The 12th NISPAcee Annual Conference
“Central and Eastern European Countries Inside and Outside the European Union: Avoiding a new divide”

Vilnius, Lithuania, May 13 – 15, 2004
Conference venue: Hotel Reval Lietuva, Vilnius, Lithuania
Organized in cooperation with the Lithuanian Public Administration Training Association, Vilnius, Lithuania

Updated: March 15, 2004

PRELIMINARY CONFERENCE SCHEDULE

Wednesday, May 12, 2004

Pre-conference meetings:

15.00 - 19.00 NISPAcee Steering Committee meeting
20.00 - 21.00 Meeting of the NISPAcee Steering Committee members and Conference Coordinators
17.00 – 21.00 Registration of participants

Thursday, May 13, 2004

07.30 - 09.00 Registration of participants
09.00 - 09.30 Plenary Session
Official opening (Greetings and Welcome)
09.30 - 10.30 Keynote presentations
Introduction of the main conference theme by the general rapporteur
Bob Bonwitt, SIGMA/OECD, France
Key note speaker to be confirmed
10.30 - 11.00 Coffee break
11.00 - 11.40 Key note presentations - continuation
Key note speaker to be confirmed
11.40 - 12.10 Ceremony of the Alena Brunovská Award for Teaching Excellence in Public Administration
Presentation of the award to the recipient: Martin Potůček, Charles University, Prague, Czech Republic
Topic: “Public Policy: Bridge over Troubled Water?”
12.10 - 12.30 Call for participation in new projects; organizational announcements
12.30 - 14.00 Lunch
14.00 - 15.30 Panel Sessions and Forums:
- Panel Session on European Accreditation of Public Administration Programmes
- Panel Session on the Role of Regional Charters for Public Service in Promoting Transparency, Professionalism and Ethical Standards
- Forum for Heads of Training Centers and Institutes of Public Administration
- Forum for Young Professionals in Public Administration

15.30 - 16.00  Coffee break
16.00 - 17.30  Working sessions on the main conference themes
               Meetings of Working groups
19.30         Reception in the Town Hall

Friday, May 14, 2004

8.30 - 10.30  Working sessions on the main conference themes
               Meetings of Working groups
10.30 - 11.00 Coffee break
11.00 - 12.30 Working sessions on the main conference themes
               Meetings of Working groups
12.30 – 14.00 Lunch
14.00 - 15.00 Working sessions on the main conference themes
               Meetings of Working groups
15.00 – 15.30 Coffee break
15.30 - 16.45 Panel sessions and Forums:
               - Panel Session on Joint NASPAA – NISPAcee Governance
                 Improvement Cooperative Project

               - New NISPAcee Working Group on Ethics in Governance:
                 Call for participation and discussion about the working group agenda

               - New NISPAcee Working Group on The Role of Public Policy and
                 Management Education and Training in CEE:
                 Call for participation and discussion about the working group agenda

               - Presentation of UNDP Development Effectiveness Report

17.00 – 18.30 NISPAcee Business Meeting
               Opening
               Annual Report of activities
               Financial report
               Future Plans
               Elections
               Others
               Discussions
               Representatives of the NISPAcee Member Institutions are expected to
               participate in the Business Meeting
               All other participants are warmly invited and welcome to join the meeting.
19.00         Departure for Dinner at the Trakai Castle (view picture)
               At Trakai (about 28km from Vilnius) there is a beautiful old Island castle (XIV - XVI c.), it
               is the only insular castle throughout Eastern Europe. It was built on one of the numerous
               islands in Lake Galve. The castle was built as a defensive fortress. After the Battle of
               Zalgriris/Grünwald the castle lost its defensive significance. It was turned into a ducal
               residence. Island castle is one of the most often visited historical-architectural monuments
               in Lithuania. It houses a historical museum which has been working here since 1962.
               National events, festivals and concerts take place here.
Saturday, May 15, 2004

09.00 - 10.30  **Working sessions** on the main conference themes
Meetings of **Working groups**

10.30 – 11.00  Coffee break

11.00 - 13.00  **Closing Plenary Session**
Reports of the coordinators of the Working Session/Groups
Report of the general rapporteur *Bob Bonwitt, SIGMA/OECD, France*

13.00 – 14.00  Lunch

15.00 - 17.00  Sightseeing trip- in the downtown of Vilnius

**Bookmarks** (direct links to detailed programme parts):

- Panel sessions and Forums

**Main Conference Theme:**
A. Problems facing the New Member States
B. Problems facing the States outside the enlarged European Union
C. Common problems

**Working groups**
I. Working Group on Politico-Administrative Relations
II. Working Group on Public Sector Quality
III. Working Group on Strategic Leadership in Central Government
IV. Working Group on Democratic Governance of Multiethnic Communities
V. Working Group on Public Sector Finance and Accounting
VI. Working Group on e-Government
VII. Working Group on Capacity Building of a Civil Servants’ Training System according to EU Requirements

**Panel Sessions and Forums**

Thursday, May 13, 2004  14.00 - 15.30

- **Panel Session on European Accreditation of Public Administration Programmes**
  *Chair: Theo van der Krogt, EAPAA Secretary, University of Twente, Netherlands*
  *Speakers:*
  - Gyorgy Jenei, Budapest University of Economic Sciences and Public Administration, Hungary
  - Juraj Nemec, University of Matej Bel, Banská Bystrica, Slovakia
  - Yurii Polianskiy, Ukrainian Academy of Public Administration, Kyiv, Ukraine

The quality of government has a major impact on the lives of individual citizens and the orderly functioning of society. Systematic training programs are essential to ensure the quality of (future) government officials. Through accreditation, the European Association for Public Administration Accreditation (EAPAA) wants to make a contribution to the quality improvement and assurance of academic level Public Administration programs in Europe. The European Accreditation of Programs on Public Administration by EAPAA refers to: the
information about the EAPAA, established in 2000, and all related documents for accreditation of public administration programmes can be accessed through their website www.eapaa.org. The panel session aims to provide conference participants with additional information and an opportunity to discuss any questions and to learn about the experiences of ongoing accreditations from invited panelists. These panelists include the General Secretary of EAPAA, members of the Accreditation Committee and representatives of programmes which have already been accredited. Opportunities for accreditation of PA programmes from CEE countries will be discussed.

