The 20th NISPAcee Annual Conference

Public Administration East and West: Twenty Years of Development

May 23–26, 2012, Ohrid, Republic of Macedonia (FYROM)



CONFERENCE PROGRAMME

Organised in cooperation with

University "St. Kliment Ohridski" – Bitola, Republic of Macedonia (FYROM)

Conference venues

Hotel Metropol, Hotel Bellevue
Ohrid, Republic of Macedonia (FYROM)

Meeting Rooms

Pre-conference meetings:

	Conference Room	Hotel
Master Class „How to improve your paper“	SAMOIL / KANEO	Metropol
EAPAA Workshop „Training for potential Site Visit Team members“	OHRID	Metropol

Conference meetings:

REGISTRATION	LOUNGE	Metropol
Opening Plenary Sessions	BILJANA	Metropol
Closing Plenary Sessions	BILJANA	Metropol

Panel sessions and Forums

Plenary Session on the Main Conference Theme	BILJANA	Metropol
Main Conference Theme sessions	BILJANA	Metropol
General Session	LABINO	Metropol
NISPAcee Panels I. and II.	BILJANA	Metropol
Panels on New Projects	BUSINESS HALL	Metropol
EAPAA Advisory Panel	OHRID	Metropol
EAPAA Workshop „How to prepare for accreditation“	OHRID	Metropol
Panel on WILCO	GREEN HALL	Metropol
IIAS - IASIA Panel	SAMOIL	Metropol
EGPA Panel	SAMOIL	Metropol
EUPAN Panel	SAMOIL	Metropol
ASPA Panel	BILJANA	Metropol

Working Groups

I.	Working Group on Local Government	SAMOIL	Metropol
II.	Working Group on e-Government	KANEO	Metropol
III.	Working Group on Civil Service	BUSINESS HALL	Metropol
IV.	Working Group on on PA Reform	LABINO	Metropol
V.	Working Group on Internationalization and Networking of PA Studies	OHRID	Metropol
VI.	Working Group Fiscal Policy	BREAKFAST HALL	Bellevue
VII.	Working Group on Public Policy Analysis Development Issues	GALLERY HALL	Bellevue
VIII.	Working Group on Public Administration Education	GREEN HALL	Metropol
IX.	Working Group on Administration and Management of Internal Security Agencies	KANEO	Metropol
X.	Working Group on Good Governance, Human Rights and Development	National Restaurant Hall	Metropol

Specialized meeting

NISPAcee Business Meeting	BILJANA	Metropol
Meeting of the Coordinators of WGs/WSs and the editors of the Proceedings	LABINO	Metropol

Others

NISPAcee office	BANQUET HALL	Metropol
Coffee breaks	LOUNGE	Metropol/Belle-vue
Book exhibition	LOUNGE	Metropol
Lunches	Restaurants of the Hotels	

The 20th NISPAcee Annual Conference

Public Administration East and West: Twenty Years of Development

May 23–26, 2012, Ohrid, Republic of Macedonia (FYROM)

Contents

Conference Schedule 3

Business Meeting 3

Opening Plenary Session 3

Closing Plenary Session 7

Detailed Programme 9

Pre-conference Meetings 9

Master Class "How to improve your paper" 9

EAPAA Workshop "Training for potential Site Visit Team members" 10

Sessions on the Main Conference Theme 11

ASPA Panel 12

General Sessions 14

Panels and Forums 15

NISPAcee Panel I: NISPAcee in the Mirror (Internal reflections) 15

EAPAA Advisory Panel 15

Panel on WILCO 15

Panel on New Projects 1 16

EGPA Panel 17

IIAS – IASIA Panel 18

NISPAcee Panel II: NISPAcee in the Eyes of the International Community 18

EAPAA Panel – How to prepare for accreditation 18

EUPAN Panel 18

Panel on New Projects 2 19

Working Groups 20

I. Working Group on Local Government 20

II. Working Group on e-Government 22

III. Working Group on Civil Service 23

IV. Working Group on PA Reform 25

V. Working Group on Internationalization and Networking of Public Administration Studies and Civil Servant's Training Systems 27

VI. Working Group on Fiscal Policy 29

VII. Working Group on Public Policy Analysis Development Issues 31

VIII. Working Group on Public Administration Education 32

IX. Working group on Administration and Management of Internal Security Agencies 34

X. Working Group on Good Governance, Human Rights and Development 35

Invitation to The 21th NISPAcee Annual Conference 40

Conference Schedule

Pre-conference Activities

Tuesday, May 22, 2012

09:00–19:30 **Master Class "How to improve your paper"**
room: **SAMOIL/KANEO** Hotel Metropol

18:00–20:00 **Registration of participants**
room: **LOUNGE** Hotel Metropol

Wednesday, May 23, 2012

08:00–15:00 **Registration of participants**
room: **LOUNGE** Hotel Metropol

09:00–09:45 **Meeting of the Coordinators of WGs/WSs and the Editors of the Conference Proceedings**
room: **LABINO** Hotel Metropol

09:00–12:00 **Master Class "How to improve your paper"**
room: **SAMOIL/KANEO** Hotel Metropol

10:00–12:00 **Business Meeting**
room: **BILJANA** Hotel Metropol

Chair:

Gyorgy Jenei, NISPAcee President, Corvinus University of Budapest, Budapest, Hungary

Programme:

- Welcome and opening by the President
- Annual Report of Activities and Future Plans
- Financial Report
- NISPAcee – NASPAA Memorandum of Understanding:
  MoU will be signed by the NISPAcee and NASPAA Presidents
- Memorandum of Understanding of the Consortium of 7 Universities and NISPAcee:
  MoU will be signed by the representatives of the Consortium
- New NISPAcee Strategy
- NISPAcee Bylaws and membership categories and fees – voting on changes
- Elections of the new Steering Committee Members
- Other business

12:00–13:30 **EAPAA Workshop "Training for potential Site Visit Team members"**
room: **OHRID** Hotel Metropol

Conference Activities

Wednesday, May 23, 2012

14:00–15:30 Opening Plenary Session – 1st part
room: **BILJANA** Hotel Metropol

Welcome and opening speeches

Gyorgy Jenei, NISPAcee President, Corvinus University of Budapest, Hungary

Violeta Panovska – Boskoska, Dean of the Faculty of Administration and Management of Information Systems, University "St. Kliment Ohridski" – Bitola, Republic of Macedonia

Ivo Ivanovski, Minister, Ministry of Information Society and Administration, Republic of Macedonia

NISPAcee partners

Haiyan Qian, UN DESA Director (*United Nations Department of Economic and Social Affairs*), New York, USA – *video presentation*

Geert Bouckaert, EGPA Immediate Past President, IIAS Programme and Research Advisory Committee Chairman *(European Group for Public Administration, Internatioanal Institute of Administrative Sciences),* Katholieke Universiteit Leuven, Leuven, Belgium

Theo van der Krogt, EAPAA Executive Secretary *(European Association for Public Administration Accreditation),* University of Twente, Enschede, Netherlands

Allan Rosenbaum, IASIA Immediate Past President *(International Association of Schools and Institutes of Administration),* Florida International University, Miami, United States

Rolet Loretan, IIAS Executive Director *(International Institute of Administrative Sciences),* Brussels, Belgium

Stephen E. Condrey, ASPA President-Elect *(American Society for Public Administration),* Washington DC, United States

Nadia Rubaii, NASPAA President *(National Association of Schools of Public Affairs and Administration),* Binghamton University, Binghamton, United States

15:30–16:00 **Coffee Break**

room: **LOUNGE** Hotel Metropol

16:00–17:00 **Opening Plenary Session – 2nd part**

room: **BILJANA** Hotel Metropol

Public Administration in Macedonia

Training and professional development of the administration in the Republic of Macedonia – History and Challenges.

Aleksandar Golev, Sector for Management, Development, HR coordination and Training, Ministry of Information Society and Administration of the Republic of Macedonia.

Keynote Speech

Barbara Kudrycka, Minister, Ministry of Science and Higher Education, Poland

17:00–17:30 **Opening Plenary Session – 3rd part**

room: **BILJANA** Hotel Metropol

Ceremony of the Alena Brunovská Award for Teaching Excellence in Public Administration

Presentation of the Posthumous Award by ***Gyorgy Jenei***, NISPAcee President and ***Ľudmila Gajdošová***, NISPAcee Executive Director to the recipient:

Mzia Mikeladze, Caucasus University, ISET, Georgia

The recipient on her behalf will be her brother ***Malkhaz Mikeladze***, The Ambassador of Georgia in Mexico.

The presentation of the recipient: *"**Evolution of public administration in Eastern European countries**"*

19:00–22:00 **Welcome reception**

The Reception will be hosted by Rector **Zlatko Zhoglev**, University St. Kliment Ohridski – Bitola.

room: **A La Carte Restaurant** Hotel Metropol

The conference participants will enjoy life music (Macedonian folk and pop music), folklore group performance, and the performance of 4 violinists. Buffet dinner with drinks will be provided.

