have proved to be weak and unable to function in the common EU space.

The country came close to be punished with the safety clause on Agriculture because successive ministers responsible with the sector during the past year (and before) have intensely politicized the ministry, using all the subordinated structures, including the two agencies responsible with running EU funds (for rural

development, previously Sapard; and the new one for direct payments) for building up territorial networks of clientele. Only with the back against the wall, in late 2007, facing the major political disaster of penalties from Brussels and losing a substantial sum of agro subsidies for 2008, did the government decide to appoint a competent technocrat as a minister, who started to fix the problems expeditiously.

The regulatory agencies are another case in point. At least four of five major actions against Romania are currently considered by the EU Commission: one in the telecom sector, where there are problems of interoperability, while the new legislation does not guarantee political independence to the regulator; others related to large privatizations (of the Craiova car manufacturer with Ford Motors; a steel plant in Roman with Mittal Steel; and a tractor factory in Braşov with Plavus Investment) in which unreported state aid is suspected. Finally, there is the famous tax on registering second hand cars, which may infringe the free market norms.

2008, the year of increasing structural deficits?

To summarize, the good business climate in our region and the foreseeable EU accession, plus the fact that governments have managed to avoid doing unusually foolish things until mid-2007, have set Romania on the current trend of growth after 2001. The fiscal reform was an additional boost to the private sector and public budgets alike, improving the attractiveness of the country as a destination for direct investments and in the same time allowing the tax

collection to keep pace with the booming GDP. For example, the aggregated local government budgets were in 1996 around 60 USD/cap at current prices, while in 2006 they were almost ten times as high, with 550 USD/cap. Even allowing for some price inflation in USD, the landslide change is obvious: from a cash-strapped, poor administration, to one with decent revenues, where money have in general ceased to be the main obstacle to good governance, being overcome by problems of coordination and implementation capacity.

Unfortunately the good times cannot last forever, and there are signs that its notorious layback attitude has left the government utterly unprepared to address serious problems the country is going to face in the near future. The approach so far was (i) to throw money at problems, because the revenue machine kept surprising the officials with ever-higher sums flowing into the coffers; or (ii) to appoint good and credible people in top positions when the problems accumulate, with the mission to overcome the crisis and mollify the European partners – as it happens with the current minister of agriculture and, before him, with the previous minister of justice, Monica Macovei – only to replace them again with party hacks once the government is off the hook.

However, the international business climate is entering a less optimistic stage. What is more, after such a long period of growth the Romanian economy has structural problems that require attention, consistency in action and a certain degree of courage from the government – and it is exactly on these qualities that we have seen a downward trend lately. 2007 ended, for the first time after many years, with the inflation rate significantly above target,

as a result of social subsidies, salary and pension increases announced in mid-year, when this minority government had to adopt measures inspired by the opposition Social Democrats to avoid being toppled.

Producers and importers have responded quickly to inflationary expectations and raised prices, enjoying also a boost from the increased price of foods worldwide, and so by the end of the year most of the extra revenue promised to pensioners was already offset. The current account deficit continued to widen, and, together with inflation, made the parameters of the *Strategy of Convergence* appear obsolete only a few months after they were nailed down, in early 2007. The steady trend towards lower budget deficits inherited from the previous government was also reversed (Fig. 1).

Labor costs have increased overall much above the productivity gains in the economy, fuelled by the severe shortage of human resource in all sectors, while the trade unions have intensified their pressure to push up the minimum legal salary. In the end they have obtained a 14% rise, compared to the 23% requested, but the rest was promised for mid-2008. More serious is the fact that at the beginning of 2007 they managed to impose for the first time a differentiated minimum salary, which is 1.5 higher for employees with secondary education and twice as high for those with university diploma, thus throwing the effective minimum threshold much above the nominal 14% increase. All these are measures at odds with the official government strategy to make the labor market more flexible and control the domestic spending, made possible by its total dependence on opposition's votes in the Parliament.

To add insult to injury, a court in Dolj county, in a case brought before it by the teacher unions, decided that the minimum salary for the economy, negotiated by “social economic partners”, should also apply in the public sector, to avoid discrimination. Thus an absurd system has appeared that cannot function in practice: with unions and business associations negotiating each year a threshold that becomes mandatory for the public sector, and the government waiting to see what is this level, in order to know how to draft the budget.

The court decision, based on a technicality and a legal loop, was to some extent predictable, however, and it is entirely the fault of the government that it did not see it coming. The Ministry of Labor is now frantically looking for a solution to remedy the problem – other than the traditional one, that is, which is to ignore the law altogether – but the additional spending triggered by the court decision cannot be undone. The worse fears of analysts and observers are thus confirmed, that extreme political weakness in government is bad omens for the electoral year ahead.

The increased social spending, plus the pensions and salary rises initiated in 2007 and due to phase in by the end of 2008 – which, incidentally, is also the last year of mandate of the current government – are more than simple one-off electoral hand-outs. There is every reason to believe that they will create new and lasting structural imbalances in the Romanian economy and social security budgets, on top of the existing ones, which are left unaddressed. This is obvious on Fig. 3, where the spending commitments (in this case, pensions) are compared with the cuts in the social security contributions,

also promised by this government: they must be reduced by 10% overall by the end of the mandate.

There is precious little detail from the Ministry of Finance on how the government is planning to close the yawning gap between revenues and expenditure in the social security fund, since the money was scarce even before the measures adopted in mid-2007. Moreover, the feeling that numbers may not add up eventually is reinforced by the fact that the biggest changes are conveniently scheduled for the second part of 2008, only a few months before the government leaves office (Fig. 3). The question is legitimate here if this government is not deliberately stoking insoluble problems for its successors.

But why would the Social-Democratic opposition collude with the minority Liberal government and pass through the Parliament decisions that may not be sustainable in the long run – or even in the medium term – threatening the macro stability of the country, at a moment when the international business mood is cooling down? Is this what a normal opposition would do, hoping to be in office by the end of the year and having to administer the mess afterwards? One possibility may be that the Social Democrats see little hope in winning the

next elections, while the Liberals have long ago gave up the prospect of continuing in power, and so they both decided in a tacit ruling alliance to build as much political capital as they can right now.

The true opposition, the Democrat-Liberals, part of the coalition that won in 2004 and pushed out of government in

is nothing new here, because this has always been the situation in Romania, except that the sums involved are higher every year. The historical symptom is still present of failing to meet the capital investment plan and reallocating money in haste in November-December to avoid the political shame of closing the year on surplus.

