INVITATION & CALL FOR PAPERS

For the 13th NISPAcee Annual Conference

Democratic Governance for the XXI Century: Challenges and Responses in CEE Countries
May 19-21, 2005
Moscow, Russia

Organized in co-operation with The School of Public Administration of the Moscow State University,

Notice: Information on the Conference is regularly updated on the NISPAcee website: www.NISPA.sk

NISPAcee is pleased to invite all member institutions, associate and individual members, as well as others interested in the topics of public administration and public policy in Central and Eastern Europe to participate and take part in discussions of the issues of democratic governance at the 13th annual NISPAcee conference.

The Main Conference Theme:

During the last 15 years, former Communist countries have made significant social, political, and economic progress. Free elections, public policy debates, market economy, diverse civil societies are the proof of this. National public administration systems and practices have also changed dramatically. Today's civil servants are more professional and capable than they were a decade ago; many public managers utilize the best public administration research has to offer; efficiency and effectiveness play important roles in art and science of governing. The transition to democratic and prosperous societies is in full swing in Central and Eastern Europe. Some countries already joined the EU in May 2004. Whilst the degree of advancement is varied, democracy and market economy as values and as a reality have taken roots in the region. As these changes occur, public administration practice and theory have faced a number of new as well as traditional challenges.

Papers are invited on the following themes:

National, regional and local governments are struggling to secure the necessary revenues to meet the growing demands for public services. It is increasingly more difficult for governments to meet the expectations for traditional public services and also be a player in a market economy. The development of national, regional and local systems of public administration has to accommodate the appropriate roles for politicians and public servants. What type of relationship do we have? What type of relationship do we want here?

Public administrators and researchers need to address such ethics topics as corruption, public servant integrity, personal political beliefs and discharge of public functions. With different diverse social and ethnic groups voicing their concerns and claiming their rights, what should the appropriate governmental response be? Will bureaucratic representation help to
alleviate some of the tensions? Ethnic tensions and conflicts are still a reality in some parts of the region. What are the best ways to address these issues? Are public managers well equipped to deal with them?

The demands to, requirements for and expectations of a public servant have changed. What should a model public employee look like? What skills and knowledge should he/she possess? How much civil service protection do we want to provide? What is the role of training institutions in civil service reforms?

Globalization brings the opportunity to introduce modern management, change the way in which government works through the use of modern technology, and the utilization of more effective and efficient governing models. It also brings new problems. With so much discretion in a public manager's hands, how would he/she handle the dilemma of national, public and local interests?

The discussion of these topics will help the academic community and practitioners alike to advance public administration theory and practice, and take one more step towards a more democratic and prosperous society through the sharing of ideas and evaluating reforms.

**Panel Sessions and Forums**

Several panel sessions and forums are planned to be included in the conference programme. The overall objective is the presentation of different projects and relevant activities as well as to enable and facilitate the exchange of views, experiences and good practices among the countries. The proposals with the identified topic and the presentations are welcome and will be considered by the Conference Steering Committee.

**Working Groups**

**I. Working Group on Politico-Administrative Relations**

**WG Programme Coordinators:**
- **Bernadette Connaughton**, University of Limerick, Ireland
  E-mail: Bernadette.Connaughton@ul.ie
- **Georg Sootla**, Tallinn University of Educational Sciences, Estonia
  E-mail: gsootla@tpu.ee
- **B. Guy Peters**, University of Pittsburgh, USA
  E-mail: bgpeters+@pitt.edu

**NISPAcee Project Manager**: Viera Wallnerova, E-mail: wallnerova@nispa.sk

The permanent WG on politico-administrative relations was created at the 1998 NISPAcee conference in Prague. Initially the WG concentrated its research activities on studying the general institutional framework of politico-administrative relations in CEE by investigating the attitudes and role perceptions of elected politicians and appointed officials and the impact of transition politics on their relationships in a comparative perspective. From these results the book ‘Who Rules’? (2001) was published and a second book entitled “Politico-administrative relations
under coalition government” is currently in the process of publication. In 2002 the WG expanded this analysis from traditional ‘top down’ relationships in government to governance to incorporate the presence, impact of, necessity and contribution of other actors and stakeholders in the policy-making arena, in the attempted resolution of complex social problems through direct forms of involvement and contribution. At the current time a third volume of articles is being prepared for publication.

At the forthcoming 13th annual NISPaCee conference, the working group shifts and further extends its focus on those dimensions of politico-administrative relations in order to reflect the latest developments in CEE countries. There are two broad directions of analysis for which papers will be prepared.