Thursday, May 24, 2012

09:00–11:00 **Plenary Session on the Main Conference Theme**

room: **BILJANA** Hotel Metropol

11:00–11:30 **Coffee Break**

room: **LOUNGE** Hotel Metropol

11:30–13:00 **NISPAcee Panel I: NISPAcee in the Mirror (Internal reflections)**

room: **BILJANA** Hotel Metropol

I. Working Group on Local Government

Session 1: Comparisons and theories.

room: **SAMOIL** Hotel Metropol

II. Working Group on e-Government

Session 1: Local e-Government and e-Governance.

room: **KANEO** Hotel Metropol

III. Working Group on Civil Service

Session 1: General, macro view on public service, policies, system.

room: **BUSINESS HALL** Hotel Metropol

IV. Working Group on PA Reform

Session 1: Comparative perspectives on public administration reform.
room: **LABINO** Hotel Metropol

V. Working Group on Internationalization and Networking of PA Studies

room: **OHRID** Hotel Metropol

VI. Working Group on Fiscal Policy

Session 1.
room: **BREAKFAST HALL** Hotel Bellevue

VII. Working Group on Public Policy Analysis Development Issues

Session 1: Theory and practice of policy analysis.
room: **GALLERY HALL** Hotel Bellevue

VIII. Working Group on Public Administration Education

Session 1: Public administration in different countries.
room: **GREEN HALL** Hotel Metropol

X. Working Group on Good Governance, Human Rights and Development

room: **National Restaurant Hall** Hotel Metropol

13:00–14:30 **Lunch Break**

room: **Restaurant** Hotel: Metropol/Bellevue/Turist

14:30–16:00 **Main Conference Theme session 1**

Topic: Towards some theoretical and practical assumptions: comparative analysis of institutions, models and practices/Selected country case studies.
room: **BILJANA** Hotel Metropol

General Session 1

room: **LABINO** Hotel Metropol

EAPAA Advisory Panel

room: **OHRID** Hotel Metropol

Panel on WILCO

Welfare Innovations at the Local Level: Intermediate conclusions from the WILCO project.
room: **GREEN HALL** Hotel Metropol

Panel on New Projects 1

room: **BUSINESS HALL** Hotel Metropol

14:30–15:30 **EGPA Panel**

Lessons from the Trans-European Dialogues: Public administration of East and West.
room: **SAMOIL** Hotel Metropol

15:30–16:30 **IIAS – IASIA Panel**

Global trends in public sector reform.
room: **SAMOIL** Hotel Metropol

16:00–16:30 **Coffee Break**

room: **LOUNGE** Hotel Metropol/Bellevue

16:30–18:00 **Main Conference Theme session 2**

NISPAcee in Caucasus, Central Asia and Western Balkan – lessons learned.
room: **BILJANA** Hotel Metropol

I. Working Group on Local Government

Session 2: Financial autonomy.
room: **SAMOIL** Hotel Metropol

II. Working Group on e-Government

Session 2: e-Government and transparency.
room: **KANEO** Hotel Metropol

III. Working Group on Civil Service

Session 2: Ethics and integrity.
room: **BUSINESS HALL** Hotel Metropol

IV. Working Group on PA Reform

Session 2: Stakeholder perspectives on public administration reform.
room: **LABINO** Hotel Metropol

VI. Working Group on Fiscal Policy
Session 2.
room: **BREAKFAST HALL** Hotel Bellevue

VIII. Working Group on Public Administration Education
Session2: Teaching Public Administration 1.
room: **GREEN HALL** Hotel Metropol

Friday, May 25, 2012

09:00–11:00 **Main Conference Theme session 3**
ASPA Panel: Public administration in post-communist countries.
room: **BILJANA** Hotel Metropol

I. Working Group on Local Government
Session 3: Autonomy and control.
room: **SAMOIL** Hotel Metropol

III. Working Group on Civil Service
Session 3: Network and partnership in public service/System.
room: **BUSINESS HALL** Hotel Metropol

IV. Working Group on PA Reform
Session 3: Normative issues of public administration reforms.
room: **LABINO** Hotel Metropol

V. Working Group on Internationalization and Networking of PA Studies
room: **OHRID** Hotel Metropol

VI. Working Group on Fiscal Policy
Session 3.
room: **BREAKFAST HALL** Hotel Bellevue

VII. Working Group on Public Policy Analysis Development Issues
Session 2: Public policy processes and capacity building.
room: **GALLERY HALL** Hotel Bellevue

VIII. Working Group on Public Administration Education
Sessions 3: Teaching Public Administration 2.
room: **GREEN HALL** Hotel Metropol

IX. Working group on Administration and Management of Internal Security Agencies
Session 1.
room: **KANEO** Hotel Metropol

X. Working Group on Good Governance, Human Rights and Development
room: **National Restaurant Hall** Hotel Metropol

11:00–11:30 **Coffee Break**
room: **LOUNGE** Hotel Metropol/Bellevue

11:30–13:00 **NISPAcee Panel II: NISPAcee in the Eyes of the International Community**
room: **BILJANA** Hotel Metropol

General Session 2
room: **LABINO** Hotel Metropol

EAPAA Panel – How to prepare for accreditation
room: **OHRID** Hotel Metropol

EUPAN Panel
room: **SAMOIL** Hotel Metropol

Panel on New Projects 2
room: **BUSINESS HALL** Hotel Metropol

13:00–14:30 **Lunch Break**
room: **Restaurant** Hotel: Metropol/Bellevue/Turist

14:30–16:00 **Main Conference Theme session 4**
East and West experiences and approaches to PA reforms.
room: **BILJANA** Hotel Metropol

I. Working Group on Local Government

Session 4: Political autonomy.

room: **SAMOIL** Hotel Metropol

II. Working Group on e-Government

Session 3: e-Government assesment and evaluation.

room: **KANEO** Hotel Metropol

III. Working Group on Civil Service

Session 4: Instruments/Motivation and leadership.

room: **BUSINESS HALL** Hotel Metropol

IV. Working Group on PA Reform

Session 4: Solutions for public administration reform.

room: **LABINO** Hotel Metropol

V. Working Group on Internationalization and Networking of PA Studies

room: **OHRID** Hotel Metropol

VI. Working Group on Fiscal Policy

Session 4: Discussion of WG plans for the next year(s).

room: **BREAKFAST HALL** Hotel Bellevue

VII. Working Group on Public Policy Analysis Development Issues

Session 3: Practical use of policy tools: Sectoral policy analysis; Policy evaluation.

room: **GALLERY HALL** Hotel Bellevue

VIII. Working Group on Public Administration Education

Session 4.

room: **GREEN HALL** Hotel Metropol

X. Working Group on Good Governance, Human Rights and Development

room: **National Restaurant Hall** Hotel Metropol

16:00–16:30 **Coffee Break**

room: **LOUNGE** Hotel Metropol/Bellevue

16:30–17:30 **Closing Plenary Session 1**

room: **BILJANA** Hotel Metropol

Chair:

Wolfgang Drechsler, Tallinn University of Technology, Tallinn, Estonia

The global crisis, which NISPAcee addressed two years ago in Warsaw, and the future of PA, which was our theme in Varna last year, still dominate the agenda of NISPAcee and its region, and both issues are more relevant than ever, as well as strongly interdependent. Since NISPAcee, after 20 very successful years, needs to continue to reorient itself in a changing world, the closing panel of the anniversary conference will explore the questions of how the governance, and especially PA in our region, will or should change, how the continued crisis may play out, and what all of this means for the role of NISPAcee and the scope of its activities.

Presenters:

Guy Peters, University of Pittsburgh, Dept. of Political Science, Pittsburgh, United States

Juraj Nemec, University of Matej Bel, Faculty of Economics, Banska Bystrica, Slovakia

Ringa Raudla, Tallinn University of Technology Department of Public Administration, Faculty of Social Sciences, Tallinn, Estonia

Rustam Urinboyev, Lund University, Sociology of Law Department, Social Science Faculty, Lund, Sweden

17:30–18:00 **Closing Plenary Session 2**

room: **BILJANA** Hotel Metropol

Chair:

Gyorgy Jenei, Corvinus University of Budapest, Budapest, Hungary

Awards Ceremony

NISPAcee Merit Awards to be presented to:

Michael Brintnall, Executive Director, American Political Science Association (APSA), Washington DC, United States

Jacek Czaputowicz, National School of Public Administration, Warsaw, Poland

Award for the Best Comparative Paper Presented at the NISPAcee Annual Conference

Award for the Best Conference Paper Presented at the NISPAcee Annual Conference by a PhD student

Closing speech by the NISPAcee President Gyorgy Jenei – introduction of the new NISPAcee President

Invitation to the NISPAcee Conference 2013

Mirjana Drakulic, Vice Dean, Belgrade University, Public Administration Centre, Faculty of Organizational Sciences, Belgrade, Serbia

19:00–23:00 **Farewell party at the Pool Bar**

NISPAcee "OSCAR" Party on the occasion of the 20th NISPAcee anniversary.

room: **Pool Bar** Hotel Bellevue

Participants will enjoy life dancing music and funny entertaiment with "NISPAcee Oscar Award Ceremony", buffet dinner and drinks.

Fancy dress code

Saturday, May 26, 2012

10:00–13:00 **Ohrid city tour**

room: **Depature from Metropol Hotel**

Detailed Programme

Pre-conference Meetings

Tuesday, May 22, 2012 09:00–19:30

Master Class "How to improve your paper"

Room: **SAMOIL/KANEO Hotel Metropol**

Chair: **Michiel de Vries,** Radboud University Nijmegen, Nijmegen, Netherlands

Co-Chair: **Marlies Honingh,** Radboud University Nijmegen, Nijmegen, Netherlands

Master Class Schedule:

09.00–10.30 h

The meeting will feature a general presentation by the workshop leader on what constitutes a good paper, as well as a discussion on how to improve the introduction section of one's own paper.

Meeting room: SAMOIL

10.30–14.00 h

After the first meeting with the workshop leader the participants will be expected to work on their own introduction and mail the improved texts to the workshop leader before 14.00 h (m.devries@fm.ru.nl and m.honingh@fm.ru.nl).

16.00–17.30 h

The session will consist of individual meetings with the workshop leaders going through the improved texts on the introduction, one by one, discussing the changes made and the changes still necessary. These are 20 minute sessions each. Given the number of applicants, these sessions will be conducted by either prof. dr. Michiel S de Vries, or by dr. Marlies Honingh.

Meeting room 1: SAMOIL

Meeting room 2: KANEO

18.00–19.30 h

A general presentation about the structure of conclusions of papers as well as a discussion on how this would apply to the applicants' papers.

Meeting room: SAMOIL

19.30 until next morning:

Participants will be expected to work on their conclusions section and work further on their improved introduction section and mail the final texts to the workshop leaders before 08.00 h May 23rd.