The move may be very obvious, like in 2006, when vast sums were passed down to local governments in the last days of the year just to clean the plate, or more subtle, like in 2007. But the real causes of the low capacity to spend money on projects, which are numerous and complex, have never been addressed systematically, while ministers keep pointing fingers at one another or at local governments. In fact, if the EU programs are anything to judge by, it is ministries and central agencies that have the lowest project management capacity, while at the local level the absorption of funds through investments

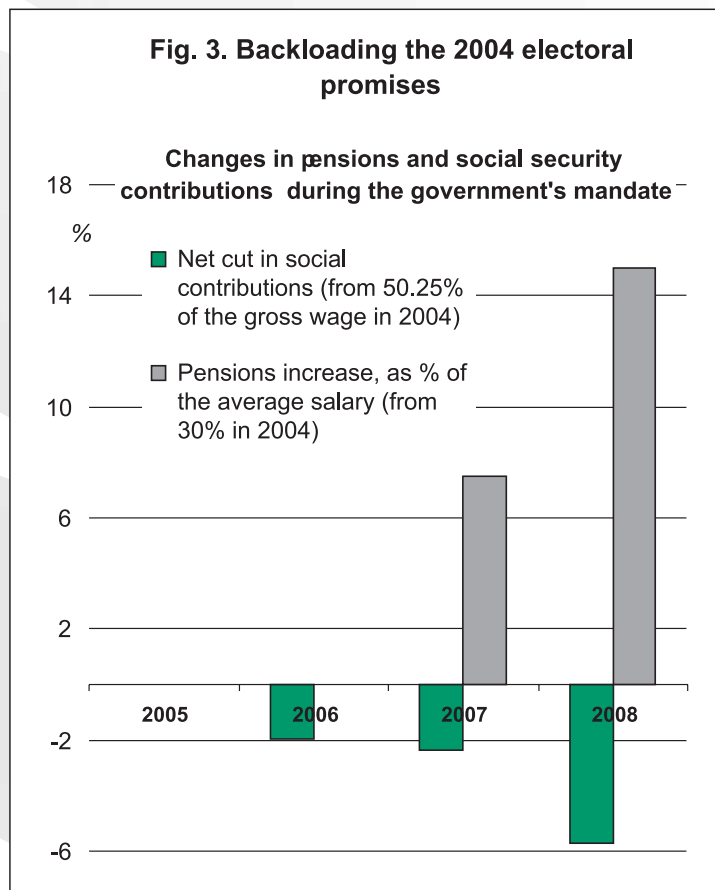
may be very unevenly across the territory, but it is higher of average.

Outlook for 2008

It is very likely that negative trends described above will continue and even amplify in 2008. Here are some issues to watch.

1. Elections

Romania should organize local and legislative elections in 2008. However, no dates are set and following the bad precedent created in 2007 with the needless postponement of European elec-



the spring of 2007, currently credited by opinion polls to win the next elections, have no power to block any initiatives in the legislative. This bizarre situation in 2008 is very different from the one in 2004, when both the power and the opposition had realistic hopes to win, and as a result a longer time horizons that increased their responsibility.

In contrast to the new profligacy in social spending, public investments and transfers continue to be erratic and subject to poor planning – at least, there

tions, a new period of uncertainty lays ahead. Organization problems which led to minor frauds in 2004 were shamelessly buried by a parliamentary committee. There is a difference of one million voters between Internal Affairs data and Statistical Office and therefore quite an important potential for irregularities still. The last year was lost in a sterile dispute over the voting system as a panacea for bad behavior of politicians, despite universal lack of evidence of a correlation between political corruption and a certain voting system. If the government manages to pass its bill, a new issue will arise with the design of single unit constituencies, which are to provide half of the total number of MPs. It is very likely this issue will generate more disingenuous arrangements, gerrymandering and backdoor deals.

Recommendation: the government should set immediately a date for the two rounds of elections and focus on solving concrete, technical issues related to voting procedures, rather than on grand visions about the electoral system.

2. Anticorruption

It is likely that at least some MPs will continue to try to close down DNA or curtail its legal powers. As DNA, besides investigating ministers, is for the first time unveiling frauds at the level of the Supreme Council of Magistracy, Romania's main self-regulating judicial body, its efforts are worth the support of the public and European institutions. Once the government will succeed appointing a new Minister of Justice (the president turned down the nomination of liberal Norica Nicolai, who as a MP was behind many of the attempts to block anticorruption in the past two years),

this person might become the sole responsible of the task of dismantling DNA, as was the previous minister, Mr Chiuariu. A National Agency of Integrity with the task of controlling declarations of assets has also come into being, though with smaller powers than originally intended.

Recommendation: the European Commission should signal clearly to Romania that attempts to tamper with DNA's activity in any way would be followed by the activation of the safeguard clause.

3. Government spending of national and EU funds

Watch the 2008 macro parameters, such as the proposed deficit, alongside the government spending commitments made for the second part of the year. In some cases the data presented by the government do not add up, as is the case with the social security fund. It is not clear how the aggregate expenditure can increase by a staggering 6% of the GDP in just one year, to 42%, as the 2008 budget forecasts (Fig. 1), even with the €4 billion of EU grants included, which is in itself an improbably optimistic target (until now we have always spent no more than €2 billion per year). Past deviations from budget plans were never discussed and explained, and no lessons were learned from those experiences.

Recommendation: a system of reporting periodically and ex-officio the EU funds spent every quarter or semester, by the main categories of programs, should be put in place for the benefit of the public, following the model of tax collection reported on the website of the Ministry of Finance. This kind of aggregated data exists in the system and can be shown to the public at zero

cost, but is currently kept secret between a small circle of Romanian top officials and DG Regio in Brussels. There is no reason to continue this practice, because only from real-time figures of funds absorption can some institutional problems be discerned.

In a situation where a large informal political alliance runs the country with no stake in the continuation of reforms, a time horizon shortened to a few months time, and a race going on to adopt increasingly populist and expensive measures, probably the best hopes for 2008 are also related to exogenous counterbalances:

- the resilience of the private economy, both in Romania and the region, until the elections are over;
- the few disciplinary instruments that the EU Commission is still having;
- but, first and foremost, the increased level of scrutiny by the domestic public and media over the public budgets, in order to detect and warn on poor policies.

Elections will very likely generate a more balanced and rational Parliament, where the ruling parties govern and the opposition opposes them, but they will not create, under the current proportional system, a clear majority in favor of the president. Since no single winner can emerge from the current political struggle, it would be wiser if Romania's few uncorrupted politicians can strike a deal across parties and major issues, ensuring fiscal stability and good governance, for the economy to be able to bear the usual dose of political misery in the years to come.