After accession into the EU one part of former post-communist countries has challenged by the urgent need to reform (reorganize, adapt) their policymaking process and institutions at domestic level in order to enable them to participate effectively in the policymaking process at European level. In order to meet these requirements, the leadership of those countries and their academic support must summarize the strengths and weaknesses of the development of political and administrative dimensions of the policy process during transition. They have to identify in which dimensions the emergent practices of interaction of politico-administrative institutions and participants would fit with the European practices and in which they need considerable reconstruction to make their countries voices heard and accepted in the process of making policy decisions at various EU institutions and levels. The fit of various levels of government is equally important for the development of horizontal integration between regions and sectors of neighbor countries as well as for the effective implementation of EU strategies at the national level. The majority of the new member states are small countries who should have very well calibrated institutional arrangements and strategies in focusing their policymaking capacity into points in which issues that are existentially important to their nations are debated and decided. At the same time effective policymaking institutional framework is conducive to the actual co-operation and integration in horizontal dimensions. In sum, the new focus is the study of interactions and contradictions politico-administrative dimensions in multi-level governance and policymaking in new member states. It is anticipated that previous dimensions of analysis (developments of politico-administrative core, policy networks and communities) as well as pre-accession institutional arrangements will be considered as institutional premises and also constraints in developing new politico-administrative configurations that fit with the requirements of multi-level governance. The analysis can focus on institutional changes and needs of changes at regional, ministerial, government level or at the level of EU institutions.

The transition context produced many normative expectations concerning basic institutional arrangements that would ease the consolidation of democracy. These expectations were formed largely in the analysis of post-war developments of Western democracies. Among them were models analysing the roles of politicians and civil servants which shaped the general analytical basis for WG research during the initial years. Recent developments reveal that different countries that have rather different historical background and which belong to different cultures (often largely determined also by their religious origins) have also considerably specific routes in building up systems of governance that better fit to the needs of their nations. It is anticipated that transition to democracy results in the increasing variety of institutional arrangements and a
variety of routes to stable democratic institutions. It is therefore expected that many developments in the post-soviet space as well as in Southern Europe demonstrate a larger variety of configurations of the politico-administrative core of government than those which were generalized in models that departed from Western European and Anglo-American experience. Our aim is to foster study the policy process and the interaction (and intermingling) of politico-administrative dimensions in the real policymaking process in those countries. It is expected that papers presented at this WG will facilitate the establishment of some new institutional regularities in the organization of roles of politicians and top administrative officials and civil servants determined by specific historical-cultural variables. This knowledge is very valuable for further development of cooperation and integration between EU member states, accession states and states in post-soviet space.

At the same time we will accept papers which contribute to further insights into state-society relations in public policy in Central and Eastern Europe through a case study approach.

The research protocol with specific outlines is available at the NISPAcee web: www.NISPA.sk. We request participants to follow the research guidelines carefully as a major criterion for selection of papers and funding participant’s travel is that papers follow the protocol effectively. In choosing your topic and planning your proposed research, do not hesitate to contact the workshop coordinators.

We welcome all contributions from CEE as well as Western countries especially those who have no previous contact without WG.

II. Working Group on Public Sector Quality

WG Programme Coordinators:
Katarina Staronova, Open Society Foundation, Bratislava, Slovakia,
E-mail: katka@osf.sk
William Dunn, University of Pittsburgh, Pennsylvania, Graduate School of Public and International Affairs, USA and Graduate Center for Public Policy and Management, Skopje, Republic of Macedonia
E-mail: dunn@pitt.edu
Sergei Pushkarev, Ural State University, Yekaterinburg, Russian Federation
E-mail:

NISPAcee Project Manager: Viera Wallnerova, E-mail: wallnerova@nispa.sk

Theme 2005:”Quality of Implementation”

The Working Group on Public Sector Quality throughout its existence since 1999 has discussed the basic principles of quality in public administration. Among the issues addressed by this working group have been: promotion and measurement of quality in the public administration, the role of public consultation and e-government in improving the quality of service delivery, how to assess the quality of public governance, and quality of policy analysis, research, and expertise in decision-making and implementation. Following the interest of its participants and
the last theme, group’s focus moves towards the new theme - the implementation. There are two broad directions of analysis for which papers will be prepared.

The practice shows that the stage of implementation is extremely weak in the policy making processes in Central and East European countries. The first thoughts (if any) about implementation come only when the law is passed. These thoughts tend to relate the implementation to the application of the law, and to that end some ministries occasionally prepare seminars to secure unified application of the law. Implementation is a necessary step following policy decision; otherwise policy-making loses its purpose and mission.