Wednesday, May 23, 2012 09:00–12:00

Master Class "How to improve your paper"

Room: **SAMOIL/KANEO Hotel Metropol**

Chair: **Michiel de Vries,** Radboud University Nijmegen, Nijmegen, Netherlands

Co-Chair: **Marlies Honingh,** Radboud University Nijmegen, Nijmegen, Netherlands

09.00–10.30

The session will be used for individual meetings between applicants and workshop leaders going through the improved texts on the introduction and of the conclusions. Given the number of applicants, these sessions are divided between prof. dr. Michiel S de Vries, and dr. Marlies Honingh.

Meeting room 1: SAMOIL

Meeting room 2: KANEO

11.00–12.00

The session will be used to discuss the improved manuscripts in the group as a whole as well as an evaluation of the course.

Meeting room: SAMOIL

Wednesday, May 23, 2012 12:00–13:30

EAPAA Workshop "Training for potential Site Visit Team members"

Room: **OHRID Hotel Metropol**

Chair: **Theo van der Krogt,** EAPAA (European Association for Public Administration Accreditation), Enschede, Netherlands

The workshop will inform potential site visit team members on:

- the EAPAA criteria and procedures for accreditation
- the purpose of the site visit and the role of site visit team members
- some pitfalls in conducting a site visit

All conference attendants are welcome, however, a potential academic EAPAA site visit team member:

- is a senior public administration scholar (full or associate professor);
- has more than 5 years of experience in public administration teaching at the master level;
- has preferably experience with programme evaluation and/or accreditation;
- is willing to participate in an EAPAA site visit team abroad (2–3 days) while only the travel and lodging costs are covered;
- has some international experience;
- speaks English, German or French.

Sessions on the Main Conference Theme

Thursday, May 24, 2012 09:00–11:00

Plenary Session on the Main Conference Theme

Room: **BILJANA Hotel Metropol**

Chair: **Jacek Czaputowicz,** National School of Public Administration, Warsaw, Poland

The fall of the Berlin Wall in 1989 marked the beginning of a period of very substantial and, in some instances, highly volatile political, economic and social change in Central and Eastern Europe and the former Soviet Union. This, and other subsequent events, triggered a series of waves of transition that led to the emergence of market economies and democratic institution building in many of the countries of the region.

This, in turn, led to many new forms of cooperation between East and West in the fields of public administration and public policy. It was 20 years ago that the Network of Institutes and Schools of Public Administration of Central and Eastern Europe (NISPAcee) was established for the purpose of providing an institutional framework and a vibrant professional association which would serve to encourage the processes of modernization and transformation of the administrative systems of the region, as well as to encourage the spread of democratic principles and standards therein.

For the 20th anniversary conference the main conference theme will follow the two principal objectives. Firstly to initiate, promote and organize an in-depth scientific, professional and empirical analysis and synthesis of East-West cooperation during the past twenty years and how it has contributed to institutional development throughout the region. Secondly to highlight and evaluate the NISPAcee role in the development of the East-West cooperation in the past and, in so doing, assess its own progress and discuss the main trajectory of its action in the future. This will serve both to assess past development and to help in articulating its future development strategy.

Foundations of NISPAcee, milestones and some of its phases towards PA/PM: From Hofburg (1992) to Ohrid

Mirko Vintar, University of Ljubljana, Ljubljana, Slovenia

Political and administrative transformation of the region in the last 20 years and the role of NISPAcee

Gyorgy Jenei, Corvinus University, Budapest, Hungary

Lessons learned from E/W cooperation

Allan Rosenbaum, Florida International University, Miami, United States

Out of the box: CEE and CA transitions and PA paradigms

Michel de Vries, Radboud University Nijmegen, Nijmegen, The Netherlands

Thursday, May 24, 2012 14:30–16:00

Main Conference Theme session 1

Topic: Towards some theoretical and practical assumptions: Comparative analysis of institutions, models and practices/Selected country case studies

Room: **BILJANA Hotel Metropol**

Chair: **Stanka Setnikar-Cankar,** University of Ljubljana, Ljubljana, Slovenia

Case studies:

Poland – **Patrycia Suwaj**, Polish Association for PA Education, Bialystok University, Bialystok, Poland

Estonia – **Tiina Randma-Liiv** and **Merilin Metsma**, Tallinn University of Technology, Tallinn, Estonia

Slovenia – **Polona Kovac**, University of Ljubljana, Ljubljana, Slovenia

Romania – **Calin Hintea**, Babes-Bolyai University, Department of Public Administration, Cluj-Napoca, Romania and **Marius Profiroiu**, Bucharest Academy of Economic Studies, Faculty of Management, Bucharest, Romania

Slovakia – **Ľudmila Malíková,** Comenius University, Bratislava, Slovak Republic

Discussants:

Iwona Sobis, University of Gothenburg, Gothenburg, Sweden

Steven Van de Walle, Erasmus University, Rotterdam, Netherlands

Thursday, May 24, 2012 16:30–18:00

Main Conference Theme session 2

NISPAcee in Caucasus, Central Asia and Western Balkan – Lessons learned

Room: **BILJANA Hotel Metropol**

Chair: **Allan Rosenbaum,** Florida International University, Miami, Florida, United States

Papers:

Public administration and public administration reform in the Western Balkan countries

Dimce Nikolov, Independent Consultant, Republic of Macedonia

Public administration: Twenty years of development – Georgian case study

Malkhas Mikeladze, The Ambassador of Georgia in Mexico

'Islamic' public administration – The missing dimension in NISPAcee region PA research?

Wolfgang Drechsler, Tallinn University of Technology, Tallinn, Estonia

Discussants:

Guy Peters, University of Pittsburgh, Pittsburgh, United States

Andrew Massey, University of Exeter, Exeter, United Kingdom

Friday, May 25, 2012 09:00–11:00

Main Conference Theme session 3

ASPA Panel: Public administration in post-communist countries

Room: **BILJANA Hotel Metropol**

Chair: **Stephen Condrey,** American Society for Public Administration, Washington DC, United States

This panel explores the state of public administration in post-communist countries. All of the presenters are chapter authors for the forthcoming book: Public Administration in Post-Communist Countries: Former Soviet Union, Central and Eastern Europe, and Mongolia (CRC Press, 2012).

Papers:

Public administration in Kyrgyzstan: Examining the effectiveness of civil service reforms

Saltanat Liebert, Virginia Commonwealth University

As in much of the post-communist space, after the collapse of the Soviet Union, Kyrgyzstan had to take significant steps to reform its public administration system. This paper will analyze key initiatives to reform the civil service undertaken in the last 20 years and assess their effectiveness. More specifically, the role of clan politics, donor involvement, informal institutions, and corruption in civil service reforms will be examined. A theoretical framework attempting to explain the determinants of reform effectiveness will be offered.

Administrative culture and civil service reform in Lithuania

Saulius Pivoras, Public Administration Department, Vytautas Magnus University, Kaunas, Lithuania

It is common to associate administrative culture of post-communist countries in Central and Eastern Europe with the "Soviet" administrative tradition. Lithuanian administrative culture can be associated with a mix or diffusion of three different historical layers: the heritage of independent statehood from the interwar period (1918–1940), the Soviet legacy and the constructed or imagined European administrative tradition. All three layers possess one unifying—if even variously understood and functionally diverse—feature: the legal dimension of public administration. The civil service system during the interwar period of Lithuania's independent statehood did not come to be fully institutionalized; in fact, it was very underdeveloped and latent. This paper will focus on the administrative development of Lithuania as a post-communist country.

Public sector reforms in Kazakhstan

Aigerim R. Ibrayeva, College of Social Sciences, Department of Public Administration, Kazakhstan University of Management, Economics, and Research

Tamara Nezhina, Chicago, IL

The disintegration of the Union of Soviet Socialist Republics (hereafter referred to as the Soviet Union) in 1991 marked the beginning of new era for Kazakhstan. From the communist past, Kazakhstan has emerged as an independent pro-market and pro-democracy state. In the West, political elites and academics expected that democracy, market, and civil society would quickly take root in the newly independent state. Yet, in the case of Kazakhstan, democracy has been developing in a zigzag fashion. The First President of Kazakhstan, Nursultan Nazarbayev, has initiated democratic reforms from the top-down; and the President himself has curtailed democratic development by concentrating power within the institution of presidency. The case of Kazakhstan is an illustration of the central role of government in transforming economic, political, and social order with little input from the people, and often against the will of the people.

Public administration reform in Poland

Jacek Czaputowicz, National School of Public Administration, Warsaw, Poland

Marcin Sakowicz, Department of Public Administration, Warsaw School of Economics, Poland

The fall of the communist system in 1989 left a situation in which Poland had no administrative structure suitable for a democratic state. The last two decades have brought a transformation that includes development of a new state system founded upon democratic principles, personal liberty, the rule of law and the right to self-govern through the decentralization of power. The preparation of public administration for membership of the European Union has played an important role. The system of civil service with the position of Head of Civil Service has been established. Principles of political neutrality, transparency and accountability have been crucial for the proper functioning Polish public administration.

Top Ukrainian public management: Top-down or bottom-up reform?

Stephen E. Condrey, President-Elect, ASPA

Svitlana Slava, Uzhgorod National University, Ukraine

R. Paul Battaglio, University of Texas at Dallas, USA

Mykola Palinchak, Dean, Uzhgorod National University, Ukraine

With the collapse of the Soviet Union, transition economies across Central and Eastern Europe began the arduous task of economic and political reform. The reforms underway have not only transformed state functions, but have also transferred the relationship of the state to its citizens. The authors contend that constitutional reform, lending greater authority to sub-national units of government, coupled with a professional civil service corps will lead to grass roots reform and ultimate modernization of Ukrainian public management. The emerging nation-state was doubly tasked with not only reforming government institutions for democracy but also their capacity for a modern market economy. Institutional reform is indispensable for both public management and economic progress.