Source: SAR ANNUAL REPORT, January 2008

International Forum: Transparency in Administrative Processes

Hellenic Branch of the International Institute of Administrative Sciences (HIAS)

Forum title:

Structures and processes for consultation: The advancement of transparency in increasing the quality of public administration

Forum Venue:

Electra Palace Hotel, Thessaloniki, 13 – 14 June 2008

Participating countries (16):

Albania, BiH, Bulgaria, Croatia, Cyprus, Greece, FYR of Macedonia, Moldavia, Montenegro, Romania, Serbia, Slovakia, Slovenia, Turkey, Ukraine, UN Administered territory of Kosovo

Participants' profile:

- [1] Senior civil servants from any of the following Ministries: Development, Economy, Environment, Finance, Interior, Public Administration, Public Works, Social Welfare;
- [2] Consultants / Advisors to the Government;
- [3] Jurists: Administrative Judges, lawyers, practitioners;
- [4] Academicians with relevant experience;
- [5] Civil Society Organisations

The notion of transparency of the functioning of the modern state is most often approached, both in administrative theory, and in practice, as a prerequisite for the fight against corruption. However, another dimension of the notion exists, perhaps less visible, but equally important for the quality of public administration. This dimension is directly related with the essence of the administrative phenomenon, the decision making task, and it refers to the publicity and consultation, which take place either prior or after the decision

making process with regard to public policy.

Given the scarcity of resources, decision making in public administration, in the form of normative regulations, i.e., laws, decrees, ministerial decisions, etc, ought to ensure the best possible result. Thus, the contribution of competent actors, who benefit or are adversely affected by a certain regulation – directly or indirectly – as well as of other competent authorities becomes of special interest in the consultation process. Such a process involves the exchange of views, in order to ensure whether and to what extent the inherent contradictory interests of the affected interests have been balanced, resulting to a policy that it is the best possible choice for the society as a whole.

Furthermore, it would be interesting to explore whether the views of the interested parties, not only are recorded and considered, but they are also rationally processed, in order to determine whether they influence the decision, and if their input can potentially improve the quality of the regulation. Such elements determine the process and the corresponding structures of the consultation.

Furthermore, since the rightness of the regulation can be evaluated only after its issue, when

the results of each application are effected, it is of great interest to evaluate the regulation not only by the public authority that had initiated its issue, but also by the persons that have been or continue to be influenced by its implementation. Such an evaluation is important since it is assumed that every regulation is subject to improvement (adjustment, replacement, abolishment), either because it missed its target, or because the social and economic environment, within which was formulated, has altered its characteristics.

Thus, it is worth examining, what the time frame is, within which the results of a regulation are objectively recorded, as well as whether the appropriate structures exist, so that the Administration may accomplish this task. It is also of considerable consequence to examine the extent to which local factors contribute to the decision making process in areas which concern local communities, as well as what are the most suitable methods from citizen involvement, individually and collectively, in this process.

Based on the ideas and thoughts, presented above, the Hellenic Institute of Administrative Sciences, which is a member of the International Institute of Administrative Sciences, is organising a Forum, aiming to

advance the scientific dialogue of the extremely interesting subject of the administrative process of transparency as a contributing factor to the quality of administration. This public forum will be also the occasion for the presentation and evaluation of empirical findings, which will further analyse aspiring to reach some conclusions, which will not only be of theoretical value, but they will also comprise the basis for the design of appropriate administrative policy in this area.

It is of special interest to observe the existing political, administrative and social structures of consultation mechanisms, at the different levels of governance (central, regional, local) in the participants' countries of origin.

HIAS will cover all expenses related to participation, including costs of visas, full accommodation/board, and international and local travel expenses.

We are inviting you to propose names of (up to three) candidates from your country, preferably including their name, title/function and email address. Due to a high level of interest from many countries in the region, HIAS has also asked that potential candidates submit their CVs, or alternatively, a short summary of their experience in the field of interest.

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UNDP Launches New Five-year Regional Project on Public Administration Reform

In the last week of February, the Parliament of the Hellenic Republic ratified a Bill guaranteeing 7,1 million USD in funding for a new five-year regional Project entitled Regional Centre for Public Administration Reform.

The Project aims at promoting public administration reform in the region of Central and Eastern Europe and the Commonwealth of Independent States. A Project office serving all the countries in the region will be established in the near future in Athens, Greece. More information on the structure of the Project, as well as on the activities it plans to implement, may be found in the Project Document available online at:

http://www.uncpar.org/uncpar/mediaupload/20080111_RCPAR_ProDoc_5-year_final.pdf

The ratification followed the signing of a Cost Sharing Agreement in July last year, between Ben Slay, the Director of the UNDP Bratislava Regional Centre (BRC) for Europe and the Commonwealth of Independent States and Professor Prokopios Pavlopoulos, the Greek Minister of Interior, Public Administration and Decentralisation.

The Project aims at facilitating professional networking and enhancing cooperation on Public Administration Reform (PAR) among the countries in the region. In the Project's pilot phase last year, a network of Focal Points, consisting primarily of practitioners and experts from the region, was established. The network is currently being expanded, among other to ensure adequate participation from experts in various fields

such as public finance, service delivery and human resources management.

Through multi-country initiatives generated by the network members themselves and implemented in cooperation with UNDP country offices, the Project will among other focus on:

- strengthening capacities for policy making and coordination
- improving public finance management and public service delivery
- enhancing organisation and staffing in the public sector

The selection of thematic areas was done in conjunction with last year's Regional Survey on Potential Assistance Needs in PAR, where 25 countries in the region participated. The survey report is available at:

http://www.uncpar.org/uncpar/mediaupload/20070730_CPAR_survey_report.pdf

The Project offers a flexible framework for demand-driven, participatory regional PAR programming over the next five years. UNDP BRC sees it as the major anchor for its regional programme on Public Administration Reform and Anti-Corruption in the coming years.

For more information on the Project, visit the website www.uncpar.org or contact:

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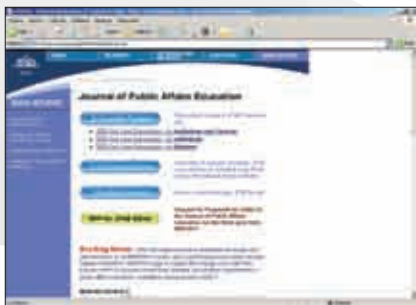


to Web Sites



<http://assessingaccession.eu>

The establishment of a new research networking initiative called “Assessing Accession – Central & Eastern Europe in the EU”. This initiative aims to bring together researchers, academics, students and practitioners with a specific interest in developing a broader understanding of how the EU’s political institutions and policy-making structures have impacted on, and been impacted by, the EU’s new Central and East European member states. The website provides details of research activities, projects, workshops and conferences.



<http://www.naspaa.org/initiatives/jpae/jpae.asp>

JPAE (Journal of Public Affairs Education) has added electronic distribution to faculty and administrators at all NASPAA schools, and is publishing bound copies through Netpub Publishers. NASPAA’s goal in making this change is to make this journal – which is focused on teaching, learning, and program improvement in public affairs education – available to everyone who needs it.



<http://www.epractice.eu/>

The European Commission initiative – portal ePractice.eu. The ePractice.eu portal provides networking opportunities on a European scale for teachers, researchers and students alike. Members can obtain visibility through their member profile and good practice cases and may take part in several thematic communities of your own choice; registration is free-of-charge.