- Panel Session on the Role of Regional Charters for Public Service in Promoting Transparency, Professionalism and Ethical Standards

United Nations Division for Public Administration and Development Management, Department of Economic and Social Affairs, New York, USA

Chairperson: Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch DPADM/UNDESA
First Presenter: Prof. Tijjani M. Bande, Director of CAFRAD, Charter for the Public Service in Africa
Second Presenter: Mr. Francisco Longo, Consultant: The Ibero-American Charter for the Public Service
Respondent: Prof. Dimitri Argyriades: Regional Charter for the public service: Prospects for improving professionalism

Open discussion

Purpose: As every country aims at ensuring adequate levels of development and well being of its people, it is recognized that a transparent, accountable, professional, and highly ethical Public service is critical, especially in supporting effective, equitable, accessible and fair delivery of essential public services as well as in the utilization of scarce resources for the benefit of the people. Many countries have been for long engaged in searching for effective ways of ensuring this kind of Public service but with mixed success. With the current trends of globalization and regionalization, national efforts are increasingly becoming insufficient for ensuring harmony in behavior and outlook of Public servants that belong to one regional grouping. There have been consequently efforts to evolve measures that can provide impetus for countries belonging to a region to share public service behaviors and standards that are not only similar but also predictable across borders. The most recent examples of such measures are the Charter for the Public Service in Africa and the Ibero-American Charter of Public service. The purpose of this session is to make presentations of these two Charters and share experiences as to why they were judged necessary by the countries that adopted them. The additional objective is to use the two presentations as points of departure to discuss how useful regional charters of Public service can be in promoting transparency, accountability, professionalism, and ethical standards in the Public service. It may also be viable to explore during the discussion, to what extent such measures can be adopted in the region served by NISPAcee.

Content: A presentation of the Charter for the Public Service in Africa and the Charter for Public Service in Latin America will be made which will be followed by discussion and
exchange on the these initiatives as instruments for the promotion of transparent, accountable, professional, and highly ethical Public service.

- Forum for Heads of Training Centers and Institutes of Public Administration

Chair: Eugenijus Chlivickas, Training Center of the Ministry of Finance, Vilnius, Lithuania
President of Lithuanian Public Administration Training Association
Speakers to be invited

In many central and eastern European countries, public administration reforms are in progress. Public servants’ training and development of their qualifications are amongst the areas of concern. Making an attempt to solve complicated problems, the focus is on increasing the efficiency of governing structures, on the stability of the management apparatus and on development of public servants’ professionalism.

Training of civil servants of state institutions and municipalities is closely related to the creation of a new quality concept. The objective is to create an integrated and easily manageable training system as well as to consolidate the development of this system and related activity programs. Development of a civil servants’ training system is an inevitable measure for strengthening the efficiency of the public service and an important element of public administration reform. The development of a long-term civil servants’ training policy is therefore of the utmost importance.

The main objective of this Forum is to invite Heads of Training Centers and Institutes of Public Administration from Central and Eastern Europe to discuss civil servants’ training policy and development of training systems under the new conditions of public administration reforms in central and eastern European countries both inside and outside the European Union and to share the experiences of their Centers and Institutes. The Forum, while pursuing the main objectives and mission of NISPAcee, should also help in fostering of cooperation among institutions within these countries and the development of their programmes. Several Heads will be invited to share their experiences but more time will be devoted to the active discussion of all participants presented at the session.

- Forum for Young Professionals in Public Administration

Chair: Gayane Selimyan, American University of Armenia, Yerevan, Armenia

NISPAcee is an open and democratically steered network with over 120 member institutions. It aims to serve its members’ needs and tries to meet them through new initiatives. Inspired by the Steering Committee and the Secretariat, a group of young researchers and instructors from NISPAcee member institutions is happy to announce the opportunity to create a FORUM FOR YOUNG PROFESSIONALS across European countries and beyond, which aims to bring together people who are at the beginning of their PA career. The goal of the Forum is to bring young researchers and instructors together in order to address the specific needs and challenges they face. NISPAcee believes that young professionals can significantly contribute to the public administration reforms in the region; therefore, it is critical for the future of NISPAcee to assist in their professional development and organization.

As a result of a questionnaire distributed by NISPAcee, more then 50 young professionals have subscribed to take part in the Forum activities. Registration for this activity will be re-
opened to all individuals interested in participating, via the NISPAcee website, from March 2004.

Young professionals who will be present at the Conference will have an opportunity to discuss the future activities of the Forum at its first meeting.

Program of the meeting:

1. "Challenges facing young professionals; why we need a forum?"
   Gayane Selimyan, American University of Armenia, Yerevan, Armenia
2. "Young professionals and senior colleagues: the necessity of the intergenerational learning."
   Pavel Ovseiko, Oxford University, UK
3. "Networking, networking, networking."
   Cludia Novac, Center for Rural Assistance, Timisoara, Romania
4. "EPAN Doctoral Network - current activities and future plans."
   Ieva Lazareviciute, Lithuania
5. "Concluding remarks and plans for the future."
   Sergei Pushkarev, Ural State University, Yekaterinburg, Russian Federation
6. Discussion – 30 minutes

Friday, May 14, 2004 16.00 - 17.15

- Panel Session on Joint NASPAA – NISPAcee Governance Improvement Cooperative Project
  Chair: Kenneth Tolo, NASPAA, Washington D.C., USA
  Speakers to be appointed

The primary activity of the joint NASPAA (National Association of Schools of Public Affairs and Administration, USA)/NISPAcee Project (2000 –2004) is to implement a program of applied policy research and technical assistance conducted by NISPAcee Schools and Institutes of Public Administration that links CEE/NIS governments and higher education institutions, with assistance from the NASPAA Schools of Public Affairs and Administration. These partnership projects have introduced CEE/NIS public administration centers to their local, regional, and national governments as sources of technical capacity for applied research in government problem-solving. More than 20 different projects have been chosen and implemented in almost every CEE country.

The aim of this panel session is a wide dissemination of the most relevant and sustainable outcomes of implemented projects. Speakers will include researchers as well as representatives of involved governmental institutions of the most successful projects, which resulted in outcomes with a high potential for transferability to other institutions or countries. Presenters will identify “best practices,” “lessons learned,” and other useful outcomes and recommendations.

- New NISPAcee Working Group on Ethics in Governance: Call for participation and discussion about the working group agenda
Ethics in governance is a pervasive concern in many countries across the globe. Many governments have instituted ethics education and training programs, many public agencies have installed ethics officers or ethics advisors, and many have created codes of ethics as well. Calls for ethical leadership can be heard on every continent, along with demands for increased transparency and trust, active citizenship, and a stable civil society. Accountability, responsibility, and legitimacy—ethical public administration—are on the agenda everywhere, including Central and Eastern Europe. In this context, therefore, NISPAcee would like to add a new working group on Ethics in Governance to its mission of research, education and training, and collaboration among public servants, politicians, and scholars.