Friday, May 25, 2012 14:30–16:00

Main Conference Theme session 4

East and West experiences and approaches to PA reforms

Room: **BILJANA Hotel Metropol**

Chair: **Mirko Vintar,** University of Ljubljana, Ljubljana, Slovenia

Papers:

Tax policies under pressure: The case of the European Union

Author(s): **Valeria Limpok,** Szechenyi Istvan University, Gyor, Hungary

Presenter(s): **Valeria Limpok,** Szechenyi Istvan University, Gyor, Hungary

East and West: Twenty years of international relations development at SAPA

Author(s): **Marina V. Tyasto,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Presenter(s): **Marina V. Tyasto,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Nothing but trouble: Studies on the effects of reforms in elderly care in Sweden and Poland

Author(s): **Iwona Sobis,** University of Gothenburg, Gothenburg, Sweden

Presenter(s): **Iwona Sobis,** University of Gothenburg, Gothenburg, Sweden

The communication paradigm of leadership as a basic assumption for changes in the public sector organizations in the Republic of Macedonia

Author(s): **Mirjana Cvetkovska,** Foundation for Small and Medium-Sized Enterprises Development, Bitola, Republic of Macedonia (FYROM)

Dragan Gruevski, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Mirjana Cvetkovska,** Foundation for Small and Medium-Sized Enterprises Development, Bitola, Republic of Macedonia (FYROM)

Explaining the incidence of administrative reform in Eastern Europe

Author(s): **Milena Neshkova,** Florida International University, Miami, Florida, United States

Tatiana Kostadinova

Presenter(s): **Milena Neshkova,** Florida International University, Miami, Florida, United States

Discussants: **Georg Sootla,** Tallinn University, Tallinn, Estonia

Michael Brintnall, APSA (American Political Science Association), Washington DC, United States

General Sessions

Thursday, May 24, 2012 14:30–16:00

General Session 1

Room: **LABINO Hotel Metropol**

Chair: **Marius Profiroiu,** Bucharest Academy of Economic Studies, Bucharest, Romania

In order to include a wide array of potential contributors and to make the NISPAcee Annual Conference even more attractive to Public Administration and Policy scholars, experts, and practitioners and to further enhance its position as one of the most important meetings in the field internationally, the 20th NISPAcee Annual Conference again includes General Sessions, in which papers that cover topics, which go beyond the conference or working group themes, are presented. The only criteria for acceptance were (a) scholarly quality, (b) interest of the topic and (c) "from or about the region".

Papers:

Grabbing the means of administration political competition and party patronage in East Central European state-building

Author(s): **Kim Sass Mikkelsen,** Aarhus University, Arhus C, Denmark

Presenter(s): **Kim Sass Mikkelsen,** Aarhus University, Arhus C, Denmark

Effectiveness of anti-corruption efforts according to civil servants

Author(s): **Lars Johannsen,** Aarhus University, Arhus C, Denmark
Karin Hilmer Pedersen, Aarhus University, Arhus C, Denmark

Presenter(s): **Lars Johannsen,** Aarhus University, Arhus C, Denmark

Europeanization as a factor influencing multiple interest representation: Lithuanian environmental policies' case

Author(s): **Liudas Mazylis,** Vytautas Magnus University, Kaunas, Lithuania
Liucija Mazylyte

Presenter(s): **Liudas Mazylis,** Vytautas Magnus University, Kaunas, Lithuania

Capitalism: Discontent, partial remedies, lingering doubts

Author(s): **Donald Fuller,** Anglo-American University, Prague 1, Czech Republic

Presenter(s): **Donald Fuller,** Anglo-American University, Prague 1, Czech Republic

Friday, May 25, 2012 11:30–13:00

General Session 2

Room: **LABINO Hotel Metropol**

Chair: **Marius Profiroiu,** Bucharest Academy of Economic Studies, Bucharest, Romania

Papers:

Public administration development in Bulgaria for the last two decades

Author(s): **Polya Katsamunska,** University of National and World Economy, Sofia, Bulgaria

Presenter(s): **Polya Katsamunska,** University of National and World Economy, Sofia, Bulgaria

Black sea synergy – institutional and organizational challenges facing public authorities in Bulgaria

Author(s): **Kremena Andonova,** Varna Free University "Chernorizets Hrabar", Varna, Bulgari
Alexandra Parashkevova, Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Presenter(s): **Kremena Andonova,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

The relation "Local Authority-Roma Community" within the context of the European and national Roma integration policy

Author(s): **Maria Velikova,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria
Loretta Parashkevova, Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Presenter(s): **Maria Velikova,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Development of the Bulgarian administrative capacity for municipal project management – issues and achievements

Author(s): **Pavel Pavlov,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria
Svetla Kostadinova, Varna Free University "Chernorizets Hrabar", Varna, Bulgaria
Krasimir Nedyalkov, Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Presenter(s): **Svetla Kostadinova,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Panels and Forums

Thursday, May 24, 2012 11:30–13:00

NISPAcee Panel I: NISPAcee in the Mirror (Internal reflections)

Room: **BILJANA Hotel Metropol**

Chair: **Ringa Raudla,** Tallinn University of Technology, Tallinn, Estonia

Panelists: Former and present NISPAcee Steering Committee members

Objective of the panel:

The panel involves the NISPAcee Steering Committee members who were there at the beginning of the organization and continues will other periods of the NISPAcee development to the present Steering Committee members. The panel will provide an opportunity to the NISPAcee Steering Committee members to focus on the NISPAcee development under their leadership and reflect the NISPAcee performance and impacts of the core activities within the environment in the NISPAcee region in the given period of time. The future development of the organization could be also discussed with the conference participants based on the speakers' former experience.

Panelists:

Mirko Vintar, University of Ljubljana, Ljubljana, Slovenia

Tiina Randma Liiv, Tallinn University of Technology, Tallinn, Estonia

Gyorgy Jenei, NISPAcee President, Corvinus University of Budapest, Budapest, Hungary

Wolfgang Drechsler, Tallinn University of Technology, Tallinn, Estonia

Stanka Setnikar Cankar, University of Ljubljana, Ljubljana, Slovenia

Jacek Czaputowicz, National School of Public Administration, Warsaw, Poland

Marius Profiroiu, Bucharest Academy of Economic Studies, Faculty of Management, Bucharest, Romania

Thursday, May 24, 2012 14:30–16:00

EAPAA Advisory Panel

Room: **OHRID Hotel Metropol**

Chair: **Theo van der Krogt,** EAPAA (European Association for Public Administration Accreditation), Enschede, Netherlands

Since 1.1.2011 EAPAA has new statutes. Public administration programmes can no longer be members of EAPAA. Instead EAPAA now has two corporate members: EGPA and NISPAcee.

However, the communication between EAPAA and public administration programmes that have an interest in accreditation is very important. Therefore EAPAA has an Advisory Panel. All EAPAA affiliated programmes (the former members) are invited to the Advisory Panel meetings which are organised during the annual NISPAcee conference in May and the annual EGPA conference in September.

During the Advisory Panel meetings information will be given about relevant developments regarding accreditation, in- and outside EAPAA. Advice will be sought from the participants on certain issues, and changes in the EAPAA accreditation criteria and procedures will be explained.

This year the following issues are on the agenda:

1. A new category in EAPAA accreditation for public sector specialisation
2. Competences and learning outcomes: Tuning the PA project
3. Agreement with NASPAA about collaboration
4. EAPAA's internal self-evaluation

Thursday, May 24, 2012 14:30–16:00

Panel on WILCO

Welfare Innovations at the Local Level: Intermediate conclusions from the WILCO project

Room: **GREEN HALL Hotel Metropol**

Chair: **Taco Brandsen,** Radboud University Nijmegen, Nijmegen, Netherlands

Panel Abstract

Social innovation is becoming a priority for an increasing number of academics, policy-makers, and practitioners. In many cases, innovation in services offers the opportunity to balance the demands of cutting public expenditure with better delivery of services that aim to reduce social exclusion. Cities offer a unique environment for researchers to observe and understand how bottom-up approaches and initiatives emerge. However, many innovations that emerge at the local level (e.g. by municipalities, citizens, third sector organisations) are not picked up more broadly within the city, in other cities and in other countries, either their relevance is not recognised, or because they fail after they have been introduced, due to a limited understanding of the contingencies that accounted for their original success.

The topicality of the subject of social innovation at the European level is demonstrated, amongst other things, by its increasing prominence in the European debate (e.g. the launch of the Social Innovation Europe Initiative by the European Commission), by its repeated appearance as a key theme in the European Framework Programmes and by an increasing number of publications and events devoted to it.

The project Welfare Innovations at the Local Level (WILCO, www.wilcoproject.eu) is a three-year European Union-funded project (2010–2013) that brings together universities from ten European countries and the research networks NISPAcee and EMES. It compares innovations in ten countries aimed at the young unemployed, women and migrants. The goal is to understand how these innovations affect social inequalities, favour social cohesion and can be transferred to and implemented in other settings.

The aim of this panel is to present some of the intermediate results and conclusions to a scientific audience and to exchange insight on different approaches to such complex issues. Adopting a European geographical focus, the panel will present the ongoing academic discussion and research around innovation in local welfare services, with a focus on the role of civil society organizations and institutional developments stemming from the resulting arrangements.

The evidence is based on a multi-methodological design, with the following research conducted at the time of submission (with more to follow):

1. Documentation research at the national and city level.
2. A total of 60 interviews with experts on the latest trends in social innovation and exclusion, specifically in fields of employment, housing and child care.
3. Statistical analysis of Eurostat data on patterns of social exclusion, specifically with respect to young people, migrants and single mothers.
4. A total of 360 interviews with members of the three target groups mentioned above, conducted at the street level.

More information about the WILCO project and its members can be found on the project website www.wilcoproject.eu.

Panel format and composition

The panel will take the form of a round table, in which short presentations will be followed by a general discussion. Each presentation will in no more than 10 minutes discuss the evidence from the research in European cities, focusing on the following questions:

- *What are the major social issues on which social innovation in cities focus?*
- *What role is there for citizens and the third sector?*
- *What are the major challenges and opportunities for social innovation?*

The presentations include two CEE countries (Croatia, Poland) and one Western European country (The Netherlands). Following the presentations, referees will pick up general points from the evidence and discuss the theoretical and empirical implications of the findings.