In most countries in Europe, there is not a coherent modernizing agenda in relation to quality policy implementation and assessment of this quality. Without implementation, all good efforts in the public administration reform become only theoretical exercises. In other words, professional and high quality public policy implementation addresses efficiency and effectiveness directly in a real world of activity and thus supports change and improvement on the road to democracy and citizen satisfaction. Papers presenting single case studies or comparative, policy-relevant empirical research on how to assess and measure implementation processes, how to improve quality of policy implementation in the good governance perspective in the western democracies, CEE and the NIS are sought by this working group. This includes studies that identify conditions that facilitate and retard implementation, factors that may help or hinder the implementation of effective policies at the national, regional or local level. To what extent do policy-makers including elected officials as well as civil servants and their roles and ethics influence quality of the implementation? Papers may include applications of existing models of implementation to a concrete process, documentation of the use of methods and techniques for monitoring the process and outcomes of implementation, development of systems of indicators that are or could be useful in monitoring and evaluation of the implementation, and an inventory and assessment of some of the most important methods and models for monitoring and evaluating implementation. Do experts and consultants, and/or citizen participation or consultation have a place in these methods and techniques for monitoring and evaluation of implementation? What impact has EU accession (or the pursuit of EU accession) had on policy implementation at the national, regional or local level? Has the accession process helped or hindered the improvement of policy implementation in the member states, accession states and states outside of the accession process? Comparisons of cases of successful and unsuccessful implementation and case studies of the implementation and non-implementation of policies are useful part of this call topic. We hope that a range of papers drawing on the empirical experience in a variety of countries and at various levels of government will provide a valuable basis for cumulating our current knowledge about the range of variation and factors contributing to or hindering the improvement of policy implementation.

In sum, we are calling for papers of two kinds. First, we seek evaluations / analyses / empirical research of the quality of preparation for the policy implementation process (e.g. the use of impact assessment tools, implementation strategies, etc. prior to actual implementation). Second, we seek evaluations, analysis, empirical research and case studies that assess the performance or demonstrate progress in actual implementation of certain policies. Practical experience from practitioners and civil servants who may increase the dissemination of good practice in the
region is welcome. We would therefore particularly like to invite papers, which combine conceptual and empirical research on the issues described below.

Discussions of the working group will be organized around five sub-topics:

1. The impact of the EU accession on the quality of policy implementation;
2. Evaluation of the quality of the policy implementation process (both anticipation of the implementation and the actual implementation);
3. Monitoring and measuring the performance of civil servants and other stakeholders in the implementation of the policies;
4. Conditions that affect the quality of policy implementation;
5. Decentralization, outsourcing and the quality of policy implementation on local and regional levels.

The research protocol with specific outlines is available at the NISPAcee web: www.NISPA.sk. We request participants to follow the research guidelines carefully as a major criterion for selection of papers and funding participant’s travel is that papers follow the protocol effectively. In choosing your topic and planning your proposed research, do not hesitate to contact the workshop coordinators.

We welcome all contributions from CEE as well as Western countries especially those who have no previous contact with WG.

III. Working Group on Strategic Leadership in Central Government

WG Programme Coordinators:
Martin Brusis, Center for Applied Policy Research, Germany
E-mail: brusis@lrz.uni-muenchen.de
Radoslaw Zubek, London School of Economics and Political Science, UK
E-mail: zubek@lse.ac.uk
NISPAcee Project Manager: Michal Luciak E-mail: Luciak@nispa.sk

Introduction
The working group on strategic leadership in central government was established in 2003 at the NISPAcee annual conference in Bucharest. The aim of the working group is to investigate the institutional underpinnings of strategic leadership in central government. From the start, its main focus has been on the core executive and its role in furthering strategic leadership in government. The working group met for the first time in May 2004 at the 12th NISPAcee conference in Vilnius. The participants discussed the development of strategic capacities at the centre of government and the impact of core executive institutions on policy-making. In 2004-2005 the working group will continue with its focus on the role of the core executive institutions in ensuring a strategic orientation. The immediate objective is to develop a joint publication on ‘Core Executive and Strategic Leadership’.

We now invite papers for the forthcoming 13th annual NISPAcee conference in Moscow. The papers should strictly follow the research guidelines presented below.
**How we understand the problem**

We conceive strategic leadership as a capacity of the central government to make and implement policy decisions that are integrative and welfare-maximizing; that are knowledge-based and consider dynamic policy externalities and interdependencies; and that are informed by a longer-term perspective going beyond immediate re-election concerns.

All governments face inherent problems in demonstrating capacity for strategic leadership. The problems derive from internal opportunity structures that encourage ministers and their staff to ‘go it alone’ or pursue narrow departmental interests at the expense of the strategic interests of the cabinet. Three types of such institutional incentives merit special attention.

- First, the political performance of individual ministers is judged based on the size of benefits that their policies bring to their department and social and economic clientele. For example, the health minister is closely monitored and stands to be visibly rewarded and punished by the medical community. This departmental bias may be further reinforced by the need to secure the support of the party organization and departmental staff.

- Second, ministerial decisions and behaviour reflect, and may be driven by, the political interaction among the parties of the governing coalition. If the number of parties in government is high, ideological distance between parties is large and internal cohesion of parties is low, ministers affiliated with such parties are inclined to use their portfolio in order to serve party interests at the expense of cabinet interests.

- Third, ministers and their staff have not only strong incentives but also the formal power to bring policies closer to their own departmental interests. Thanks to the principle of ministerial autonomy, ministers have exclusive agenda-setting powers within their policy jurisdictions. The agenda-setting powers enable ministers to decide whether and when to change the existing policies and to bring collective decision-making closer to their own preferences.