<http://www.epracticejournal.eu/>

Possibility to submit articles to the European Journal of ePractice, a peer-reviewed publication. The benefits include professional feedback from our encouraging peer-reviewers as well as opening a marketing window to our 11,000 member strong community from academia, policy, and industry.



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

The edited volume of Municipal Economic Development Tools is the result of collaboration of the Global Urban Studies Program (GUSP). The volume provides a description of development tools including practical and user-friendly advice about how to address common critical issues of municipal economic development. The first call for contributions to the volume was issued in November of 2006 and resulted in 11 tools which were published online in English, Ukrainian, Russian and Spanish in March 2008. The project plans to re-issue the call on a regular base in order to extend the set of available best practice examples.

Calendar of Events

May 7 – 8, 2008, EIPA-ECR Seminar “Evaluation of Public Policies: Procedures, Methods, Practices and Standards”

Place: Barcelona (ES)

Contact:

Merce Kirchmer

phone: +34 93 567 24 05

e-mail: m.kirchmer@eipa-ecr.com

May 9, 2008-04-18, Round-table “Economics and Management in the Public Sector”

Place: Faculty of Economics, University of Rijeka, Croatia

Working language:

Croatian, Slovenian, English

Contact:

Marija Kastelan Mrak,

e-mail: kastelan@efri.hr,

web: <http://oliver.efri.hr/~javnisekl>

May 19 – 20, 2008, Training course “Value for Money Audit: A Practical Approach to Evaluating Economy, Efficiency and Effectiveness”

Place: Warsaw, Poland

Contact:

Katarzyna Mind,

European Centre for Public

Financial Management,

European Institute of Public

Administration,

Antenna Warsaw, Poland,

phone: +48 22 570 84 05,

fax: +48 22 570 84 07,

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warsaw_secretariat@eipa.eu,

k.minda@eipa.eu,

web: <http://www.eipa.eu/en/activities/show/&tid=2752>

May 27 – 29, 2008, Annual International Conference, Regions: The Dilemmas of Integration and Competition? Regional Studies Association

Place: Prague, the Czech Republic

Organiser:

The Regional Studies Association

Working language: English

Contact:

Postal Address Regional Studies Association,

PO Box 2058, Seaford, East Sussex BN25 4QU, United Kingdom,

phone: +44 (0) 1323 899 698,

fax: +44 (0) 1323 899 798,

e-mail: events@rsa-ls.ac.uk,

web: http://www.regional-studies-assoc.ac.uk/events/prague08/full_cfp.pdf

June 2 – 4, 2008, Seminar “How to Develop a Convincing Project Strategy for EU Funding: Do’s & Don’ts for Local and Regional Actors”

Place: Barcelona (ES)

Contact:

Caroline Layous Dit Chicoy, EIPA,

phone: +34 93 567 24 18,

e-mail: c.layous@eipa-ecr.com

June 2 – 6, 2008, Summer School “Providing Professional Development and Training for the Public Administrators”

Organizer: School of Public Administration, Lomonosov Moscow State University

Working language: Russian

Place: Moscow, Russia

Contact:

Olga N. Bogdanova,

e-mail: bogdanova@spa.msu.ru,

June 3 – 4, 2008, Conference

“Development Assistance Operators from EU New Member States: Experiences, Trends and Challenges”

Working language: English

Contact:

Ms Urška Zrinski,

Center of Excellence in Finance,

Ljubljana, Slovenia,

phone: +386 1 3696 336,

e-mail: urska.zrinski@cef-see.org

June 5 – 8, 2008, “New” Europe and Challenges of Sustainable Development, The second PhD students’ international conference

Place:

Bratislava, Slovak Republic

Organiser: Under the auspices of

Mrs. Brigita Schmögnerová,

Vicepresident of the European

Bank for Reconstruction and Development, President of Proforum – Progressive Forum.

Topics: The conference provides a forum for PhD students from different research areas to present and discuss their research findings. All panels will be chaired by senior academic/researchers who will lead the discussion and give young panelists very valuable feedback on their research. Selected papers will be published in the conference proceedings. The organizers pay all expenses to PhD students who will present their work.

Working language: English

Contact:

Alena Rochovska,

e-mail: conference_program@fes.sk,

web: <http://www.proforum.sk/main.php?go=news>

June 9 – 13, 2008, Summer School »Introduction to Public Finance Management«

Working language: English

Contact:

Ms Ana Frangež,

Center of Excellence in Finance,

Ljubljana, Slovenia,

phone: +386 1 3696 304,

e-mail: ana.frangez@cef-see.org

June 11 – 13, 2008, Capacity Building Seminar for Partnerships on “Designing and Delivering Skills Strategies for Cities”

Place: OECD LEED Trento Centre for Local Development, Trento, Italy

Contact:

Ms. Elisa Campestrin,

e-mail: elisa.campestrin@oecd.org,

fax: +39 0461 277650

June 11 – 13, 2008, Seminar “The new relationship with our neighbours: A practical guide to the European Neighbourhood Policy”

Place: Maastricht (NL),

11 – 13 June 2008

Contact:

Ms Dorina Claessens, EIPA,

Maastricht, Netherlands,

phone: +31 43 3296 337,
fax: +31 43 3296 296,
e-mail: d.claessens@eipa.eu,
web: <http://www.eipa.eu>

June 12 – 14, 2008, EGPA-ASPA Fourth Transatlantic Dialogue

Working language: English

Place: Milan, Italy

Contact:

Dr. Fabienne Maron, EGPA, Brussels, Belgium,

phone: + 32 2 536 08 84,

fax: + 32 2 537 97 02,

e-mail: maron@iiasiiisa.be,

web: <http://www.iiasiiisa.be/egpal/agconf/2008/TAD-Milan/agmilan.html>

June 16 – 17, 2008, Conference – Regional Development Challenges of EU Border Regions in the Context of the Interaction between the EU and Countries of its Immediate “Neighbourhood”

Place: Tartu, Estonia

Working language: English

Contact:

Dr. Gulnara Roll, University of Tartu, Institute of Politics and Government,

e-mail: Gulnara.Roll@ut.ee,

web: <http://www.ctc.ee/CBCconference/>

June 18 – 19, 2008, Eleventh International Conference “Dependability and quality management ICDQM – 2008.”

Place: Belgrade, Serbia

Contact:

Mrs. Dr Ljubica Papic,

phone: (032)883-610,

mobile: (064) 137 4442.