Participants:

Gojko Bezovan/Jelena Matancevic, University of Zagreb, Croatia

Taco Brandsen, Radboud University Nijmegen, The Netherlands

Renata Siemienska/Anna Domaradzka, University of Warsaw, Poland

Discussants:

Veronica Junjan, University of Twente, The Netherlands; NISPAcee Working Group on Public Administration Reform

Gabor Soos, Institute for Political Science, Hungarian Academy of Sciences, Budapest; NISPAcee Working Group on Local Government

Thursday, May 24, 2012 14:30–16:00

Panel on New Projects 1

Room: **BUSINESS HALL Hotel Metropol**

Chair: **Elena Žáková,** NISPAcee Secretariat, Bratislava, Slovakia

Integrity-based administrative culture – Against corruption by using corruption risk analyses

2009–2011

Donors: European Social Fund, State Reform Program of the New Hungarian Development Plan

The project aimed to carry out research on corruption risk analysis in the public sector from 3 aspects: factors of original corruption risk, factors increasing corruption risks and factors stemming from the control systems. Four segments of the public sector were analysed: legislation, central public administration, local governments and public services. Research studies summarised the most important results of the project: the level of corruption risks in the four segments of the public sector. A collection of essays based on these studies should be published by the State Audit Office in February 2012, to be offered for legislation to use the results of the project.

Presenter:

Maria Bordas, National University of Public Service, Budapest, Hungary

European project on professional master in public administration – Challenges and opportunities in European higher education

10/2010–9/2012

Donor: EACEA – Education, Audiovisual and Culture Executive Agency

The purpose of the project is to set up a European Master's Diploma/Diploma Supplement for the certification of civil servants in European Administration. The project's main objective is to draw up a curriculum for the courses of the Master and to consider how it will be delivered by the different partner universities. The MPEAP is based on the experience of four European partner universities and it will be mutually recognised by them. The project gives a new innovative, European dimension to national diploma procedure and facilitates the professional insertion of graduates through the improvement of their knowledge. The courses will be delivered in English and French but also in Romanian, Italian and Hungarian. An e-campus with Adobe Connect will be realised. The MPEAP students will be able to learn the concepts and acquire the knowledge and know-how required by a European Public Servant.

Presenter:

Lucian T. Chiriac, Petru Maior University, Targu Mures, Romania

MIPAM – Curriculum development of joint master in international public administration and management

10/2010–9/2013

Donor: The project is co-financed (69.77%) by the EU's Lifelong Learning Programme

The aim of the project is to develop a curriculum (including materials and a handbook for accreditation) concerning a Joint Master degree programme in the field of Public Administration and Management, which can also be used by other institutions. The developed lecture materials will be tested in single courses during the next academic year (2012/2013).

Presenter:

Balázs Kőnig, National University of Public Service, Budapest, Hungary

Overview of Regional School of Public Administration (ReSPA)

Donor: European Commission and ReSPA Member Countries

The main objective of the presentation is to provide an overview of the establishment of the first Regional School of Public Administration within the Western Balkan countries and its relevance. Apart from being an international organisation, ReSPA also stands as a main training institution for public servants employed in public institutions at the national level of the ReSPA member countries. In addition, ReSPA boosts regional co-operation in the field of public administration and strengthens administrative capacity and development of human resources in line with the principles of the European Administrative Space.

Presenter:

Suad Music, ReSPA, Danilovgrad, Montenegro

Thursday, May 24, 2012 14:30–15:30

EGPA Panel

Lessons from the Trans-European Dialogues: Public administration of East and West

Room: **SAMOIL Hotel Metropol**

Chair: **Mirko Vintar,** University of Ljubljana, Ljubljana, Slovenia

During the EGPA panel, the participants will underline the main lessons of the Trans-European Dialogues (TED). TED has been firmly established as a joint EGPA-NISPAcee event in the "Tallinn Declaration" of the two organizations in February 2008. It is a high-level focused conference on a timely topic in Public Administration (PA) that will profit from bringing together experts from different regions, thereby facilitating exchange and discussion across Europe and even including Central Asia and the Caucasus. This dialogue is also based on a long-term cooperation between the different partners which began more than 20 years. The panellists will point out the key elements of the dialogue: philosophy, format, challenges and perspectives for the future. They will also highlight the main trends for Public Administration: major developments, convergences and divergences, common challenges and different solutions. They will provide the audience with a brief overview of current reforms in the public sector in order to draw out the lessons emerging from current developments. These lessons from our Trans-European Dialogues are crucial to design public administration and public policy as well as to identify the next steps for reforming PA in Eastern and Western European Countries. Dialogues between our networks are essential for the future of PA.

Panelists:

Geert Bouckaert, Chair of the PRAC/IIAS, Katholieke Universiteit Leuven, Leuven, Belgium

Andrew Massey, EGPA Vice-President, University of Exeter, Exeter, United Kingdom

Tiina Randma-Liiv, EGPA Steering Committee Member, Tallinn University of Technology, Tallinn, Estonia

Edoardo Ongaro, EGPA Vice-President, Northumbria University, Newcastle Upon Tyne, United Kingdom

Thursday, May 24, 2012 15:30–16:30

IIAS – IASIA Panel

Global trends in public sector reform

Room: **SAMOIL Hotel Metropol**

Chair: **Rolet Loretan,** International Institute of Administrative Sciences (IIAS), Brussels, Belgium

During the IIAS-IASIA panel, the panellists will focus on the main trends in public sector reform. They will underline the different shifts regarding the models for governing and reforming the system: from NPM to new governance models. They will point out the key elements of the public sector reforms and provide the audience with an international overview. They will stress the various contexts in which different models of reform emerged and will highlight some common features such as the rule of law, reliability, openness and transparency; accountability and responsibility; participation and effectiveness. The participants will also describe the different possible options of reforming the public sector facing the current financial crisis (stabilization) but they will also identify the long-term strategy for deeply reforming the public sector. They will show on the basis of a comparative analysis that the Public Sector reform path is no longer solely dominated by a paradigm. The panel will show the diversity of reforms worldwide and the changes which have occurred in twenty years.

Panelists:

Geert Bouckaert, Chair of the PRAC/IIAS, Katholieke Universiteit Leuven, Leuven, Belgium

Jacek Czaputowicz, Member of the BoM IASIA, National School of Public Administration, Warsaw, Poland

Juraj Nemec, Member of the BoM IASIA, University of Matej Bel, Banska Bystrica, Slovakia

Michiel de Vries, Vice-president IASI, Radboud University Nijmegen, Nijmegen, Netherlands

Friday, May 25, 2012 11:30–13:00

NISPAcee Panel II: NISPAcee in the Eyes of the International Community

Room: **BILJANA Hotel Metropol**

Chair: **Allan Rosenbaum,** Florida International University, Miami, Florida, United States

Representatives of the NISPAcee partner institutions were invited for this panel to share their experience and views on the role of international organisations and of NISPAcee in particular in shaping the trajectory of transition in CEE Europe. The future development of mutual collaboration could be also discussed with the conference participants, mainly focusing on MoUs signed with several participating organizations (EGPA, ASPA, NASPAA).

Panelists:

Michael Brintnall, APSA Executive Director *(American Political Science Association),* Washington DC, United States

Michiel de Vries, IASIA Vice-president *(International Association of Schools and Institutes of Administration),* Radboud University Nijmegen, Nijmegen, The Netherlands

Edoardo Ongaro, EGPA Vice President (European Group for Public Administration), Northumbria University, Newcastle Upon Tyne, United Kingdom

Nadia Rubaii, NASPAA President (National Association of Schools of Public Affairs and Administration), Binghamton University, Binghamton, United States

Stephen E. Condrey, ASPA President-Elect (American Society for Public Administration), Washington DC, United States

Friday, May 25, 2012 11:30–13:00

EAPAA Panel – How to prepare for accreditation

Room: **OHRID Hotel Metropol**

Chair: **Theo van der Krogt,** EAPAA (European Association for Public Administration Accreditation), Enschede, Netherlands

The goal of the meeting is threefold:

- to inform the attendees about the EAPAA accreditation process in general (application, self-evaluation, site visit and decision by the EAPAA Accreditation Committee);
- to point out the most important elements in the preparation of programmes for EAPAA accreditation: when is a programme ready for accreditation, and what is needed to write an adequate self-evaluation report
- to sketch the requisites and procedure to become an EAPAA site visit team member.

Friday, May 25, 2012 11:30–13:00

EUPAN Panel

Room: **SAMOIL Hotel Metropol**

Chair: **Ľudmila Gajdošová,** NISPAcee Executive Director, Bratislava, Slovakia

EUPAN – The European Public Administration Network – is an informal network of the Directors General responsible for Public Administration in the Member States of the European Union, the European Commission and observer

countries. The informal structure of the Network is steered by the Ministers responsible for Public Administration. NISPAcee was invited to participate in EUPAN as an observer in 2011.

The aim of this panel is to inform the NISPAcee community about the EUPAN work and settled priorities and to explore opportunities for more active collaboration between NISPAcee and EUPAN.

Presenter:

Krzysztof Banas, Head of Unit for International Cooperation, Chancellery of the Prime Minister, Civil Service Department, Warsaw, Poland

Friday, May 25, 2012 11:30–13:00

Panel on New Projects 2

Room: **BUSINESS HALL Hotel Metropol**

Chair: **Juraj Sklenár,** NISPAcee Secretariat, Bratislava, Slovakia

eLearning as the support tool for e-Government – experience from the project "The creation of a software prototype for online education of public administration, the support of the dissemination of the applied research result"

9/2009 to 02/2012

Donor: European Fund for Regional Development and the Slovak Republic

Project focuses on transfer of the knowledge and technologies into practice of Public Administration institutions as the innovative support tool for e-Government. Outcomes of current e-learning based teaching we can offer within the whole NISPAcee network: Experience from transfer of specific Public Administration courses into the new system and management of the entire education cycle; Preparation of course material and e-learning education; Communication with students and newly developed functionalities; The whole software, used languages; Manual for teachers and students; Consultancy. Prototype will be available in Slovak, Russian, Polish, Serbian and Romanian languages. Basic information also in English.