If the centrifugal effects of such opportunity structures are to be addressed, there is a need for institutionalizing appropriate mechanisms that reinforce the strategic leadership within the government. Such mechanisms are normally found within the core executive - all those institutions located at the centre of government that are attached to the chief executive or the cabinet.

**Four Themes**

Governments have four principal types of resources that they use to affect the outside world. These are: finance, rules, organization and information. All such resources may be used by ministerial departments to pursue strategic government goals or to further their narrow departmental interests.

We invite papers that cover the strategic management of one or more of these resources:

- strategic management of public finance – the focus here is on the strategic orientation in budgetary policy. The questions asked include: To what extent departmental budgetary allocations reflect the general priorities of the government? What is the proportion of the spending that is driven by strategic priorities as opposed to that driven by short-term particularistic concerns?
strategic management of rule-making – the focus is on the strategic orientation in the use of legislation by ministerial departments. The questions asked include: To what extent cabinet legislative plans reflect the general law-making priorities of the government as a whole? To what extent legislative plans are implemented in practice? How much legislation is proposed and adopted ad hoc by departments? How does the government ensure the support of its parliamentary majority for government-sponsored bills?

strategic management of organization – this theme centres on the strategic management of governmental organization. The questions asked include: To what extent the internal organization of the government reflects the strategic priorities of the government? How effective are mechanisms of inter-ministerial co-ordination? To what extent ministries/agencies are established ad hoc to further short-term particularistic interests? How are strategic cabinet interests represented in recruitment and personnel policies?

strategic management of information – the focus is on the management of informational messages that the government sends to the outside world. The questions asked include: To what extent ministers and departments follow the cabinet line in communications with the outside world? Do ministers speak against the cabinet? How does the cabinet manage its relations with the media?

**Explanatory/Dependent Variables**

The explanatory variable is the institutional arrangements at the centre of government. In organizational terms, the focus is on the prime minister’s offices, cabinet offices, finance ministries, specialized secretariats, cabinet committees, coalition management mechanisms, communication arrangements at the centre of government. Papers should study the type of incentives such core executive institutions provide vis-à-vis individual ministers and their departmental staff. A typology of such institutional incentives should be developed to capture cross-sectoral, cross-temporal or cross-national variation. Descriptive accounts of organizational detail should be kept to a minimum.

The dependent variable is the strategic orientation in the management of resources. Variation in the dependent variable should be examined using performance indicators (both qualitative and quantitative) that will measure the extent to which government action is driven by strategic orientation. These may refer both to procedural and substantive aspects of policy making (e.g. reliability of government fiscal commitments, quality of legislative preparation process, etc).

**Theory and Methods**

Papers should adopt an explicit research methodology (qualitative or quantitative) and be guided by a rigorous analytical/theoretical approach. Papers without a theoretical framework may be rejected.

*We request participants to follow the above described research instructions carefully as a major criterion for selection of papers and funding participant’s travel is that papers follow the protocol effectively. In choosing your topic and planning your proposed research, do not hesitate to contact the workshop coordinators.*
IV. Working Group on Democratic Governance of Multi-ethnic Communities

WG Programme Coordinators:
Petra Kovacs, LGI/OSI, Hungary
E-mail: kovacsp@osi.hu
Jana Krimpe, Tallinn University of Educational Sciences, Estonia
E-mail: jana.krimpe@lepe.ee
Michael Brintnall, American Political Science Association, USA
E-mail: Brintnall@apsanet.org
NISPAcee Project Manager: Viera Wallnerova, E-mail: wallnerova@nispa.sk

The coordinators of the WG invite contributions on its 2005 theme:
"Delivering Public Services in Multi-Ethnic Settings"

Background
The Working Group (WG) on Governing Multiethnic Communities had its fifth gathering at the 12th Annual Meeting of the NISPAcee. The working group continued its discussions about promoting inclusive policies responsive to the needs of ethnically diverse communities, and about the design, implementation, and administration of public services that help to advance the status of minority communities and promote the well-being of the majority and minority groups together. The group also initiated a discussion about effective education and training for public officials to respond to multi-ethnic communities, and about the role of schools of public affairs and administration to improve this education and training.

For its sixth gathering at the 13th Annual Meeting of NISPAcee, the WG has decided to proceed on two tracks. First, we would like to continue to receive papers addressing evaluation of public programs that support cultural and ethnic minorities and assessing the design and effectiveness of training and education programs for public officials to respond.

Second we would like to organize a roundtable discussion among public officials and public administration school faculty and directors to talk together about how to improve the preparation of public officials to work in multi-ethnic democracies. This roundtable discussion, in turn, might lead to a future statement by NISPAcee about the importance of this interaction and of the steps and standards for the PA schools to follow in their curricula, teaching, and recruitment of students.