Beginning with the May 2004 conference in Vilnius, Lithuania, the Working Group on Ethics in Governance will launch a dialogue on the development and implementation of research projects, curricula, workshops, and other initiatives designed to move member nations toward the overall goal of ethical public service. For example, one empirical effort might be surveys to elicit citizens’, civil servants’, and elected officials’ expectations and perceptions of the nature and purpose of ethical public administration. A second inquiry might involve Working Group members in an examination of the extent to which and how civil servants exercise judgment and discretion, as contrasted to simply following rules and procedures, in their daily decision making. A third possible direction might be to explore present and prospective relationships between public and private organizations. The point is that ethics in governance offers numerous theoretical and practical opportunities for research, training, and cooperation on the local, national, and regional level across Central and Eastern Europe.

The main objective of this session is to discuss the above described issues with the conference participants, to attract interested individual to participate in this new working group and to select directions of the working group programme for the upcoming year. All interested individuals as well as possible donors of such an activity are warmly welcome to participate in this session.

- New NISPAcee Working Group on The Role of Public Policy and Management Education and Training in CEE: Call for participation and discussion about the working group agenda

Coordinators:
Gyorgy Jenei, Budapest University of Economic Sciences and Public Administration, Hungary
Lance T. LeLoup, Washington State University, Washington, USA
Frits van den Berg, Netherlands

During the last decade East-West cooperation in evolving and teaching new public policy and management programs at universities and at other institution of higher education in CEE has taken many forms:
- Developing new public policy and public management programmes at universities based on various models at western institutions.
- Making available and accessible to Eastern partners the Western public administration and policy literature, ranging from research methods to highly theoretical to highly applied approaches.
- Creating curricula and teaching materials to provide the content of programmes based on European and American models.
- 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 particularly in libraries and including computers.
- Assistance in developing in-service training programmes, seminars, and courses for public sector employees.
- Faculty development activities including language skills, research methods, course development, and research activities.
- Faculty and student exchanges between Eastern and Western partners.
- Training courses for central bankers.
- Professional development for lawyers and other professionals.
- Exchange of policy analysis and proposals in housing, social programmes, and other areas.

This period of East-West cooperation is over. After 1 May 2003 10 countries of CEE will become integral part of the West. With their EU membership their institutionalised position among the Western institutions will be completed.

From that on their public administration education and training systems have to contribute to the development of public institution capacities which can meet the EU requirements. Other countries of the CEE region face with serious challenges of modernisation their public administration education and training. Some of them are already scheduled to be members of the EU some of them are still not scheduled but they home chances for membership or chances for strategic partnership on the long run.

It means that strategic cooperation and collaboration is needed among countries in CEE because they have shared objectives in the modernisation of public administration education and training and of their administrative systems. In this new period of cooperation new challenges will arise and new directions will be needed.

1. More emphasis will be needed on institutionalising successful programmes.
2. More emphasis should be placed on making new partnerships more equal.
3. Co-operation programmes must be tailored to particular needs and contexts – one size definitely does not fit all.
4. Cultural differences must be recognized and dealt with at all stages of programme development
5. Successful co-operation must be well-prepared, incremental in terms of flexibility with a time schedule and realistic.
6. Successful co-operation must differentiate between personal goals of participants and organisational goals.
7. As accession to the EU becomes more important to CEE countries, co-operative partnerships with the U.S. may need to move in different directions.
8. More emphasis in co-operation programmes must be placed on problem areas and emerging policy issues such as transparency in decision making and anti-corruption efforts.
9. More emphasis on being a member of a Union, which means co-operating with other members but also with the organisational units at EU-level.
10. More emphasis on representing all Union-members in certain situations e.g. the Schengen Border.

We are calling participants of the Vilnius conference to come together for exchanging our experiences on these issues.
What the common problems of the development of public administration education and training?
What are the main professional and financial limits?
What are the shared objectives of the development in education and training?
After our discussion having your comments we can decide whether this theme is supported by the participants and me can finalise the program of the Working Group based on your recommendations.

- Presentation of UNDP Development Effectiveness Report

Speakers to be appointed: UNDP, New York, USA

Working sessions on the Main Conference Theme:

“Central and Eastern European Countries inside and outside the European Union: Avoiding a new divide”:

A. Problems facing the New Member States

Program Coordinators:
Gyorgy Jenei, Budapest University of Economic Sciences and Public Administration, Hungary
Frits van den Berq, Netherlands

There are strict conditionality of the EU membership. The New Member States have become parts of the European Administrative Community. It is required from all NMS not only to have a functioning democratic and market-economic order but they also have to guarantee that they could assume the obligations arising from membership and could take on the objectives of political union as well as economic and monetary union.

There are ongoing convergence and divergence between the administrative systems of the EU member states but they have common requirements at the same time. The main objective of the papers is to contribute
- to the accomplishment of the legal and functional requirements of the EU membership
- to the guarantee of the implementation of free democratic principles and the rule of law
- and to the strengthening of the capability of efficiently and effectively dealing with national problems and European affairs.

Friday, May 14, 2004

09.00 - 10.30  Session 1: Introduction. Perspectives, problems and failures of local and regional policy
Andris Runde, Mirabella SIA, Riga, Latvia
Topic: Perspectives and problems of local Baltic brands in the context of the European integration
Edvins Vanags, Inga Vilka, University of Latvia, Riga, Latvia
Topic: Identification of assisted areas within regional policy in Latvia
Andrei Lobatch, Belarusian State Economic University, Minsk, Belarus
Topic: EU membership and growing regional disparities: Poland’s strategy options to optimize structural transfers from the Union

Erik Moora, Tanel Oppi, Public Service Academy, Tallinn, Estonia

Topic: The failures of the EU regional policy in Estonia?

10.30 - 11.00 Coffee break

11.00 - 12.30 Session 2: Development of institutional capacities on the regional levels of public administration (absorption capacity, effectiveness, programme management)

Markéta Šumpíková, University of Economics Prague, Czech Republic

Topic: EU pre-accession funds: absorption capacity and effectiveness of their use, with focus on regional level on the Czech Republic

Eva Sekerešová, Faculty of Economics, Matej Bel University, Slovakia

Topic: Regional public administration structures and the EU funds in Slovakia

Roberta Benini, Nomisma Institute of Economic Research, Bologna, Italy

Topic: The effectiveness of the Structural funds implementation capacity in the Accession countries: The case of the three Baltic States. Critical economic and institutional issues

Vitalis Nakrosis, Institute of International relations and Political Science, Vilnius, Lithuania

Topic: The capacities of new member states to manage EU funds: From absorption to value added

Magdalena Kun-Buczko, Białystok School of Public Administration, Poland

Topic: The capacity building of the institutional system as one of the elements necessary to the effective structural funds absorption. On the example of Poland and some Member States’ experiences.