Presenter:

Ľudmila Malíková, Ľuba Vávrová, Comenius University, Bratislava, Slovakia

COCOPS – Coordinating for cohesion in the public sector of the future

1/2011–6/2014

Donor: European Commission 7th Framework Programme

COCOPS – Coordinating for Cohesion in the Public Sector of the Future is funded under the European Commission 7th Framework Programme (2011–2014). With a consortium of 11 public administration departments in Europe, it seeks to comparatively and quantitatively assess the impact of New Public Management-style (NPM) reforms in European countries. In the presentation, we want to present the findings of the first two work packages, including a database of reports and evaluations of NPM in Europe, and reports on the impact of NPM on the size of government in European countries. Furthermore, more information will be given about a large-scale survey of top managers in the public sector, where new universities can still join. (www.cocops.eu) – more information: vandewalle@fsw.eur.nl

Presenter:

Steven Van de Walle, Erasmus University, Rotterdam, Netherlands

Project on policy-making and politics at the local level

The project aimsat enhancing the focus on local government or related issues and advancing courses linked to local government.

Presenter:

Daniel Klimovsky, Technical University of Kosice, Kosice, Slovakia

Working Groups

I. Working Group on Local Government

Thursday, May 24, 2012 11:30–13:00

Session 1: Comparisons and theories

Room: **SAMOIL Hotel Metropol**

WG Programme Coordinators:

Gabor Soos, Hungarian Academy of Sciences, Budapest, Hungary

Arto Haveri, University of Tampere, Tampere, Finland

The Working Group on Local Government invites researchers and practitioners to explore the reforms of, and at, the local government level in Central and Eastern Europe (CEE) and the Commonwealth of Independent States (CIS). By using the term "local government" we prefer the broader context of governance to the internal machinery of local administration.

The general aim of the workshops in 2012 is to explore the state and development of local government autonomy in the context of public administration reforms. Have the reforms and decisions of upper level governments contributed to the increased central control of local policy making or have local authorities been given more resources, power and autonomy in deciding on local affairs? Autonomy is approached from theoretical as well as practical perspectives, and as a question of design and resource allocation.

Introductory talk by Arto Haveri and Gabor Soos.

Papers:

Local autonomy in the V4 countries: Myth or reality?

Author(s): **Daniel Klimovsky,** Technical University of Kosice, Kosice, Slovakia

Presenter(s): **Daniel Klimovsky,** Technical University of Kosice, Kosice, Slovakia

Towards new focus and mechanisms of local autonomy: Needs of change and choices done during Estonia's transition

Author(s): **Georg Sootla,** Tallinn University, Tallinn, Estonia

Sulev Laane, Tallinn University of Technology, Tallinn, Estonia

Presenter(s): **Georg Sootla,** Tallinn University, Tallinn, Estonia

The evaluation of local government reform in Latvia from current perspective

Author(s): **Inga Vilka,** University of Latvia, Riga, Latvia

Lilita Seimuskane

Presenter(s): **Inga Vilka,** University of Latvia, Riga, Latvia

Thursday, May 24, 2012 16:30–18:00

Session 2: Financial autonomy

Room: **SAMOIL Hotel Metropol**

Papers:

Local government finances and fly-paper effect: The evidence from Slovenia

Author(s): **Primož Pevcin,** University of Ljubljana, Ljubljana, Slovenia

Presenter(s): **Primož Pevcin,** University of Ljubljana, Ljubljana, Slovenia

Actuality of developing municipal service HR potential in conditions of modern Russia (on the example of the Republic of Bashkortostan)

Author(s): **Lira Gazizova,** Bashkir Academy of Public Services & Management under the President of Bashkortostan, Ufa, Russian Federation

Yuriy Dorozhkin,

Irina Frolova, Bashkir Academy of Public Services & Management under the President of Bashkortostan, Ufa, Russian Federation

Presenter(s): **Lira Gazizova,** Bashkir Academy of Public Services & Management under the President of Bashkortostan, Ufa, Russian Federation

EU funds as the basis for autonomy of local-government units in terms of local investments

Author(s): **Dominika Wojtowicz,** Kozminski University, Warsaw, Poland

Presenter(s): **Dominika Wojtowicz,** Kozminski University, Warsaw, Poland

Friday, May 25, 2012 09:00–11:00

Session 3: Autonomy and control

Room: **SAMOIL Hotel Metropol**

Papers:

How much autonomy for local authorities?

Author(s): **Cristi Iftene,** Ovidius University, Constanta, Romania
Presenter(s): **Cristi Iftene,** Ovidius University, Constanta, Romania

Poland: Between ideology of local autonomy and pragmatic convenience of central control

Author(s): **Pawel Swianiewicz,** University of Warsaw, Warsaw, Poland
Presenter(s): **Pawel Swianiewicz,** University of Warsaw, Warsaw, Poland

The role of public administrator in the local government in Romania – present and perspectives

Author(s): **Marius Profiroiu,** Bucharest Academy of Economic Studies, Bucharest, Romania
Andrei Tudorel, Bucharest Academy of Economic Studies, Bucharest, Romania
Alina Profiroiu, Bucharest Academy of Economic Studies, Bucharest, Romania
Presenter(s): **Marius Profiroiu,** Bucharest Academy of Economic Studies, Bucharest, Romania

The effectiveness of intergovernmental relations as a state government control mechanism of local authorities in the Russian Federation

Author(s): **Dzhamilya Valieva,** Higher School of Economics, Moscow, Russian Federation
Presenter(s): **Dzhamilya Valieva,** Higher School of Economics, Moscow, Russian Federation

Friday, May 25, 2012 14:30–16:00

Session 4: Political autonomy

Room: **SAMOIL Hotel Metropol**

Papers:

The political parties and the local self-government reform in the RF (based on the municipal elections in the Kalujskaya oblast)

Author(s): **Irina Fedorova,** Russian Academy of National Economy and Public Administraion, branch in Kaluga, Kaluga, Russian Federation
Presenter(s): **Irina Fedorova,** Russian Academy of National Economy and Public Administraion, branch in Kaluga, Kaluga, Russian Federation

Healthcare and education policies within the framework of local autonomy in Romania: An empirical study

Author(s): **Lucica Matei,** National School of Political Studies and Public Administration, Bucharest, Romania
Andrei Nicolae, National School of Political Studies and Public Administration, Bucharest, Romania
Presenter(s): **Andrei Nicolae,** National School of Political Studies and Public Administration, Bucharest, Romania

Exploring the limits of public participation. Lessons from local government in Poland (1990–2010)

Author(s): **Katarzyna Radzik,** Maria Curie-Sklodowska University, Lublin, Poland
Presenter(s): **Katarzyna Radzik,** Maria Curie-Sklodowska University, Lublin, Poland

The influence of major political parties on direct mayoral elections in Poland's largest cities

Author(s): **Monika Sidor,** Maria Curie-Sklodowska University, Lublin, Poland
Presenter(s): **Monika Sidor,** Maria Curie-Sklodowska University, Lublin, Poland

Discussion of the next year's theme

II. Working Group on e-Government

Thursday, May 24, 2012 11:30–13:00

Session 1: Local e-Government and e-Governance

Room: **KANEO Hotel Metropol**

WG Programme Coordinators:

Ljupco Todorovski, University of Ljubljana, Ljubljana, Slovenia

Kristina Reinsalu, e-Governance Academy, Tallinn, Estonia

Main title: Transition towards Open e-Governance

Papers to be presented by Working Group members can further contribute to the exchange of best practices and experiences between NISPAcee countries and provide valuable materials for education at a higher vocational and academic level.

The present situation reveals four important topics for e-government research in Central and Eastern Europe which the Working Group would like to emphasise this year. This non-exhaustive list of research topics includes:

- Social media platforms (or other kinds of new technologies, including open-source software and platforms) and their use by the public sector in interaction with citizens or with other public organisations.
- New (organisational, cultural, and other) requirements for governance, for public administration practices, routines and for officials.
- Open Data Initiative and related questions about procedures of having and distributing open government data similar to the Open Government Initiative in the USA.
- Engagement of target groups using new technology.

Papers:

Local e-government: A comparative study of Romania and Turkey

Author(s): **Catalin Vrabie,** National School of Political Studies and Public Administration, Bucharest, Romania

M. Kemal Oktem, Hacettepe University, Department of Political Science and Public Administration, Ankara – Turkey

Presenter(s): **Catalin Vrabie,** National School of Political Studies and Public Administration, Bucharest, Romania

5-steps implementation model of the e-participation process. Findings from 11 European cities and regions by the eCitizen II project

Author(s): **Hannes Astok,** Baltic Institute of Finland, Tampere, Finland

Presenter(s): **Hannes Astok,** Baltic Institute of Finland, Tampere, Finland

Information conception as an instrument of e-government management in Czech self-government

Author(s): **David Spacek,** Masaryk University, Brno, Czech Republic

Presenter(s): **David Spacek,** Masaryk University, Brno, Czech Republic

Thursday, May 24, 2012 16:30–18:00

Session 2: e-Government and transparency

Room: **KANEO Hotel Metropol**

Papers:

Including citizens into constitution-making process via online platforms: The case of Turkey

Author(s): **Betul Aydogan,** Ege University, Izmir, Turkey

Tanju Tosun, Ege University, Izmir, Turkey

Presenter(s): **Betul Aydogan,** Ege University, Izmir, Turkey

Usage of data warehouse for data preparation for the needs of the State Statistical Office of the Republic of Macedonia and how was transparent data dissemination achieved?