June 18 – 20, 2008, Seminar “The Common Assessment Framework and the Balanced Scorecard”

Working language: English

Place: Maastricht, Netherlands

Contact:

Ms Ann Stoffels, EIPA,

phone: +31-43-329 6317,

fax: +31-43-329 6296,

e-mail: a.stoffels@eipa-nl.com

June 19 – 20, 2008, Second International Symposium on the

Development of Public Administration in Southeast Europe

Organiser: University of Ljubljana, Faculty of Administration, NISPAcee

Deadline for registration:

May 31, 2008

Contact:

Barbara Grošelj,

e-mail: barbara.groselj@fu.uni-lj.si,

web: <http://www.fu.uni-lj.si/SSPA/>

June 20 – 22, 2008, Conference

“Global Transformations: Integration, Transition, and Development”

Place: Budapest, Hungary

Organiser:

Central European University

Working language: English

Contact:

e-mail: gradconf2008@yahoo.com,

web: <http://www.gradconf.ceu.hu>

June 23 – 27, 2008, IIAS 4th

International Specialised Conference: “International Aid and Public Administration”

Working language: English/

French/Turkish

Place: Ankara, Turkey

Contact:

Matthieu Fragnoud,

Bruxelles, Belgium,

phone: 32 - 2-536.08.80,

fax: 32- 2-537.97.02,

e-mail: iias@iiasiiisa.be,

web: http://iias.todaie.gov.tr/genel/bizden_detay.php?kod=25

June 25 – 26, 2008, International Scientific Conference European Financial Systems 2008

Working language:

Czech, English, Slovak

Place: Faculty of Economics and Administration, Brno, Czech Republic

Contact:

Jan Krajicek,

e-mail: jan.krajicek@mail.muni.cz

June 30 – July 4, 2008, Course “EU Decision-Making in Practice – Managing the EU Policy Cycle”

Place: Maastricht (NL)

Contact:

Ms. Araceli Barragán, EIPA,

phone: +31-43-329 6325,

fax: +31-43-329 6296,

e-mail: a.barragan@eipa.eu,

web: www.eipa.eu

June 30 – July 6, 2008, Summer University Course “Climate Change: An Interdisciplinary Inquiry”

Working language: English

Place: Central European University, Budapest, Hungary

Contact:

Borbala Varga,

phone 36-1-327-3118,

fax: 36-1-235-6170,

e-mail: [sun_climatechange_2008@](mailto:sun_climatechange_2008@ceu.hu)

ceu.hu,

web: <http://www.sun.ceu.hu/climatechange>

June 30 – July 6, 2008, Summer University Course “Integrity Reform – Strategies and Approaches”

Working language: English

Place: Central European University, Budapest, Hungary

Contact:

Sara Svensson,

phone: 36-1-327-3000 ext 2543,

fax: 36-1-235-6170,

e-mail: [sun_integrityreform_2008@](mailto:sun_integrityreform_2008@ceu.hu)

ceu.hu,

web:

<http://www.sun.ceu.hu/integrity>

July 14 – 18, 2008, IASIA Annual Conference: “Enhancing Efficiency, Effectiveness and Equity in Public Service Delivery: challenges, opportunities and good practices”

Working language:

English/French

Place: 14 – 18 July 2008, Kam-

pala, Uganda

Contact:

Johannes Irschik, Brussels, Belgium,

phone: +32/2-536.08.89

fax: +32/2-537.97.02,

e-mail: irschik@iiasiiisa.be,

web: <http://www.iiasiiisa.be/schools/aeconf/kampala/kampala-index.php>

September 1 – 2, 2008, Conference “Public Administration 2008”

Working language:

Czech, Slovak, English

Contact:

Mrs. Ilona Obrsalova,

Ms. Ivana Vesela,

Faculty of Economics and
Administration University of

Pardubice, Pardubice,

Czech Republic,

phone: +420-466-036 172, 036173,

fax: +420-466-036 173, 036010,

e-mail:

ilona.obrsalova@upce.cz,

ivana.vesela@upce.cz

September 3 – 6, 2008, EGPA**Conference 2008: "Innovation in
the Public Sector"**

Working language: English

Place:

Rotterdam, The Netherlands

Contact:

Dr. Fabienne Maron, EGPA,

Brussels, Belgium,

phone: + 32 2 536 08 84,

fax: + 32 2 537 97 02,

e-mail: maron@iiasia.be,

web: <http://www.egpa2008.com/>

**September 18 – 19, 2008: The
Advanced Academic Updates:
Governance**

Working language: English

Contact:

Charlotte Groven, Maastricht

Graduate School of Governance,

phone: +31-43-388 4659, 388 4864,

e-mail: charlotte.groven@governance.unimaas.nl,

web: <http://www.governance.unimaas.nl>

**September 19 – 20, 2008, In-
ternational conference "Infor-
mation and Communication
Technologies: from Modern to
Information Society"**

Place: Novo Mesto, Slovenia

Contact:

Uros Pinteric,

e-mail: uros.pinteric@gmail.com

**September 19 – 20, 2008, Confer-
ence "Economic Transformation
of Central and Eastern European
Countries"**

Place: Vilnius, Lithuania

Organiser: Vilnius University,
Faculty of Economics and Wro-

claw University of Economics

Working language: English

Contact:

Vilnius University,

Faculty of Economics, Vilnius,

Lithuania,

phone: +370 5 2366284,

fax: +370 5 2366284,

e-mail: conference@ef.vu.lt,

web: <http://www.conference.ef.vu.lt>

**September 25 – 27, 2008, Fourth
Pan-European Conference on
EU Politics**

Place: University of Latvia, Riga

Organiser: ECPR Standing

Group on the European Union

Working language: English

Contact:

Prof. Fabio Franchino,

e-mail: fabio.franchino@unimi.it,

web: <http://www.jhubc.it/ecpr-riga/>

October 10, 2008 Conference**"Transition from the Theory
and Practice of Encouragement
of Economic Growth to the Con-
cept of Human Development:
From Revealing Problems to
their Solution"**

Organizer: Civil Servant Training
Institute, Dushanbe, Tajikistan

Contact:

e-mail: munim@inbox.ru,

fax: +992-37-224 1786

**October 10 – 11, 2008, Confer-
ence "Challenges to Democratic
Governance in New Democra-
cies in CEE and the Balkans"**

Place: Budapest, Hungary

Organiser: Center for the Study
of Imperfections in Democracy
(DISC) at Central European Uni-
versity, Freedom House Europe

Working language: English

Contact:

Stefan Cibian,

International Relations and

European Studies Department,

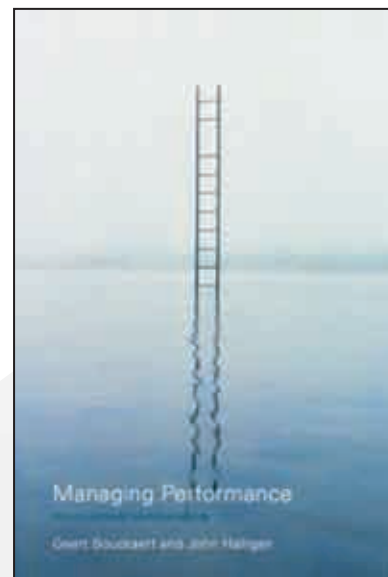
Central European University,

Budapest, Hungary,

e-mail: disc@ceu.hu,

web: [http://www.disc-ceu.org/
events/october-conference](http://www.disc-ceu.org/events/october-conference)

Recent Publications

**Managing Performance:
International Comparisons****Authors:**

Geert Bouckaert and
John Halligan

The book provides a frame-
work through which models
of performance management
can be understood in terms
of both their impact within a
public sector organization, and
the effects that have been seen
in countries with contrasting
administrational contexts. It
critically examines the effects
of performance management
models in the public sector and
assesses their future evolution.
It is an important book for all
students and researchers with
an interest in management,
public administration and pub-
lic policy.