Call for Papers
Officials as well as citizens are often frustrated in their attempts to get a clear picture of the performance of government's achievement in promoting inclusive policies responsive to the needs of ethnically diverse communities. Comprehensive information and analysis is rarely available on the issue equity in public service delivery. And public officials are often untrained or unprepared to deal with the new and complex demands of managing public services in the face of ethnic diversity and majority-minority conflict.
We consequently seek policy studies that provide suggestions by which local governments and their agencies or institutions might regularly assess their performance or demonstrate progress. And we seek evaluations of the ways in which public officials are educated and trained to respond to the challenges of public service delivery in multi-ethnic democracies and practical examples and recommendations of how such training and education might be improved.

By adding to the field research available that can identify key factors of successful practice in providing equitable access to public services for minorities, and by applying these lessons to effective development of good basic education and training techniques for preparing public servants to manage in a diverse world, we hope to combine scholarship and practice, leading to meaningful long-term change in public administration and its response to ethnic diversity, equal opportunities and non-discrimination, particularly at the sub-national levels of government.

A preference will be given to papers based on empirical research (case studies), on papers that provide empirical evaluation of education and training practices, and of papers that link an understanding of policy experiences with the education and training needs they call for. Guidelines for writing papers are available in Working Groups section.

Also, we are interested in papers with a focus on curriculum and training issues that NISPAcee might lead in developing -- questions of how to help current public administrators, and future ones now in the PA schools, to learn to manage in a multiethnic environment, steps to assess and advance how the PS schools and training centers are doing in recruiting diverse classes of students, from all ethnic groups, into their programs, how active they are in having faculties or available speakers and experts on these questions, and how they can evaluate their own training and education programs to assure they are responsive to these needs.

Finally, we seek senior public officials and public administration educations willing to serve on a roundtable discussion about how to improve the preparation of new public officials in public administration schools in the NISPAcee region to work effectively in multi-ethnic democracies. We are interested in discussion that identifies the practical education and training needs relevant to working in such complex settings, that addresses how to recruit cultural and ethnic minority students into public service and in to public administration education programs, and how to assure their successful completion of these programs, and that helps develop specific suggestions for good academic practice and curricula. We are hopeful that roundtable participants will be available to continue discussion of these themes throughout the year to help develop recommend standards of good practice.

V. Working Group on Public Sector Finance and Accounting

WG Programme Coordinator:
Zeljko Sevic, University of Greenwich, UK
E-mail: Z.Sevic@gre.ac.uk

NISPAcee Project Manager: Elena Žáková, E-mail: zakova@nispa.sk

Theme 2005: “Strengthening Public Finance Accountability in Emerging Economies:
The main goal of this research is to examine critically the participation of Parliaments at national level and local/regional councils at sub-national level in the budgeting process. Scholars will focus their attention on the issues of accountability, budgetary (and overall democratic) oversight and formal auditing in CEECs. The authors will test a hypothesis that the budgetary discipline is higher in the countries where the Parliaments show more attention and involvement in the budgetary process. It has been reported worldwide that legislative activism in public budgeting is increasing, but it seems that the trend was not well-documented for the countries in CEE. Consequently, the authors will analyse the current state of ‘legislative activism’ in their respective countries, searching for forms that may be nationally specific. Following from the increased ‘legislative activism’ the overall budgeting process is more transparent and ‘democratic accountability’ is on the increase. The project will also test whether increased ‘democratic accountability’ improves the fiscal outcomes and accountability in planning and spending public finance.

The ‘legislative activism’ primarily understood for the purposes of this research project as primary interest of legislative body in the entire budgeting process, rather than just rubber-stamping the final text prepared and promoted by the government-of-the-day. However, there are doubts in the literature whether too much of ‘legislative activism’ may, in fact, deliver much good. In other words, excessive legislative activism may hamper the efficiency and effectiveness of the budget process from the preparation to the execution of the government budgets. Those authors who are champions of democratic accountability and social responsibility are of the strong opinion that the Parliament as the highest democratically elected body in the nation, must bear the ultimate responsibility for any action taken by any public body within or outside the immediate state structure. And, this is to be the right and duty of the parliament that cannot be denounced, under any circumstances (with the exception of the state of War, probably). However, on the other end of the spectrum the modern, fairly ‘hollowed’ state is moving rapidly towards the delegation, not only in the field of policy implementation, but also policy formulation. The logic is that if professionals (however they may be defined) are good for implementing agreed policies, they may be good in setting them, as well. The usual example of fairly good working delegation of this type is the European Central Bank (ECB), or, in fact, any other national central bank that can boast with a high degree of independence.

The authors will clearly analyse all the stages of budgetary process at both national and sub-national levels in their respective countries, attempting to spell out distinctive national characteristics, enabling the conduct of comparative research within the group. The underlying common denominator of any analysis must be the clear focus on public finance management and accountability. The role of interest and pressure groups has to be encompassed, especially if there is a growing sector (in the country) of political consultants and defined pressure groups that are deemed to create a civil society. The authors are to explain the ‘logic of budgetary process’ as seen by both the national legislator and national government (including the Civil Service), before focusing on distinctive phases of budgeting. Annual business cycle and the role of the legislative body is to be analysed comprehensively, focusing on the government preparation of the draft budget and interface of the government and the Parliament in the process of preparing a draft that will eventually appear before the MPs. The authors have to pierce the logic behind
executive preparation of the budget, analysing the methods used, and deviation from the trusted ‘old’ methods in changing and new political conditions. Presentation and analysis of intra-parliamentary activities is necessary and this should be based primarily on primary research conducted in national parliaments, as well as the activities of the organisation that create the so-called ‘third sector’ in a respective country. The civil society’s accountability models require robust presence and participation of non-government organisation and citizens’ interest groups. To what extent is this representative of a particular country the authors will explore, within the context of the overall democratic oversight of the Parliament over the societal developments.