Anna Daszuta, Białystok School of Public Administration, Poland

Topic: Problem of so called “readiness” as a determinant of success in Structural Funds programmes management, based on the example of Podlaskie Region in Poland.

12.30 – 14.00 Lunch

14.00 - 15.30 Session 3: Challenges in governance and public policy making in the context of EU membership (Key issues and problems in the economy and public administration; reform efforts)

Krzysztof Szczerski, Business high School, Nowy Sacz, Poland

Topic: Multi-level governance in post-communist conditions - challenges in govern ability for the new EU member states

Jane Järvalt, Supreme Court of Estonia, Tallinn, Estonia

Topic: Career management in transitional administration: The case of the Estonian civil service

Małgorzata Marciniak, Ministry of Interior and Administration, Warsaw, Poland

Topic: Between rigidity and flexibility – main challenges of the managements of the future external border in Poland

Rafal Stanek, SST-Consult, Cracow, Poland

Topic: Preparing local and regional governments for implementation of environmental investment heavy EU directives: experience from Poland

Amanda Sloat, Queen’s University Belfast, United Kingdom

Topic: Fixing and old divide: The political participation of women in an enlarged Europe

Saturday, May 15, 2004

09.00 - 10.30 Session 4: Public administration reform efforts and key issues; problems
B. Problems facing the States outside the enlarged European Union

Program Coordinators:
Gyorgy Jenei, Budapest University of Economic Sciences and Public Administration, Hungary
Frits van den Berg, Netherlands

Outside the enlarged European Union, there will remain a large number of states, each at different stages of development, with different relationships both with the EU and with each other.

But when they have the ambition to getting closer to the European Union or even becoming candidates for accession then they can make the necessary changes and scarce resources can thus be optimized.

The main aim of the papers is to support the foundation of a public administration which can contribute to the development of a democracy with stability of political pluralism and functional checks and balances and of a market economy being able to compete. The function of the papers and discussions is to support the „Neighbours of the European Union” in implementing the administrative law principles (reliability, predictability, openness, transparency, accountability, efficiency and effectiveness) and in setting the EU administrative standards.

Thursday, May 13, 2004

16.00 - 17.30  Session 1: Introduction. Implementation issues of the EU requirements in policy making and administration capacity building.

Presentations:

Arolda Elbasani, European University Institute, Florence, Italy
Topic: EU and Albania – Influencing the political rhetoric, institutional transplant and behavioral rules

Valentyna Golovynska, Ministry of Economy and European Integration, Kiev, Ukraine
Topic: Ukraine and European Union: A paradigm of political decisions making by parties

Dragos Jaliu, National School of Political Science and Public Administration, Bucharest, Romania
Topic: Assessing the “international funds” management capacity at the central public administration level: Romanian case

Li Tchon, Yanka Kupala State University of Grodno, Belarus
Topic: Base line EU enlargement study

Dzmitry Sokal, Belarusian State Economic University, Minsk, Belarus
All CEE countries face a set of common challenges in public policy and administration. The key issue is the modernisation of the national administrative systems and strengthening the cooperation among them in the Central and Eastern European region.

The main goal of the papers in this section is to contribute to the building of institutions for a capable public administration which means
- strong central capacity for formulating and coordinating policy
- efficient and effective delivery systems
- motivated and capable staff (merit-based recruitment and promotion adequate compensation)
- strengthening the role of competitive markets to improve delivery
- setting up performance-based public agencies
- improving delivery through the core public sector and contracting out to the private sector and NQOs at the same time.

The papers and discussions try to support the administrative systems of CEE region in solving such problems as
- weak capacity and fragmented policy making
- lack of policy coordination
- weak capacities of institutional mechanisms to improve delivery
- controlling corruption.

Thursday, May 13, 2004

16.00 - 17.30  **Session 1: Education**

**Valentin Afanasjev, Natalia Kozyreva**, State University of Management, Moscow, Russian Federation
Topic: *The ways of improving the training of public servants in the process of reforming public service*

**Zoltan Balogh**, Budapest University of Economic Sciences and PA, Hungary
Topic: *Implementation of new regionalism in the CEECs*

**Murphy Philip**, University of Pittsburgh, United States
Topic: *Public administration education in Southeastern Europe: Accelerating the process*

Friday, May 14, 2004
09.00 - 10.30  **Session 2: Corruption**  
**Mihaela Carausan**, National School of Political Studies and PA, Bucharest, Romania  
Topic:  *Transparency and integrity of PA in Romania (The phenomenon of corruption and its perception)*  
**Patrycja Suwaj**, Bialystok School of PA, Poland  
Topic:  *Preventing corruption and conflict of interest- necessity or fashion? Case of Poland*  
**Ciprian Ungureanu**, University “Stefan cel Mare”, Suceava, Romania  
Topic:  *The corruption. A problem of this century*  
**Olga Vidlakova**, Institute for Legal Education and Information, Prague, Czech Republic  
Topic:  *How to fight corruption and conflicts of interest - An analytical insight into the corruption in public service in Central and Eastern European countries, with particular reference to the candidate countries to the EU*  
**Morta Vidunaite**, University of Groningen, Netherlands  
Topic:  *How to fight corruption in the new member states: A necessity of action at the European level*  
**Raymon Bruce**, University of Texas at Arlington, United States  
Topic:  *Market transaction relations between Eastern European and Western European countries: An action research view*

10.30 - 11.00  Coffee break

11.00 - 12.30 **Session 3: Attitudes to the European integration**  
**Marta Orviska**, Matej Bel University, Banska Bystrica, Slovakia  
Topic:  *Attitudes to Change in Central and Eastern Europe*  
**Liudas Mazylis**, Vytautas Magnus University, Kaunas, Lithuania  
Topic:  *Motivation of popular support towards European integration in CEE countries*  
**Irina Solonenko**, East West Institute Kyiv Centre, Ukraine  
Topic:  *The role of new EU member states in bridging the European Union with Ukraine: building strong societal links*

12.30 – 14.00  Lunch

14.00 - 15.30 **Session 4: General topics**  
**Gabriel Lataianu**, Bureau for Social Researches, Bucharest, Romania  
Topic:  *How Europe Matters. The Europeanisation of the Romanian Public Administration and of the Child Protection System*  
**Noah Simmons**, Open Society, New York, United States  
Topic:  *Decentralization and health systems Reform after the cod wr: One size does not fit all*  
**Gabriel Soos**, Tocqueville Research Center, Budapest, Hungary  
Topic:  *How to measure the quality of local democracy? Methodological lessons from two comparative projects*

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**Saturday, May 15, 2004**

09.00 - 10.30 **Session 5: General topics – conclusions.**  
**Charles Garofalo**, Texas State University, San Marcos, United States  
Topic:  *(Capacity-building in governance)*
I. Working Group on Politico-Administrative Relations