Author(s): **Snezana Savoska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Violeta Manevska, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

S. Neshkovska, University "St. Kliment Ohridski" Bitola, Macedonia

Presenter(s): **Snezana Savoska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Friday, May 25, 2012 14:30–16:00

Session 3: e-Government assesment and evaluation

Room: **KANEO Hotel Metropol**

Papers:

The methodological approaches to assessment of socio-economical effectiveness of e-Government

Author(s): **Ekaterina Dianova,** Higher School of Economics, Moscow, Russian Federation
Presenter(s): **Ekaterina Dianova,** Higher School of Economics, Moscow, Russian Federation

Developing an integrated model of indicators for monitoring and evaluating the effectiveness of e-government policies

Author(s): **Dalibor Stanimirovic,** University of Ljubljana, Ljubljana, Slovenia
Mirko Vintar, University of Ljubljana, Ljubljana, Slovenia
Presenter(s): **Dalibor Stanimirovic,** University of Ljubljana, Ljubljana, Slovenia

Catching up in e-government: Is this possible? The Romanian case

Author(s): **Ovidiu Stoica,** University "Alexandru Ioan Cuza" Iasi, Iasi, Romania
Presenter(s): **Ovidiu Stoica,** University "Alexandru Ioan Cuza" Iasi, Iasi, Romania

III. Working Group on Civil Service

Thursday, May 24, 2012 11:30–13:00

Session 1: General, macro view on public service, policies, system

Room: **BUSINESS HALL Hotel Metropol**

WG Programme Coordinators:

Hans Rieger, DBB Akademie, Bonn, Germany

Patrycja Joanna Suwaj, Polish Association for Public Administration Education, Bialystok, Poland

The *Working Group on Civil Service* has been in existence since 2009. In this WG III we exchange experiences, we analyze success factors and we measure impact. The contents are all relevant questions in the civil service. We focus on models of Human Resources (HR), organizations and instruments.

In addition to a scientific approach we like practical input and experience exchange for the implementation of selected precise HR Instruments in different countries and a critical analyze of their impact.

The objectives of WG III 2012 are:

- to start cross-countries discussion and encourage people from different countries holding different backgrounds to present and discuss various models Human Resources (HR), commonalities and differences among CEE states compared to Western countries.
- To exchange experiences for the implementation of a selected HR Instruments in different countries and a critical analyse of their impact.
- To get an overview of civil service reforms and their impact in selected countries.
- To discuss relevant approaches about integrity and their difficulties and success.
- To analyse different HR instruments such as career development and probation services.
- To discuss performance appraisal, leadership development and HRD
- To start a better network on "civil service" (with web 2.0 features?).

Opening:

Introduction, Making WG III live!, Expectations, "How we work together in WG III"

Papers:

Civil service reforms after EU accession. Step forward or back?

Author(s): **Patrycja Joanna Suwaj,** Polish Association for Public Administration Education, Bialystok, Poland
Presenter(s): **Patrycja Joanna Suwaj,** Polish Association for Public Administration Education, Bialystok, Poland

Designing the ideal: From the analysis of the present condition of the civil service in Poland to the prognosis for its future

Author(s): **Agnieszka Jezierska,** National School of Public Administration, Warsaw, Poland
Marcin Gorski, National School of Public Administration, Warsaw, Poland
Presenter(s): **Agnieszka Jezierska,** National School of Public Administration, Warsaw, Poland

After conditionality: Progress or backsliding in civil service reform in the new member states of the European Union?

Author(s): **Carolyn Ban,** University of Pittsburgh, Pittsburgh, Pennsylvania, United States
Emilia Zankina, American University in Bulgaria, Blagoevgrad, Bulgaria
Farhod Yuldashev, University of Pittsburgh;

Presenter(s): **Carolyn Ban,** University of Pittsburgh, Pittsburgh, Pennsylvania, United States

Thursday, May 24, 2012 16:30–18:00

Session 2: Ethics and integrity

Room: **BUSINESS HALL Hotel Metropol**

Papers:

"Three-tiered model" of European whistleblower protection: View from the USA

Author(s): **Maria Batishcheva,** Lomonosov Moscow State University, Moscow, Russian Federation

Presenter(s): **Maria Batishcheva,** Lomonosov Moscow State University, Moscow, Russian Federation

Professionalizing the civil service and implications over public integrity level. Comparative analysis for South-east Europe.

Author(s): **Florin Marius Popa,** National School of Political Studies and Public Administration, Bucharest, Romania
Ani Matei, National School of Political Studies and Public Administration, Bucharest, Romania

Presenter(s): **Florin Marius Popa,** National School of Political Studies and Public Administration, Bucharest, Romania

Contradictions and tendencies in collective and ministerial political appointments: A case study of Slovakia

Author(s): **Darina Ondrusova,** Comenius University, Bratislava, Slovakia

Presenter(s): **Darina Ondrusova,** Comenius University, Bratislava, Slovakia

Fight against corruption in Russia: Incentiives and obstacles

Author(s): **Tatyana Chernyak,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Presenter(s): **Tatyana Chernyak,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Finalizing 1st day

Friday, May 25, 2012 09:00–11:00

Session 3: Network and partnership in public service/System

Room: **BUSINESS HALL Hotel Metropol**

Papers:

Ethics of the officials in the context of a (Slovene) Good Administration

Author(s): **Polona Kovac,** University of Ljubljana, Ljubljana, Slovenia

Presenter(s): **Polona Kovac,** University of Ljubljana, Ljubljana, Slovenia

Professional background and perception over public sector career determinants. Does it make any difference?

Author(s): **Dan Balica,** Babes-Bolyai University, Cluj-Napoca, Romania
Tudor Cristian Ticlau, Babes-Bolyai University, Cluj-Napoca, Romania
Cristina Hintea, Babes-Bolyai University, Cluj-Napoca, Romania

Presenter(s): **Dan Balica,** Babes-Bolyai University, Cluj-Napoca, Romania

Is it time to set up a Probation service in the Republic of Macedonia?

Author(s): **Stojanka Mirceva,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Violeta Caceva, Lidija Gavriloska, Aleksandar Ivanov

Presenter(s): **Stojanka Mirceva,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Implementation of the performance appraisal process in the Macedonian civil service and its determinants: Does the design of the performance appraisal system matter?

Author(s): **Mirjana Cvetkovska,** Foundation for Small and Medium-Sized Enterprises Development, Bitola, Republic of Macedonia (FYROM)
Dragan Gruevski, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Mirjana Cvetkovska,** Foundation for Small and Medium-Sized Enterprises Development, Bitola, Republic of Macedonia (FYROM)

Friday, May 25, 2012 14:30–16:00

Session 4: Instruments/Motivation and leadership

Room: **BUSINESS HALL Hotel Metropol**

Papers:

Promoting leadership in the Romanian public administration

Author(s): **Aser Nica,** National School of Political Studies and Public Administration, Bucharest, Romania

Presenter(s): **Aser Nica,** National School of Political Studies and Public Administration, Bucharest, Romania

Transformational leadership in local public administration. A study regarding leadership types in decentralized local institutions in Romania

Author(s): **Tudor Cristian Ticlau,** Babes-Bolyai University, Cluj-Napoca, Romania
Dan Balica, Babes-Bolyai University, Cluj-Napoca, Romania
Cristina Mora

Presenter(s): **Tudor Cristian Ticlau,** Babes-Bolyai University, Cluj-Napoca, Romania

Patrycja Suwaj, Hans Rieger

Closing WG III

- Lessons learnt on the 2nd day
- Way forward
- Building networks

IV. Working Group on PA Reform

Thursday, May 24, 2012 11:30–13:00

Session 1: Comparative perspectives on public administration reform

Room: **LABINO Hotel Metropol**

Chair: **Michiel de Vries,** Radboud University Nijmegen, Nijmegen, Netherlands

WG Programme Coordinators:

Michiel de Vries, Radboud University Nijmegen, Nijmegen, Netherlands

Veronica Junjan, University of Twente, AE Enschede, Netherlands

Diana – Camelia Iancu, National School of Political Studies and Public Administration, Bucharest, Romania

The primary objective of the WGIV for the Annual conference 2012 is to expand the range and sources of data concerning the reforms conducted in CEE and CA.

We primarily sought papers which are based on monitoring the actual reforms in Public Administration (as defined above), and where the investigation was conducted using the comparative method. They should address questions such as, but not limited to: what kinds of reforms take place in public administration in the countries of CEE and Central Asia? What are the plans with regard to PAR in these regions; what kind of policies directed towards reform are actually implemented and with what results?

Secondly, papers are accepted with regard to:

- Theoretical overviews on PAR
- Interesting case studies in PAR in CEE countries
- Interesting case studies in PAR in CIS countries
- Longitudinal research in Public administrative reform in CEE and/or CIS
- The impact of the common legacy of CEE and CIS countries on PAR

Papers:

Twenty years later: What changed in the way PAR is being analysed?

Author(s): **Veronica Junjan,** University of Twente, AE Enschede, Netherlands

Presenter(s): **Veronica Junjan,** University of Twente, AE Enschede, Netherlands

Political stability through welfare reforms: A comparative study of Central Asia and Western Europe

Author(s): **Rustamjon Urinboyev,** Lund University, Lund, Sweden
Mans Svensson, Lund University, Lund, Sweden

Presenter(s): **Rustamjon Urinboyev,** Lund University, Lund, Sweden

Business-oriented administrative reform in Macedonia and European countries: A comparative analysis

Author(s): **Monika Angeloska-Dichovska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Aleksandra Patoska, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Branko Dimeski, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Monika Angeloska-Dichovska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Public administration reform progress in Serbia: Whose shoes are we in?