Price: 32.50 GBP

Contact:

<http://www.routledge.com/>

**Financial tools of regional and
local government in Belarus
and in post-socialist countries**

Author: Yuri Krivorotko

Publisher: "Misanta" publish-
ing house, Minsk, 2008, 331 p.

The monograph gives a theoretical and applied aspect of financial toolkit system's development of regional and local government in Belarus and in various post – socialist countries are concerned. The detailed retrospective analysis of financial tools functioning in territorial management has done. The recommendations for transformation of tax and budget system to interact with budgets of different levels and to develop of financial decentralisation are submitted. The book is designed for the broad audience of readers, including representatives of local executive and legislative power, scientists, experts in the field of public finance, and those who shows interest to develop of financial tools of regional and local government, as well.



The book is published in Russian language and may be helpful for Russian speaking students who are training at the European Universities.

Contact: Yuri Krivorotko,
e-mail: kriff@rambler.ru

Local Government in Belarus

Authors: Vladimir Kivel, Vladimir Fateev, Valery Sidorchuk, Yuri Krivorotko, Dmitry Sokol

Publisher: "Tonkick" publishing house, Minsk, 2007, 416 p.



In submitted work the complex of issues on themes of local government are concerned. The attention is paid for theoretical bases of local government and reform experience of administrative and territorial division in European countries and problems of its perfection in Belarus. An organizational aspect of local government is analyzed, too. The book is addressed to employees and representatives of local government and the public associations functioning at a local level, to students, post-graduate students and research workers and to the broad audience of the readers who are interested in problems of local economy, local finance and local democracy, as well. The book is published in Russian language and may be helpful for Russian speaking students who are training at the European Universities.

Contact: Yuri Krivorotko,
e-mail: kriff@rambler.ru

The Senior Civil Service in National Governments of OECD Countries

Publisher: SIGMA/OECD

This recent OECD report (available in English) addresses, by using a comparative approach and in practical terms, the definition of the senior civil service in several OECD countries. It gives an account of the rea-

sons why senior civil services were created and their inherent constraints. The report dwells on how senior civil services are managed (recruitment, remuneration, employment conditions), where the boundaries between politics and administration are drawn, what is the role of the senior civil service in policy advice and its contribution to manage public administration reform processes.

Contact:
Ms. Elsa Pilichowski,
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elsa.pilichowski@oecd.org

European Perspectives for Public Management

Authors: Dietrich Budäus et al

Publisher:
Dietmar Brodel/Franziska Cecon

Price: 28,50 EUR

Language: German

Resume: Public administration, especially at the local level, faces a lot of challenges in today's Europe. Therefore, learning from each other became even more important. This publication offers international and national reform examples stressing six different foci: regions as a chance, intercommunal cooperations, migration and integration in the light of demographic change, public social responsibility and citizen involvement, strategic development and instruments of outcome orientated administrations. The publication is addressed towards politicians, civil servants and interested people of the public administration and its innovations.

Contact:
forschung@puma.fh-kaernten.at

The European City – Sustainable Development Policies

Editor: Konstantin Pashev



Publisher: University Publishing House "Sv. Kliment Ohridsky", 2007, Sofia, Bulgaria

Language: Bulgarian

The issue is a collection of reports in Bulgarian Language presented at the International Conference "The European City – Urbanization and Architecture, Security and Finance", which took place in Sofia, 16 – 18 September 2007.

Contact:

Vesselka Nesterova,
New Bulgarian University,
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phone/fax: +359 2 8110381,
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Human Potentials Management in Public Administration

Author: Gordana Marcetic

Publisher: Social Sciences Polytechnic in Zagreb

Price: 180,00 HRK (app. 25 EUR)

Language: Croatian

Resume:

Using the neo-institutional theoretical framework, the author analyses the creation, development, and content of the key concepts of public administration – traditional public administration concept, New Public Management and good governance, points out the importance of values and goals in different administra-

tive concepts. The study shows that different models of human potentials management in PA correspond to the fundamental concepts and doctrines of PA.

Author presented new methods and techniques in contemporary civil service systems and argues that NJM brought significant changes into traditional civil servants' in the fields of recruitment, remuneration, traditional classification of civil service system, career advancement, human potentials development, education, and in-service training of public service. Furthermore, she comparing models of HPM in Great Britain, Germany, France, Hungary and Croatia and conclude that new methods of HPM are not equally well accepted in all countries because they depends on cultural characteristic, historical heritage, institutional context, political-administrative and other factors. Finally, the case study of the City of Zagreb has shown that HPM in the contemporary meaning of the term does not exist and author give series proposals for betterment.

Contact:

Faculty of Law,
University of Zagreb, Croatia,
e-mail:
vukojcic.tijana@gmail.com

Regionalism and Regional Policy

Author: Vedran Dulabic

Publisher: Social Sciences Polytechnic in Zagreb

Language: Croatian

Resume:

The book deals with the administrative aspects of the EU regional policy and it's impact on national administrative system. Particularly, it analyzes adaptations and requirements which have to be made in order to increase the overall absorption capacity of national adminis-

trations with the emphasis on transitional experiences. Policy capacity of transitional public administration governance system is taken under special consideration. The book contains twelve separate chapters divided in four parts. The first part consists of two chapters devoted to analysis of policy capacity in administrations of transitional countries and the multi-level governance as a peculiar system of public governance. Such system emerges primarily in connection with the EU regional policy. The second part deals with the sub-national level of governance, presents typology of regions which are used in social and administrative sciences, and analyzes development of the regionalism idea in different legal and policy documents. The third part is devoted to regional policy of the EU, from it's early developments to contemporary shape. Additional chapter deals with organization and management of the EU structural funds. Comparative experiences are considered in the fourth part, together with the the analysis of absorption capacity of Croatia. Administrative systems of Slovenia, Hungary, Ireland and Finland are analyzed with the emphasis on their legal and institutional framework for regional policy management. Special attention is devoted to subnational governance system in these countries. The final chapter deals with the Croatian opportunities and obstacles in the process of adjustment it's administrative system to effectively manage the EU regional policy.