WG Programme Coordinators:

Bernadette Connaughton, University of Limerick, Ireland
Georg Sootla, Tallinn University of Educational Sciences, Estonia
B. Guy Peters, University of Pittsburgh, USA

Theme 2004: “Decision and discourse arenas at different level and stages of the policy process”

Introduction –

Thursday, May 13, 2004

16.00 - 17.30  Session 1: Theory and methodology of analysis.
Chair B. Guy Peters

Guy Peters, University of Pittsburgh, USA
Topic: Theoretical approaches to the analysis of state society relations in the policy process
Francisco Cardona, SIGMA, Paris, France
Topic: Improving the Efficiency of Administrative Decisions: Administrative Delegation
L. Johannsen, O. Norgaard, University of Aarhus, Denmark
Topic: Policy-making in Central and Eastern Europe: A cross-sectional sector perspective

Friday, May 14, 2004

09.00 - 10.30  Session 2: Roles and networks in administrative policymaking and reforms. Chair G. Sootla

Georg Sootla, Tallinn University of Educational Sciences, Estonia
Topic: Theories of governance reforms: actors vs. processes
Markku Temmes, Helsinki University, Finland
Topic: The Governance Discourse in three Countries. A Comparison of Administrative Reform Activities in Finland, Estonia and Russia
Diederik Vancoppenolle, Catholic University of Leuven, Belgium
Iveta Reinholde, University of Latvia, Riga, Latvia
Topic: Will Latvian Public administration be good for politicians in the future?

10.30 - 11.00  Coffee break

11.00 - 12.30  Session 3: Networks and decision arenas in reforming policy sectors
Chairs B. Connaughton, O. Norgaard

Ole Norgaard, University of Aarhus, Denmark
Topic: Reforms of the telecom sector in the Czech Republic

Bernadette Connaughton, University of Limerick, Ireland


Kaarel Haav, Tallinn Pedagogical University, Estonia

Topic: Estonian Education Forum: main stakeholders and models of decision-making

Erik Sootla, Tallinn Pedagogical University, Estonia

Topic: Mapping the policy network in the Estonian forestry sector during the elaboration and implementation of the National Forestry policy program.

12.30 – 14.00 Lunch

14.00 - 15.30 Session 4: Constituents and networks in the policy process at local level

Chair A. Rosenbaum

Allan Rosenbaum, Florida International University, USA

Natalya Kolishinichenko, National Academy of PA, Odessa, Ukraine

Topic: Urban Development and Central – Local Governance Relationships in Three Ukrainian Cities: Dnipropetrovsk, Kiev and Odessa

Tatiana Majcherkiewicz, Mining and Metallurgy University, Cracow, Poland

Topic: Challenges of coalition building in Poland: experiences of central and regional politics

Valeriu Mosneaga, State University of Moldova, Chisinau, Moldova

Topic: The Territorial - Administrative Reform in Moldova: How Different Political Interests and Groups Influences Public Policies

Anna Volkova, Saint-Petersburg State University, Russian Federation

Topic: Government in Moscow and St.-Petersburg: Two Models and Two Ways

Gabriele Burbulyte, Klaipeda University, Lithuania

Topic: Leadership an exogenous factor in developing centre-periphery relations

Saturday, May 15, 2004

09.00 - 10.30 Session 5: Changes of decision arenas and policy networks after EU accession Chair D. Fuller

Donald Fuller, Comenius University, Bratislava, Slovakia

Topic: Impact of EU agricultural deliberations upon Slovakian agriculture

Mihaela Carusan, National School of Political Studies and PA, Bucharest, Romania

Topic: Administrative reform and capacity to govern in the EU context

Conclusions

II. Working Group on Public Sector Quality

WG Programme Coordinators:

Leslie Eliason, Graduate School of International Policy Studies, Monterey Institute of International Studies, USA (2003-4: Center for Policy Studies, CEU, Budapest)
Katarina Staronova, Open Society Foundation, Bratislava, Slovakia

Theme 2004: “Public Sector Quality in Policy Making: quality of policy analysis, research, expertise, and citizen consultation in decision-making and implementation.”

Introduction

Friday, May 14, 2004

09.15  Introduction
09.15 – 10.30  Session 1: Cross-National Comparisons and International Actors

Michiel de Vries, University of Nijmegen, Netherlands
Paper: The role of experts in local government in transitional countries

Giorgi Rusiaishvili, Orbeliani Tbilisi State Pedagogical University, Georgia
Paper: Public Sector Quality as problem faced in the States outside the enlarged European Union

Discussant: Sergei Pushkarev, Ural State University, Yekaterinburg, Russian federation

11.00-12.30  Session 2: Strengthening the Local Policy Process

Casandra Bischoff, Development Alternatives, Bucharest branch, Romania
Paper: Household vulnerability and its impact on policy quality - The case of Jiu Valley

Reiner Buchegger, Anita Buchegger-Traxler, Johannes Kepler University Linz, Austria
Paper: Local/Regional Labour Market Governance and Territorial Employment Pacts

Yuriy Kalyukh, Institute of System Analysis, Kiev, Ukraine
Paper: Construction of the feedback on policy actions at the local level: optimum interaction of local authorities and small businessmen

Discussant:

14.00-15.30  Session 3: Citizens and Governments

Margareta Bacova & Ardith Maney, Iowa State University, Ames, USA

Aare Kasemets, University of Tartu, Estonia

Discussant: Milena Minkova, University of Sofia, Bulgaria

16.00-17.00  Session 4: Common Themes and Variations
Saturday, May 15, 2004

09.00-10.30  **Session 5: Roundtable and Wrap-up Discussion: Experts and Stakeholders in the Policy Process**

Conclusions

TO BE DEFINED BASED ON THE REVISION OF CONDITIONALLY ACCEPTED PAPERS (5-7 speakers to be accepted)

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**III. Working Group on Strategic Leadership in Central Government**

*WG Programme Coordinators:*

Martin Brusis, Center for Applied Policy Research, Germany
Radoslaw Zubek, London School of Economics and Political Science, UK

The aim of the working group is to investigate the institutional underpinnings of strategic leadership in central government. The working group provides a forum for scholars and practitioners to exchange ideas and experience with strategic decision-making in Central and Eastern Europe. Key themes of the meeting are the development of strategic capacities at the centre of government and the impact of core executive institutions on policy-making.