The more detailed and structured research protocol will be available for consultation by the end of August 2004.

**VI. Working Group on E-Government**

*WG Programme Coordinator:*
Mirko Vintar, University of Ljubljana, Slovenia
E-mail:mirko.vintar@fu.uni-lj.si

*NISPAcee Project Manager:* Juraj Sklenar, E-mail: sklenar@nispa.sk

Over the last five years the development of e-government has been one of the main trends in the modernisation and reform of public administration not only in the EU and United States, but also in other countries around the world, including Eastern Europe. Most governments have drawn up strategic documents (strategies and action plans), systematically planning and promoting e-government, e-governance and e-services for people and companies. Ambitious deadlines have been set for these action plans, with many in Europe set for completion by 2005. Metrics to assess the development of e-government have been developed since 2000 both within individual countries (e-government metrics) and internationally with the aim of ranking different countries (UN, EU and others)

During that time we have acquired a range of experiences that have taught us that a highly interdisciplinary approach to e-government is essential if the numerous national projects performed by the governments are to be successful.

The WG will try to continue and upgrade the work and research which has been done over the last three years, however the aims and objectives of further research will be pointedly focused on the specific problems and conditions of e-government development in CEE countries. We will be aiming in directing research in as much as possible concrete framework of the region, hence trying to produce results important not only for academic discussion but also useful as a reference point by the key decision makers in the respected countries.

The intention is for the research to involve both academics and experts from Central European public administrations themselves. Next year the working group will try to focus in particular (but not exclusively) on the following issues:

- in-depth analysis of e-government development in individual countries:
    - country by country: at the state level (central administration) and local administration
- overview and comparison of national strategies and action plans and efficiency and effectiveness analysis;
- good practice case studies, presenting provision of e-services in different fields of public sector,
- case studies presenting successful reengineering of administrative processes and e-services implementation, as well as unsuccessful projects and the reasons for failure;
- the effect of introducing e-government and e-services on administration quality and user satisfaction;
- comparison of approaches to different sub-sectors in Eastern and Western Europe;
- approaches to overcoming the digital divide;
- education and training on e-government;
- the effect of e-government on improving public governance and management policy (public policy, management and governance);
- development of e-democracy;
- user satisfaction and expectations.

VII. Working Group on Capacity Building of a Civil Servants’ Training System According to EU Requirements

WG Programme Coordinators:
Eugenijus Chlivickas, Training Center of the Ministry of Finance, Lithuania
President of Lithuanian Public Administration Training Association
E-mail: e.chlivickas@takas.lt
Borisas Melnikas, Vilnius Gediminas Technical University, Lithuania
E-mail: yvftevk@vv.vtu.lt
NISPAcee Project Manager: Viera Wallnerova, E-mail: wallnerova@nispa.sk

Contemporary public administration is inherent in reforms, changes and innovations. Seeking solutions to the problems arising, most attention is paid to increasing state structures’ efficiency, stability of governance bodies and the professionalism and efficiency of civil servants’ training systems in state institutions in central and eastern European countries, inside as well as outside the European Union. The development of civil servants’ administration skills is one of the conditions for an increase in public service efficiency. The civil servants’ continuous training system, which consists of selection and recruitment of specialists, career planning, payment and promotion, introductory and continuous training, refresher-training and assessment of specialists, is closely related to the strengthening of administrative capacities and new quality creation according to the conditions of the EU. The main objectives of civil servants’ training systems are: to create a civil servants’ training system, which would be integrated and governed by central and local government and to evaluate the development of the system and related programmes.
The priorities in the “Working Group on Capacity Building of a Civil Servants’ training System according to EU requirements” in the 13th NISPAcee Annual Conference in Moscow could be the following:
New silhouetted problems in Capacity Building of a Civil Servants’ Training System after EU Enlargement;
the adaptation of Capacity Building of a Civil Servants’ Training Systems in the CEE countries in EU area, problems of adaptation and resolutions;
the internationalization of the National Capacity Building of a Civil Servants’ systems and the integration of them to a united EU Capacity Building of a Civil Servants’ Training System;
new technologies in studying, learning and training also the using of them, developing national and united EU Capacity Building of a Civil Servants’ Training system (the priority should be taken to: various sustained, distance learning technologies, co-operation between specialized training centres and universities, realization of international programmes, the quality of learning, certificating, etc.)
The spreading of the experience of EU in “Capacity Building of a Civil Servants’ Training System” sphere in CIS countries (Russia, Ukraine, Moldova, Caucasus and Middle Asia countries.)