Contact:

Faculty of Law, University of Zagreb, Croatia, e-mail: vukojcic.tijana@gmail.com

Grants/Jobs/Internships

International Master in Social Policy Analysis by Luxembourg, Leuven and Associate

Institutes (IMPALLA)

Institution/Organiser: The CEPS/INSTEAD (Luxembourg) and the catholic University in Leuven (Belgium)

Kind of support/work: fellow

Topics: The program leads to an advanced Master Degree issued by the K.U. Leuven where the IMPALLA students are registered as regular students. The academic program has three major objectives: to offer a solid theoretical foundation in comparative socio-economic policies, at the European level and beyond; to provide a thorough training in advanced research methodology; to give a well-founded expertise in policy evaluation

Deadline: June 15, 2008

Contact:

IMPALLA Secretariat,
CEPS/INSTEAD, Luxembourg,
phone: +352-58-58 55 610,
e-mail:
impalla.secretariat@ceps.lu,
nicole.hegerle@ceps.lu,
web: <http://www.impalla.ceps.lu>

M. A. in Advanced European and International Studies

Institution/Organiser: The Institut Européen des Hautes Études Internationales (I.E.H.E.I.)

Kind of support/work: fellow

Duration: one year

Place: The programme has two branches, a trilingual branch (French, English, and German) and an Anglophone branch. The trilingual branch includes semesters in Nice and Berlin, as well as seminars in Rostock and Rome. The Anglophone branch

is composed of semesters in Istanbul, Nice and Berlin as well as a seminar in Poznan.

Topics: The Institut Européen des Hautes Études Internationales (I.E.H.E.I.) offers an interdisciplinary graduate programme in European Studies and International Relations. The programme includes the following modules: International Relations, European Integration, Democracy and Society, Federalism. A study trip to European and international organizations is an additional part of the programme. The Institute will also help students finding internships in such organizations. The Master will be awarded after the defence of a thesis of about 100 pages, and an oral exam. A limited number of scholarships can be granted.

Eligibility: The Institute accepts applications of university graduates from all countries and disciplines. Passive knowledge of French, English, and German languages is a requirement for the trilingual branch. Knowledge of English is required for the Anglophone branch.

Deadline: June 30, 2008

Contact:

Mme Dominique Moreno or
Mélanie Ho Bao Loc,
phone: +33 4 93 97 93 70,
e-mail:
scolarite.iehei@wanadoo.fr,
dheei@cife.eu,
web: <http://www.iehei.org/Accueil.htm>

International Masters in Russian, Central and East European Studies

Institution/Organiser: The Department of Central and East European Studies at the University of Glasgow

Kind of support/work: fellow

Duration: 18 month

Site: Glasgow, UK

Topics: The Department of Central and East European Studies at the University of Glasgow invites applications from international students (i.e. non UK/EU) for MSc scholarships (tuition fees plus stipend of £15,000 over 18 months i.e. £10,000 per annum) on its new 18-month masters programme, the International Masters in Russian, Central and East European Studies. The Department of Central and East European Studies also invites applications from UK/EU students for a fee waiver MSc scholarship (tuition fees only) on its new 18-month master's programme, the International Masters in Russian, Central and East European Studies. The International Masters (IMRCEES) degree offers a coherent programme of in-depth study of the Russian, Central and East European region. Students will gain a specific cultural awareness of a given Central or East European country and will benefit from the international experience of studying and conducting research in another country. By the end of the programme students will be able to locate Central and Eastern Europe within a broader global context whilst retaining an appreciation of the region's internal diversity in a variety of spheres (cultural, economic, ethnic, political and social).

Deadline: May 30, 2008

Contact:

Clare McManus-Czubinska;
Dr Eamonn Butler, Department of Central & East European Studies, University of Glasgow,
phone: +44 (0) 141 330 2849,
e-mail:
c.mcmanus@lbss.gla.ac.uk,
web: <http://www.gla.ac.uk/cees/postgraduate/internationalmasters>

First Trans-European Dialogue (TED), also first joint NISPAcee-EGPA event, takes place in Tallinn, Estonia:

“Towards the Neo-Weberian State? Europe and Beyond”

From 30 January to 1 February 2008, for the first time, the two key professional associations of Public Administration in Europe, the European Group on Public Administration (EGPA) and NISPAcee, held a common conference to start a Trans-European Dialogue (TED), following the very successful Trans-Atlantic Dialogue that EGPA has organized with ASPA, the American Society of Public Administration.

The format of the Trans-European Dialogue, however, is somewhat different: It is that of a high-level, focused conference on a timely topic in Public Administration that will profit from bringing together senior experts from the different regions, thereby facilitating interchange and discussion across Europe and even including Central Asia and the Caucasus.

For the inauguration of TED, EGPA and NISPAcee chose as their topic what is perhaps the most important and interesting issue in Public Administration theory right now, the one concerning the overall current paradigm – and possible paradigm shift – in Europe and beyond. In recent years, a vigorous academic de-

bate has commenced concerning how to characterize what is happening after the decline of the New Public Management (NPM) as the central model to explain changes and goal of public management reform. Is the best new model that of the Neo-Weberian State (NWS), as proposed by Christopher Pollitt and Geert Bouckaert?



Very roughly stated, this is the idea that the contemporary (perhaps even the optimal) design of PA in Europe is a quite strong, active state that unites basic Weberian features with some key lessons learned from NPM.

TED1 was organized and chaired by Pollitt and Bouckaert themselves as well as by Wolfgang Drechsler of Tallinn University of Technology (TUT), member of the NISPAcee Steering Committee, who had suggested the topic of the conference. Some 40 well-known senior experts, mostly scholars but also senior civil servants, assembled in the Great Council room of TUT

for a very intensive two-day meeting that featured lively, controversial and very fruitful discussions. TED1 was heavily discussion-based, including a session with structured debate based on previous theses by the participants and an open one in the end; in between, formal papers by Jörg Bogumil (Bochum), Tiina Randma-Liiv (TUT), György Jenei (Budapest) and Larry Lynn, Jr. (Chicago) were delivered and discussed.

Not everyone present agreed that the NWS was the optimal model, but as a consensus, the NWS emerged as a highly interesting research topic and point of departure for further work, and it became abundantly clear that the classical Weberian state is far from over in Europe and much stronger than was believed some five or ten years ago. It is very clear that countries and regions develop differently. It was also underlined frequently how much rhetoric and reform programs differ from PA reality, although, as was also remarked, this is not always a bad thing, depending on the reform ideas. That the NPM is really not a contemporary model for public administration at all anymore, let alone a reform goal, was general consensus. For the NISPAcee region, it is important to realize – especially as the local papers and expert opinions strongly underlined the failures of NPM reforms in Central and Eastern Europe – that NPM as an

overall paradigm is not valid for our time and for our region. Yet, political pressure to implement PA reforms that are clearly not appropriate is often there: As Larry Lynn pointed out, for instance, if anything can be said to be proven in the social sciences, it is that performance pay does not work, yet few reform tools are so popular politically as this one.