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Thursday, May 13, 2004

16.00 - 17.30  **Session 1: BUILDING STRATEGIC CAPACITIES AT THE CENTRE OF GOVERNMENT**

Brief introduction by Brusis/Zubek

László Vass, Budapest University of Economic Science and Public Administration
*Paper: The Case of STRATEK: Development of an Organizational Unit at the Prime Minister’s Office in Hungary for Enhancing Strategic Leadership*

Irena Jackiewicz, Centre for Strategic Studies, Government of Poland
*Paper: Strategic Capacities at the Centre of Government. Institutional Changes and Dilemmas. The Case of Poland 1995-2003*

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Friday, May 14, 2004

09.00 - 10.30  **Session 2: BUILDING STRATEGIC CAPACITIES – SECTORAL PERSPECTIVES I**

Karen Närep, Estonian Ministry of Finance
*Paper: The Introduction of Strategic Planning in Estonian Public Administration – Building up the System*

Anika Velthut, Tallinn Pedagogical University
*Paper: Environmental Strategy and the Capacity to Govern: the Case of Estonia*

Mina Shoylekova, Centre for Policy Modernization, Sofia, Bulgaria
*Paper: The Policy-Making Process: Experience from Bulgarian Administrative Reform*

Sorin Ionita, Romanian Academic Society, Romania
10.30 - 11.00  Coffee break

11.00 - 12.30  **Session 3: BUILDING STRATEGIC CAPACITIES – SECTORAL PERSPECTIVES II**

**Polya Katsamunska and Pavel Pavlov**, University of National and World Economics, Sofia
*Paper: The Relation of Leadership and Public Management in Central Government: Bulgarian Specifics*

**Nenad Rava**, UNDP Serbia and Montenegro
*Paper: The Lack of a Centre of Government in an Intergovernmental Framework: The Case of the Council of Ministers of Serbia and Montenegro*

**Marius Profiroiu**, Ministry for Administration and Interior, Romania
*Paper: Public Administration Modernization in Romania*

**Martin Nekola and Frantisek Ochrana**, Centre for Social and Economic Strategy, Charles University Prague
*Paper: Strategic Advisory Bodies and Strategic Management in the Czech Republic*

**György Hajnal**, Budapest University of Economic Science and Public Administration
*Paper: Strategic Orientation in Hungarian Central Government Organisations: The Role of Organisational Culture*

12.30 – 14.00  Lunch

14.00 - 15.30  **Session 4: EU ACCESSION, EXECUTIVE CONFIGURATIONS AND POLICY CHANGE**

**Andreas Bagenholm**, Göteborg University
*Paper: Getting Ready for EU-Membership. An Analysis of Governmental Capacity in Preparing and Passing EU-related Legislation in Lithuania and Romania*

**Martin Brusis**, Centre for Applied Policy Research, Munich
*Paper: Governance Indicators and Executive Configurations in Central and Eastern Europe*

**Klaudijus Maniokas**, University of Vilnius
*Paper: Linking Co-ordination of European Affairs and European Policy: Lithuania and other New Member States in the Decision-Making Process of the EU*

**Anna Gwiazda**, Dublin European Institute, University College Dublin, Ireland
*Paper: Europeanisation and State Aid Policy in Poland*

Saturday, May 15, 2004

09.00 - 10.30  **Session 5: EU ACCESSION, EXECUTIVE CONFIGURATIONS AND INSTITUTIONAL CHANGES**

**Oleh Protsyk**, European Centre for Minority Issues, Flensburg
*Paper: Ministerial Structure of Cabinets in Eastern and Central Europe: Does a Country’s EU Accession Status Matter?*

**Jochen Franzke/Astrid Strohbach/Stefanie Tragl**, University of Potsdam
*Paper: Europeanising the Apparatus: Line Ministries Adapting to the Requirements of EU Integration*
**Radoslaw Zubek**, London School of Economics and Political Science  
*Paper: Europeanizing the Centre in Poland: How Europe Affects the Institutional Underpinnings of Ministerial Responsiveness in the Polish Cabinet*

**Gaby Umbach**, Universitat zu Kolin  
*Paper: Post-communist state administrations under the pressures of Europeanisation: Stages – National Differentiation - Scenarios*

**Conclusions:** Completing of the WG report for the closing plenary session;

**IV. Working Group on Democratic Governance of Multiethnic Communities**

*WG Programme Coordinators:*
- **Petra Kovacs**, LGI/OSI, Budapest, Hungary
- **Jana Krimpe**, Tallinn University of Educational Sciences, Tallinn, Estonia
- **Michael Brintnall**, American Political Science Association, Washington D.C., USA


*Our working group is addressing three broad themes in its panels, all central to improving the management of public services in meet the special demands of governance in multiethnic democracies. One panel of papers focuses on the institutional arrangements for developing, administering, and assessing policies about diversity. A second looks at specific strategies for performance measurement, monitoring, and evaluation of social policy, with a particular focus on the Roma community in 4 countries. And the third addresses the preparation of public officials to perform well in meeting the needs of diverse communities. The working group will conclude with development of an active agenda for future activities.*

**Thursday, May 13, 2004**

**16.00 - 17.30  Session 1: Introduction, Review of Past Working Group Activities, and Discussion of Themes and Objectives of Working Group**

**Friday, May 14, 2004**

**09.00 - 10.30  Session 2: Assessing Institutional Responses to Challenges of Democratic Governance of Multiethnic Communities**

**Rustem Ablyatifov**, State Committee of Ukraine for Nationalities and Migration, Odessa, Ukraine  

**Andrea Krizsan**, Central European University, Budapest, Hungary  
*Paper: Minority Ombudsman Institutions. A central state institution for local purposes. - The case of the Hungarian Minority Ombudsman*

**Andrey Makarychev**, Nizhny Novgorod Linguistic University, Russian Federation
Paper: Trans-regional cooperation in the areas of EU-Russia Direct Neighborhood: the changed Roles of Europe's Margins
George Tarkhan-Mouravi, Institute for Policy Studies, Tbilisi, Georgia

Paper: Regional Development of Multi-Ethnic South Georgia: Assessing Problems and Prospects

10.30 - 11.00 Coffee break

11.00 - 12.30 Session 3: Monitoring, Evaluating and Measuring Performance of Policies that Meet Needs of Ethnic Minorities:

Eva Haviarova, Charles University, Prague, Czech Republic
Paper: The requirement of authentic demographic and socioeconomic data about Roma in Slovakia and their use in decision making process by public administration at different levels

Ekaterina Marinova, CARE Bulgaria Foundation, Sofia, Bulgaria
Paper: From social assistance to social employment: new trends in the application of the Bulgarian Social Assistance Act for low income families and social assistance users from Roma origin

Ivana Simikova, School of Social Studies, Prague, Czech Republic

12.30 – 14.00 Lunch

14.00 - 15.30 Session 4: Recruiting and Training Public Servants to be Responsive to Challenges of Multiethnic Democracy