**VIII. Working Group on Degree Programmes of Public Administration / Public Policy Education in CEE Countries**

**WG Program Coordinators:**
- **Frits Van Den Berg**, Consultant, The Netherlands
  E-mail: patom@planet.nl
- **György Jenei**, Corvinus University Budapest, Hungary
  E-mail: gyorgy.jenei@bkae.hu
- **László Váradi**, Corvinus University Budapest, Hungary
  E-mail: laszlo.varadi@bkae.hu

**NISPAcee Project Manager**: Viera Wallnerova, E-mail: wallnerova@nispa.sk

**Theme 2005**: “Looking back and looking ahead: priorities in the past and present for developing quality programmes within CEE institutes of higher education”

**Background**
This new Working Group aims to contributing to the fulfillment of one of the NISPAcee missions: improving educational programmes by assisting human capacity building and institutional development through learning from each other.

Having the most turbulent years of political and economic transition behind us that brought into being our reorganized and/or newly established PA / PP programmes (institutes, departments), we have arrived to a turning point when it is appropriate to start stock-making, consolidating our achievements, and looking ahead to identify immediate and farther steps that should be done to improve the substantive and the pedagogical components of the educational programmes.

Teachers, instructors, and persons responsible for a whole or a module of educational programme at institutions of higher education offering degree programmes in public
administration / public policy are invited to join. The instrument of sharing institutional and personal successes and failures is going to be utilized in order to promote professional development. It is not the success or failure in itself that is significant from this perspective, but the route that have been taken, the obstacles that had to overcome, the factors that have been helpful or damaging. Thus papers for discussion should explicitly focus on ‘how’ in dealing with any specific issue of ‘what’.

This Working Group will operate in several ways: forum for discussion, platform for initiatives, and vehicle for co-operation. It shall become what the participants are going to create out of it by sharing their own personal and institutional experiment on the problems they face with in their everyday work of teaching and managing departments, faculties and schools.

Call for papers
Four types of paper are invited this year under the main theme “Looking back and looking ahead: past and present priorities in developing quality programmes within CEE institutes of higher education”:

1) Papers that cover key issues of past and future development of degree programmes of PA / PP education.
   An ideal paper would be composed out of some of the following components, but should have a structure that links the past to the future:
   - stock-taking of accomplishments of the previous period focusing on what had been most difficult to achieve,
   - self evaluation of the present curricula and methods of teaching ( multidisciplinary, practical skills, internship design etc. ),
   - self assessment of resources ( faculty, teaching material, infrastructure, institutional setting, domestic and international academic contacts, links with practicing professionals, etc. ),
   - assessment of abilities of students to work independent on real problems
   - assessment of research activities of the faculty and the educational utilization of its results
   - key issues of the next steps in developing the programme

2) Papers that review the problems emerged with implementing the Bologna process in the field of PA / PP first and second cycle education
   An ideal paper should focus on the core elements of Bologna requirements and the process of their implementation. Among others they can be as follows:
   - diversity in the domain of PA/PP
   - requirements of a mission and competency based accreditation
   - the role of competences in the quality orientation
   - differentiation between first (Bachelor) and second (Master) cycle education
   - administrative arrangement of the teaching process
   - programme management
   - faculty nucleus and qualifications
3) Papers that cover the development of a specialization or a module or a subject (course) of a PA / PP programme
An ideal paper should contain the key issues and problems of evolving a specialization/module/subject, such as
- its relation and contribution to attaining the main objectives of the programme
- mixing theoretical knowledge and analytical skills and practical skills
- assessing the module/subject by the criterion of program-coherency
- its relation to the fundamental knowledge areas in the programmes

4) Papers that review experiences of present or past international support projects (Tempus, Tacis, USAID, etc.)
An ideal paper should contain the assessment of the co-operation to the expectations and to the results, such as
- developing new PA/PP programmes based on various Western models
- making available and accessible Western public administration and policy literature to Eastern partners
- developing teaching materials in which the contents are based on Western European and American ideas
- fostering collaborative research programmes, including joint conference papers, articles, edited volumes, and research grants
- organizing and sponsoring domestic and overseas internship programmes
- developing educational resources and technologies that are accessible through libraries and computers
- faculty development activities including language skills, methodological approaches, course development, and research activities
- faculty and student exchanges between Eastern and Western partners

IX. Working Group on Ethics in Governance
Program Coordinators:
Charles Garofalo, Texas State University, Department of Political Science, San Marcos, USA
Patrycja Suwaj, School of Public Administration, Bialystok, Poland

Outline
The Working Group on Ethics in Governance, which was announced at the 12th NISPAcee conference in Vilnius, Lithuania, in May 2004, succeeds the Working Group on Preventing Corruption in Public Administration.