A book publication covering TED1, co-edited by the chairs, will be forthcoming; it will feature the papers as well as the discussions and additional essays by participants.

The event also included receptions in Tallinn City Hall by invitation of the Lord

Mayor and in the Stenbock House, the seat of the Government on Cathedral Hill, hosted by the State Secretary of Estonia. It was followed by separate and joint meetings of the NISPAcee and EGPA Steering Committees (see separate report).

Feedback by the participants after the conference has been excellent, and TED1 was generally pronounced a great suc-



cess. Both sponsoring organizations unanimously agreed to continue the TED in very similar form. In 2009, TED2 will take place in Helsinki.

First Joint NISPAcee-EGPA Steering Committee Meeting – Memorandum of Understanding

February 2, 2008 Tallinn, Estonia

The Steering Committees of the both organizations NISPAcee and EGPA met for the first time on the occasion of the first event organized jointly – the



first TED, in order to discuss opportunities for their close cooperation for the future. Representatives of both organizations informed each other about their recent developments and strategies, looking through fruitful discussion for joint interests and possible actions

within public administration in the Europe and beyond. The meeting was concluded by an adoption of the Memorandum of Understanding signed by the Presidents Mzia Mikeladze, NISPAcee and Geert Bouckaert, EGPA and NISPAcee Executive Director Ludmila Gajdosova and EGPA European Affairs Manager Fabienne Maron. The final statement of the memorandum expresses the spirit of the future relationship of the organizations involved:

“According to their respective missions and in the spirit of jointly promoting, improving, and guaranteeing high-level Public Administration scholarship and practice in Europe and beyond, EGPA and NISPAcee intend to improve and increase

their historically friendly and close cooperation, especially on the academic and project level. In order to do so, they will continue to organize jointly and annually a Trans-European Dialogue (TED) that was started in Tallinn in 2008, which will also serve as a venue of interaction between the two Steering Committees and management. To further develop this cooperation, EGPA and NISPAcee agree to form a joint committee to develop a joint work plan. Each professional group shall appoint members to this joint committee. Each delegation of the committee shall report to their governing body with the committee’s recommendations so that they will be discussed, approved and implemented”.

Training course

“How to Be a Better Policy Advisor”

Zagreb, Croatia, February 26 – 29, 2008

ReSPA (The Regional School of Public Administration) in cooperation with its local partner the Civil Service Training Centre of the Central State Office for Administration organized a NISPAcee training course “How to be a Better Policy Advisor” in February 2008 in Zagreb, Croatia.

This was already a second joint training course organized with ReSPA. The first training was carried out in Sarajevo, Bosnia and Herzegovina in September 2007. Based on the positive feedback received from participants ReSPA decided to continue this joint initiative and to offer another NISPAcee training course especially tailored to the needs of public officials from the Western Balkan countries.

The welcome and introductory remarks were offered by Mr. Davor Ljubanovic, Director of the Civil Service Training Centre and Member of the ReSPA Steering Committee, Ms. Inga Stefanowicz, ReSPA representative and Ms. Elena Zakova, NISPAcee representative. The training course was successfully led by a team of NISPAcee international trainers – Mr. Alfredas Chmieliskas (Lithuania), Mr. Gyorgy Gajdushek (Hungary) and Mr. Georgi Shopov (Bulgaria).

The objective of the training course was to provide the public officials with an opportunity to increase their knowledge and develop their skills in the design of public policy advice and establishment of channels for its delivery to their respec-

tive governments. The training programme was designed as a combination of theoretical parts and practical exercises. It was composed of the following main



theoretical parts: Policy Cycle and Advising Entries, Skills of a Good Advisor, Environment, Problems in Advising, Types of Client / Needs Assessment, Types of Products / Policy Paper and Reaching the Client.

nia and Herzegovina, Croatia, former Yugoslav Republic of Macedonia, Montenegro and Serbia. The diversity of experiences of the participants con-

tributed to the success of the training. The trainees participated in the work of nationally mixed groups allowing them to share their experiences, overcome cultural barriers and establish new partnerships and cooperation.

The positive feedback from participants indicates that this kind of training is still very much needed and appreciated in the NISPAcee region. The training course met the expectations of the trainees, brought them new information and a better understanding of issues in the area of policy making and advice, structural view of the policy development cycle and better



The training included 20 participants mainly representing different ministries and governmental institutions from Albania, Bos-

possibilities for their personal and professional development.

Winner of Alena Brunovska Award 2008

Attila Ágh

received his M.A. in philosophy and history in Budapest in 1964, and his PhD in European Sciences in Nancy (France) in 1967. He became a Full Professor in 1978. He was invited as a visiting professor to many universities and spent longer periods abroad.

In the 1980s he was the Director of the Hungarian Institute for International Relations and dealt extensively with the theory and practice of foreign affairs and policy planning. Between



1990 and 2002 he was the Head of Political Science Department at the Budapest University of Economics and the Director of the Hungarian Centre for Democracy Studies. His Centre regularly edited the *Budapest Papers on Democratic Transition*, later *Budapest Papers on Europeanization* (more than 300 entries) and from 1988 the *Political Yearbook of Hungary*. He has also edited four books in English on the emergence of democratic parliaments in East Central Europe. At present he is the Director of the Research Centre "Together for

Europe" at the Hungarian Academy of Sciences and Full Professor at the Budapest Corvinus University. His major research interest is comparative politics as Europeanization and "linkage politics", i.e. the relationship between external and domestic factors in the Central European developments. He has recently participated in the preparation and coordination of the reform of Hungarian public administration. In 2007 he became the project leader for the preparation of the Spanish, Belgian and Hungarian team presidency in the project of the Hungarian Prime Minister's Office.

NISPAcee Journal of Public Administration and Policy

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.

Manuscripts should be sent in electronic form at whatever time.

Editor-in-chief

Juraj Nemec, Matej Bel University, Banska Bystrica, Slovakia

Members of Editorial Board

Geert Bouckaert, Catholic University, Leuven, Belgium;

Wolfgang Drechsler, Tallin Technical University, Tallinn, Estonia;

Gyorgy Jenei, Corvinus University of Budapest, Budapest, Hungary.

Editorial correspondence, including manuscripts for submission, should be addressed to Mr. Juraj Sklenar, deputy editor, e-mail: sklenar@nispa.sk.

Manuscripts should be sent in electronic form. Guidelines for authors are available at the NISPAcee website.

More information: www.nispa.sk

Translation of Selected Publications into CEE National Languages

Goal of this project is to translate 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.

The deadline:

May 31, 2008

NISPAcee MEMBERSHIP

Presently, the NISPAcee enlists 128 Institutional members (from 23 countries), 32 Associate members (from 20 countries).

New Institutional members of the NISPAcee

Crimean Center for Training and Enhancement of Public Servants, Local Government Servants, Public Enterprises and Public Agencies officers, Simferopol, Ukraine

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