Victoria Antonova, Volga-region Academy for Civil Service, Saratov, Russian Federation
Paper: Multiculturalism in the Regional Civil Service in Russia (the case of Saratov region)

Kovacs Petra, Local Government and Public Service Reform Initiative (LGI), Open Society Institute, Budapest, Hungary
Paper: Monitoring the Impact of the Anti-Discrimination Training Program in Hungary

Gayane Selimyan, American University of Armenia, Yerevan, Armenia
Paper: Challenges of democratic governance of multiethnic communities in Armenia

Karen West, Centre for Management and Policy Studies, UK Cabinet Office, Ascot, United Kingdom
Paper: Round and Round (and round...) the Learning Cycle - Experience of Cross Cultural Institutional Development in the Balkans

Saturday, May 15, 2004

09.00 - 10.30 Session 5: Conclusions: Lessons from the Papers, Plans for Publications, and Procedures for Communication After the Working Group

V. Working Group on Public Sector Finance and Accounting

WG Programme Coordinators:
Zeljko Sevic, The University of Greenwich, London, United Kingdom
Juliana H. Pigey, The Urban Institute, Washington DC, USA

The Group will focus on the local government capacity and ongoing experience with non-tax revenue sources such as user fees and charges, duties, etc. The individual country papers will provide a detailed account of the fiscal legislation and current practices in fixing, collecting and allocating non-tax revenue sources.

Thursday, May 13, 2004

16.00 - 17.30  Session 1:

Zeljko Sevic, University of Greenwich, United Kingdom and Juliana Pigey, Urban Institute, USA

Introduction
David Amborski, Ryerson University, Canada

Paper: Application of Municipal User Charges in Canada: Experience and Implications for Other Justifications

Peter B. Boorsma, Twente University, Netherlands

Paper: Local Taxes: Why?, with Special Reference to the Netherlands

Jonathan Watson, University of Nottingham, United Kingdom

Paper: Maximising Your Assets: Moving From Spending Ministries to Economic Players,

Verena Fritz, GTZ, Germany

Paper: Raising Revenue in Transition: The Development of Tax Policy and Tax Administration in Ukraine

Friday, May 14, 2004

09.00 - 10.30  Session 2:

Phillip Bryson, Brigham Young University, United States

Paper: Local Users’ Fees in the Czech and Slovak Republics

Piotr Bury, Swietokrzyska Academy, Poland

Paper: Charges in Local Government Services and Budgets in Poland

Pawel Swianiewitz, Warsaw University, Poland

Paper: Fees and Charges in Budgets of Local Governments in Poland: Regulations and Practice

10.30 - 11.00  Coffee break

11.00 - 12.30  Session 3:

Mark Chandler, Stockholm School of Economics in Riga, Latvia

Paper: Local User Charges and Fees in Lithuania

Kenneth Kriz, University of Nebraska, United States and Karsten Staehr, University of Tartu, Estonia and Viktor Trasberg, University of Tartu, Estonia

Paper: The Use of Fees and Charges by the Estonian Governments

Stanislavs Keiss, School of Business Administration Turiba, Latvia and Zarina Vita, SSC Diplomatic Service Agency, Latvia

Paper: Impact of International Accounting Standards upon the Latvian Accounting Legislation System
12.30 – 14.00   Lunch

14.00 - 15.30   Session 4:

David Tumanyan, Communities Finance Officers Association of Armenia, Armenia
Paper: User Charges and Fees in Armenian Local Government System
Leonida Pliskevich, International Institute for Social and Labour Relations, Belarus
Paper: User Fees and Charges in the Republic of Belarus
Lyubov Chapurina, UNDP Kazakhstan, Kazakhstan
Paper: Policy of User Charges and Fees in a Transition Democracy: Kazakhstan Case Study
Tatiana Danieliants, Inter-Tass Agency, Russian Federation and Yulia Potanina, Moscow State Lomonossov University, Russian Federation
Paper: User Charges and Fees: Case of Russia

Saturday, May 15, 2004

09.00 - 10.30   Session 5: Conclusions:  Completing of the WG report for the closing plenary session; Plans for the next year

VI. Working Group on e-Government

WG Programme Coordinators:
Yuri Misnikov, UNDP Slovakia
The main topic: Knowledge management and ICT for Public Policy

Applying ICT based KM techniques in the policy formulation and implementation process can be considered as a very effective tool for overcoming policy making problems as it integrates knowledge handling, reduces the vagueness and fuzziness of the policy making process, and creates a systemic framework for addressing bottlenecks and inconsistencies. The papers selected for the working group IV address both national trends and global approaches to policy making through knowledge management and ICT applications

Thursday, May 13, 2004

16.00 - 17.30   Session 1:

Panel 1: National and local strategies for knowledge management and ICT in government

Edwin Lau, SIGMA/OECD, Paris, France
Paper: E-Government in OECD countries

Ivanna Atamanchuk, Ukrainian Academy of Public Administration, Kyiv, Ukraine
Paper: E-Government in Ukraine: Achievements and challenges

Irina Merkuryeva, St.-Petersburg State University, St. Petersburg, Russian Federation
Yaroslav Mudryi, London Metropolitan University, London, United Kingdom
*Paper: Introducing the concept of distance learning for public servants training in Regional Institutes of National Academy of Public Administration in Ukraine*

Friday, May 14, 2004

09.00 - 10.30 **Session 2: Panel 1:** National and local strategies for knowledge management and ICT in government (contin)

**Antoni Sobolewski,** Higher School of Public Administration, Szczecin, Poland
*Paper: Polish Self-Government on its Way to the e-government*

**Dusan Soltes,** Faculty of Management, Comenius University, Bratislava, Slovakia
*Paper: EU Lisbon strategy: e-Europe+ in Slovakia in the context of the future EU-25*

**Ovidiu Stoica,** "Al. I. Cuza" University of Iasi, Iasi, Romania
*Paper: Local e-Government Developments in Romania. A Survey*

**Visvaldis Valtenbergs,** Vidzeme University College, Valmiera, Latvia
*Paper: Latvian Political Webscape And It’s Adaptation to Public Engagement: The Case of Political Parties*

**Ligita Zailskaite,** Kaunas University of Technology, Kaunas, Lithuania
*Paper: E-Government Implementation in Lithuania*

10.30 - 11.00 Coffee break

11.00 - 12.30 **Session 3: Panel 2:** ICT and public policies

**Alexander Settles,** University of Delaware, Newark, DE, United States
*Paper: Improving the Policy Making Process with Information and Communications Technologies: The Use of Geographic Information Systems in Urban and Regional Planning*