Background and justification
Administrative malpractice, such as corruption, abuse of power, and favoritism, are widespread in the public sector, including CEE countries. At the same time corruption and ethics have become important issues in the practice and theory of politics, public administration, law, economics and society. This has led to more awareness and knowledge of the ethical or moral
dimension of politics and administration and the causes of and solutions for ethical dilemmas in administrative decision-making.

Although rules and regulations are required to address such malpractice, ethical approaches are needed as well. Bottom-up initiatives must complement top-down activities. The Working Group on Ethics in Governance brings together academics and practitioners interested in the ethical dimension of administrative decision-making. The group's mission is to establish a long-term network aimed at stimulating research on public service charters in CEE countries and Balkans, including questions concerning principles and standards of discretionary power, neutrality and legality, transparency and administrative responsiveness to the regime in office. The Working Group on Ethics in Governance has an important opportunity to take advantage of the momentum and fluidity in the transition countries, and perhaps even to exercise some leadership in the development and implementation of new directions in administrative ethics.

The Working Group will have its meeting at the 2005 NISPAcee Annual Conference, in Moscow. The aim of the sessions is to present an overview of CEE experience on ethics in governance with relevance for the practice of CEE governance and government. Therefore, the Working Group on Ethics in Governance has identified as its first priorities the distinction between the legal and the ethical, administrative decision making, the exercise of discretion, political-administrative relations, and civil servants and their external environment, including interest groups, citizens, and civil society in the CEE region.

The present call is the broad call for our first meeting. Particularly papers on the following four topics are invited.

1. National decision-making systems: what helps nations to improve their ethical decision-making process and to curb corruption?

2. What are rules to exercise the discretion powers?

3. What are national and organizational rules to prevent malpractices?

4. The role of NGO’s, media and civil society in preventing and detecting wrongdoing.

APPLICATIONS WITH PAPERS AND SELECTION OF PAPERS

Deadline for applications: October 15, 2004

ON-LINE Applications – on the NISPAcee web site: www.nispa.sk
Applicants should complete an application form on the NISPAcee web (all in English) and input an abstract of a paper that is relevant to the main conference theme or Working Group themes (maximum 2 pages - 3600 characters and attach the CV file (maximum 2MB).

Participants
Scholars and practitioners of public administration/public policy are invited to submit analytical papers either on the conference main theme or for a selected working group. Junior researchers (Ph.D. candidates and research assistants) are particularly encouraged to apply. Participants may be of any nationality.

**Selection criteria**

The NISPAcee Conference Selection Committee, in co-operation with working group coordinators, will select the papers to be presented at the conference using the following criteria:
- The nature of the topic and its relevance to the main theme of the conference or a working group
- The specificity of the research topic and/or case example
- The scholarly quality of the paper - strong preference will be given to analytical papers based on empirical evidence.

**Work plan and papers**

The authors whose drafts have been accepted will be informed by November 15th 2004.

The final version of the completed paper should be prepared according to NISPAcee MANUSCRIPT GUIDELINES (posted on the NISPAcee web) and submitted via the NISPAcee website by April 10, 2005 at the latest.

Papers will be accessible for all conference participants on the NISPAcee website prior to the event. Copies of papers will not be provided by NISPAcee during the Conference. Authors of the papers are welcome to bring copies of their papers for distribution at their working session or working group.

Papers which are not accepted for the presentation may be duplicated and distributed during the Conference to interested participants by the authors themselves.

The most representative papers of the Conference will be submitted to the selection process and published in the Conference Proceedings.

The publication of speeches or papers presented at the Conference requires the authorization of NISPAcee. This means that the authors should contact the President of the Association, or the Executive Director, prior to giving their agreement for publication of their paper by some source other than NISPAcee.

**Support**

NISPAcee, in co-operation with the working groups’ coordinators, intends to develop projects and seeks funds to support applicants with the selected papers of the working groups in the conference. However, this funding is uncertain and therefore all participants are encouraged to find their own financing.

**REGISTRATION AND HOTEL RESERVATIONS**
ON-LINE registration and hotel reservations will be available from November 2004 on the NISPAcee website. All participants, including authors of the accepted papers for the conference, are kindly asked to register for the conference and make their hotel reservations.

Deadline for registration: February 28, 2005 at the latest. (http://www.nispa.sk)

ORGANIZATIONAL INFORMATION

Visa: A visa may be required for citizens from certain countries. Participants must personally arrange their visas in their countries. Please contact the NISPAcee Secretariat if you require an Invitation Letter from the Russian co-organizer.

Insurance: Each participant at the NISPAcee Conference is responsible for arranging his/her health or any other necessary insurance. NISPAcee will not take any responsibility for participants in this matter.

Working language: English

Information on all conference logistics is available on the Internet:
NISPAcee homepage http://www.nispa.sk

Contact person:
Inquiries should be addressed to:
Viera Wallnerova, Project Manager
NISPAcee
Hanulova 5/B
840 02 Bratislava 42
Slovak Republic.
Tel: +421-2-6428 5558, Tel/Fax: +421-2-6428 5557
E-mail: wallnerova@nispa.sk