**Frances Chetwynd,** Arlington, United States
*Paper: Openness and Privacy Concerns in E-Government*

**Martin Gramatikov,** University of Sofia, Sofia, Bulgaria
*Paper: Knowledge management strategies in the context of public-private partnerships*

**Agnieszka Pawlowska,** M. Curie-Sklodowska University, Lublin, Poland
*Paper: GIS as a tool in local policy-making*

**Jiri Pribil / Jan Pavel** University of Economics, Jindrichuv Hradec, Czech Republic,
**Leos Vitek,** Ministry of Finance, Czech Republic
*Paper: Tax administration and e-government: case of the Czech Republic*

12.30 – 14.00 Lunch
14.00 - 15.30  **Session 4: Panel 2: ICT and public policies (cont)**

**Kristina Reinsalu**, University of Tartu, Tartu, Estonia  
*Paper: Knowledge Management in Local Governments-the Tool for Building Trust*

**Marcin Sakowicz**, Warsaw School of Economics, Warsaw, Poland  
*Paper: Knowledge Management in Polish Local Self-government*

**Aleksandar Ugrinoski**, Civil Servants Agency, Skopje, Republic of Macedonia  
*Paper: The Central Register of Civil Servants, E-Data or E-Knowledge*

**Razvan Viorescu**, University "Stefan cel Mare" Suceava, Suceava, Romania  
*Paper: Preventing and fighting against cybercrime – Romanian case*

**Marta Wielinska**, Higher School of Public Administration, Szczecin, Poland  
*Paper: Education for the e-government – as a method to present the digital divide process on the example of the West Pomerania Voivodship in Poland*

**Jiri Krecan**, Training Centre for Public Administration (FALA), Pardubice, Czech Republic  
*Paper: The Public Administration Portal of the Czech Republic in Point of View of Public Servant*

**Saturday, May 15, 2004**

09.00 - 10.30  **Session 5: Discussion -Conclusions; (Completing of the WG report for the closing plenary session; Plans for the next year…etc.)**

**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  
**Borisas Melnikas**, Vilnius Gediminas Technical University, Lithuania

Contemporary public administration is inherent of 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, re-skilling 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 principal goals of the newly established working group is to research and identify new approaches towards capacity building of civil servants’ training systems according to EU requirements.
Thursday, May 13, 2004

16.00 - 17.30  Session 1:

Irena Recinova, Ministry of Interior of Czech Republic, Prague, Czech Republic
Paper: Institutional enhancement of the development of the human resources in public administration

Ivan Maš, Masaryk University, Brno, Czech Republic
Paper: Experiences from an implementation of a new Civil Servants Training System in the Czech Republic - country study

Claudia Pamfil, Local Development Group, Bucharest, Romania
Paper: Local Government training in CEE - a constant but changing need-view over the training process elements

Razvan Viorescu, University "Stefan cel Mare", Suceava, Romania
Paper: The professionalising of the civil service according to public administration reform (Romanian case)

Friday, May 14, 2004

09.00 - 10.30  Session 2:

Lidia Goverdovskaja, International Market Institute, Samara, Russian Federation
Paper: Development of the state and municipal civil servants training and re-training system in the Oblast of Samara (the Case of the Public and Municipal Service Department, International Market Institute)

Mik Strmecki, Faculty of Administration, Ljubljana, Slovenia
Paper: Civil servants training for EU accession: The Slovenian experience

Yuri Polianskiy, Ukrainian Academy of Public Administration, Kiev, Ukraine
Paper: How to adjust civil servant's training system to EU requirements: Ukraine case

Olena Kulenkova, Ukrainian Academy of Public Administration, Kiev, Ukraine
Paper: Setting the Effective System of EU Training for Ukrainian Public Servants

Zamurnikova, Dnipropetrovsk Regional Institute of Public Administration, Ukraine
Paper: Ukrainian Eurointegration Process and In-service Training of Public Servant

Borisas Melnikas, Vilnius Gediminas Technical University, Lithuania
Paper: Improvement of the System of Public administration specialist training in countries of Central and Eastern Europe: integrated and individualized university studies and introduction of the lifelong learning principle in the environment of the growing European Union

10.30 - 11.00  Coffee break

11.00 - 12.30  Session 3:

Eugenijus Chlivickas, Ricardas Malkevicius, Lithuanian Public Administration Training Association, Vilnius, Lithuania
Paper: Capacity building of decentralized training system in context of global transformations: Lithuanian experience

Beata Grebliauskiene, Customs Training Centre, Vinius, Lithuania
Paper: The system of Lithuanian customs officials qualification improvement refering EU standards
**Ona Grazina Rakauskiene**, Seimas of the Republic of Lithuania, Law University of Lithuania, Vilnius, Lithuania  
**Paper:** State of the Art of Lithuanian Macroeconomy and Challenge of Increasing State Revenue in to the context of capacity building of Government  

**Antanas Seilius**, Klaipeda University, Management Department, Lithuania  
**Paper:** Regional problems of personel development in Public Administration institutions  

**Ligija Kaminskiene, Regina Motiuniene**, Law University of Lithuania, Vilnius, Lithuania  
**Paper:** Public Institutional Culture and Traditions as Perceived through Language Applications  

**Paliulis Narimantas, V. Elskyte, L. Šaulinskas**, Vilnius Gediminas Technical University, Lithuania  
**Paper:** Challenges of Information society in civil servants training  

12.30 – 14.00 Lunch  

14.00 - 15.30 **Session 4:**  
**Eugenijus Chlivickas**, Lithuanian Public Administration Training Association, Lithuania  
**Paper:** Civil Service Training System: Strategy of Human Resources Development  

**Irena Alperyte**, Vilnius Gediminas Technical University, Lithuania  
**Paper:** Public Administration Improvement In Eastern and Central Europe: Culture Administrators Training System according to EU Requirements  

**Gediminas Dubauskas**, General Jonas Žemaitis Military Academy of Lithuania, Vilnius, Lithuania  
**Paper:** Studies and Training Programs on Management of Public Finance in Lithuania's Defence Sector  

**Zenonas Streikus**, Training centre “Dainava” for Civil Servants and Local Administration, Druskininkai, Lithuania  
**Paper:** Training system oriented for „the first line“ civil servants  

**Rasa Smaliukiene**, General Jonas Žemaitis Military Academy of Lithuania, Vilnius, Lithuania  
**Paper:** Leaders for public administration: civil servants’ education system in Lithuania  

**Alvydas Raipa**, Kaunas University of Technology, Faculty of Social Sciences, Department of Public Administration, Lithuania  
**Paper:** Effective civil servants trainings as a component of better implementation public management innovations  

**Saturday, May 15, 2004**  

09.00 - 10.30 **Session 5: Conclusions**