Author(s): **Mirjana Stankovic,** Development Consulting Group, Belgrade, Serbia

Presenter(s): **Mirjana Stankovic,** Development Consulting Group, Belgrade, Serbia

Thursday, May 24, 2012 16:30–18:00

Session 2: Stakeholder perspectives on public administration reform

Room: **LABINO Hotel Metropol**

Chair: **Veronica Junjan,** University of Twente, AE Enschede, Netherlands

Papers:

Re(De)-forming public administration: An expert outlook on reform planning in Romania

Author(s): **Diana – Camelia Iancu,** National School of Political Studies and Public Administration, Bucharest, Romania

Presenter(s): **Diana – Camelia Iancu,** National School of Political Studies and Public Administration, Bucharest, Romania

Hungarian public managers perceptions of NPM reforms: An empirical survey

Author(s): **Gyorgy Hajnal,** Corvinus University of Budapest, Budapest, Hungary

Presenter(s): **Gyorgy Hajnal,** Corvinus University of Budapest, Budapest, Hungary

Inter-municipal cooperation (IMC) – model for providing better services for the citizens in Republic of Macedonia

Author(s): **Maksim Acevski,** Association of Finance Officers of Local Governments & Public Enterprises, Veles, Republic of Macedonia (FYROM)
Zoran Jankulovski, Association of Finance Officers of Local Governments & Public Enterprises, Veles, Republic of Macedonia (FYROM)
Biljana Jakimovska Damjanovska, Slave Bojkov, Irena Stankovska

Presenter(s): **Zoran Jankulovski,** Association of Finance Officers of Local Governments & Public Enterprises, Veles, Republic of Macedonia (FYROM)

Twenty years of public administration reform processes in the V4 countries: Political influence vs. expert influence?

Author(s): **Daniel Klimovsky,** Technical University of Kosice, Kosice, Slovakia

Presenter(s): **Daniel Klimovsky,** Technical University of Kosice, Kosice, Slovakia

Friday, May 25, 2012 09:00–11:00

Session 3: Normative issues of public administration reforms

Room: **LABINO Hotel Metropol**

Chair: **Diana – Camelia Iancu,** National School of Political Studies and Public Administration, Bucharest, Romania

Papers:

Pitfalls of contracting for policy advice: Preparing performance budgeting reform in Estonia

Author(s): **Ringa Raudla,** Tallinn University of Technology, Tallinn, Estonia

Presenter(s): **Ringa Raudla,** Tallinn University of Technology, Tallinn, Estonia

Characteristics and some problems of Afghanistan's public administration. Tribal agreements – an alternative supporting establishment of modern public administration

Author(s): **Stancho Dimitrov,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria
Ivanka Bankova, Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Presenter(s): **Stancho Dimitrov,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Reforming governments in emerging administrations. Case study: South-Eastern Europe

Author(s): **Ionut-Bogdan Berceanu,** National School of Political Studies and Public Administration, Bucharest, Romania

Presenter(s): **Ionut-Bogdan Berceanu,** National School of Political Studies and Public Administration, Bucharest, Romania

Pluralism in public administration: The Baltic countries

Author(s): **Karin Hilmer Pedersen,** Aarhus University, Arhus C, Denmark
Lars Johannsen, Aarhus University, Arhus C, Denmark

Presenter(s): **Karin Hilmer Pedersen,** Aarhus University, Arhus C, Denmark

Reluctant reforms: The case of Kazakhstan

Author(s): **Michiel de Vries,** Radboud University Nijmegen, Nijmegen, Netherlands
Iwona Sobis, University of Gothenburg, Gothenburg, Sweden

Presenter(s): **Michiel de Vries,** Radboud University Nijmegen, Nijmegen, Netherlands

Friday, May 25, 2012 14:30–16:00

Session 4: Solutions for public administration reform

Room: **LABINO Hotel Metropol**

Chairs: **Michiel S. de Vries**, Veronica Junjan and Diana Iancu

Papers:

School autonomy and leadership in Lithuania: Can the school leader or headmaster help the school to set a step ahead?

Author(s): **Marlies Honingh,** Radboud University Nijmegen, Nijmegen, Netherlands
Jolanta Urbanovic, Mykolas Romeris University, Vilnius, Lithuania

Presenter(s): **Marlies Honingh,** Radboud University Nijmegen, Nijmegen, Netherlands

TWINNING programs as an adequate model for reforming and recomposing of the public administrations in the candidate and potential candidate countries for entrance into the European Union

Author(s): **Mladen Karadzoski,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Mladen Karadzoski,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

The transformations of youth policy development and implementation in the context of new public governance: The case of Lithuania

Author(s): **Jurgita Mikolaityte,** Siauliai University, Siauliai, Lithuania
Oksana Mejere, Siauliai University, Siauliai, Lithuania

Presenter(s): **Jurgita Mikolaityte,** Siauliai University, Siauliai, Lithuania

Service oriented public administration in the Republic of Macedonia

Author(s): **Mirjana Ristovska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Natasa Pelivanova, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Mirjana Ristovska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

V. Working Group on Internationalization and Networking of Public Administration Studies and Civil Servant's Training Systems

Thursday, May 24, 2012 11:30–13:00

Session 1

Room: **OHRID Hotel Metropol**

WG Programme Coordinators:

Eugenijus Chlivickas, Training Centre of the Ministry of Finance, Vilnius, Lithuania

Borisas Melnikas, Vilnius Gediminas Technical University, Vilnius, Lithuania

Currently internationalization and networking processes are two of the most important conditions for a modernization of the public administration studies and civil servants' training systems. These systems are closely related to the strengthening of administrative capacities and new quality creation according to the new global challenges.

Therefore the main attention will be focused to the following issues: accepting new challenges for the improvement of public servants training, studies and qualification quality; the importance of internationalization and networking for teaching and professional development processes; sharing new experience accumulated in CEE countries, members of the EU, while improving public servants qualification and organizing teaching and studies; international cooperation: its cultivation not only in CEE countries, but also within the EU and Europe countries, opportunities for dissemination and application of Central and Eastern countries experience in Russia and other CIS countries and opportunities for applying experience from Russia and other CIS countries; integration of scientific research elements into processes of studies, training and qualification improvement by networking and internationalization; necessity to conduct and expand scientific research in the sector of civil servants and public administration specialists, studies and professional development.

Papers:

The experience of usage of the innovational-methods training system and possibilities of its application in training of civil servants.

Author(s): **Inesa Vorontchuk,** University of Latvia, Riga, Latvia
Irina Lando, Lando Memory Development and Fast Reading School, Riga, Latvia
Presenter(s): **Inesa Vorontchuk,** University of Latvia, Riga, Latvia

Democratic network governance in the Lithuanian culture sector: The need for innovative civil servants' training system

Author(s): **Audrone Pauliukeviciute,** Kaunas University of Technology, Kaunas, Lithuania
Alvydas Raipa, Kaunas University of Technology, Kaunas, Lithuania
Presenter(s): **Audrone Pauliukeviciute,** Kaunas University of Technology, Kaunas, Lithuania

Professional skills assessment in public administration

Author(s): **Horia Mihai Raboca,** Babes-Bolyai University, Cluj-Napoca, Romania
Sorin Dan Sandor, Babes-Bolyai University, Cluj-Napoca, Romania
Presenter(s): **Horia Mihai Raboca,** Babes-Bolyai University, Cluj-Napoca, Romania

Friday, May 25, 2012 09:00–11:00

Session 2

Room: **OHRID Hotel Metropol**

Papers:

Cross-border cooperation as a form of improving internationalization, networking and training in public administration

Author(s): **Veronika Petkovsek,** University of Ljubljana, Ljubljana, Slovenia
Stanka Setnikar-Cankar, University of Ljubljana, Ljubljana, Slovenia
Presenter(s): **Veronika Petkovsek,** University of Ljubljana, Ljubljana, Slovenia

Innovation development and institutional barriers: Challenges and role of the public sector

Author(s): **Neringa Petrauskaite,** Vilnius Gediminas Technical University, Vilnius, Lithuania
Presenter(s): **Neringa Petrauskaite,** Vilnius Gediminas Technical University, Vilnius, Lithuania

New priorities of studies, training, and scientific research on public administration: Internationalization and international networking processes

Author(s): **Borisas Melnikas,** Vilnius Gediminas Technical University, Vilnius, Lithuania
Presenter(s): **Borisas Melnikas,** Vilnius Gediminas Technical University, Vilnius, Lithuania

Friday, May 25, 2012 14:30–16:00

Session 3

Room: **OHRID Hotel Metropol**

Papers:

Basic models for civil service training: Possibilities of its implementation in Russia

Author(s): **Alexey Barabashev,** Higher School of Economics, Moscow, Russian Federation
Presenter(s): **Alexey Barabashev,** Higher School of Economics, Moscow, Russian Federation

Modern state and objectives for the development of international cooperation as a factor of entry of Mari State Technical University into the global educational world

Author(s): **Anna Tarasova,** Mari State Technical University, Yoshkar-Ola, Russian Federation
Nina Larionova, Mari State Technical University, Yoshkar-Ola, Russian Federation

Presenter(s): **Anna Tarasova,** Mari State Technical University, Yoshkar-Ola, Russian Federation

Internationalization and networking as a key factor for civil servants' training system's development

Author(s): **Eugenijus Chlivickas,** Training Centre of the Ministry of Finance, Vilnius, Lithuania

Presenter(s): **Eugenijus Chlivickas,** Training Centre of the Ministry of Finance, Vilnius, Lithuania

VI. Working Group on Fiscal Policy

Thursday, May 24, 2012 11:30–13:00

Session 1

Room: **BREAKFAST HALL Hotel Bellevue**

WG Programme Coordinators:

Lucie Sedmihradska, University of Economics of Prague, Prague 3, Czech Republic

Juraj Nemec, University of Matej Bel, Banska Bystrica, Slovakia

The WG on Fiscal Policy focuses on fiscal policy, public finance and public financial management issues. Originally two tracks were announced for this conference, i.e. a general track: East and West: Twenty Years of Development: Fiscal Policy and Public Finance and a specialised track: Contracting and outsourcing in the public sector, but a significant number of authors responded to the current major issue, i.e., the impact of the economic crisis on public finance and the sustainability of fiscal policy, which means that there is now a special section dedicated to these papers. Regardless of the topic area, the papers deal, to a similar extent, with both central and local government issues and apply various methodological approaches: country case studies, comparative papers and papers applying modern econometric methods.

Papers:

"Internal" factors determining the success of contracting and outsourcing in the public sector

Author(s): **Juraj Nemec,** University of Matej Bel, Banska Bystrica, Slovakia
Beata Merickova, University of Matej Bel, Banska Bystrica, Slovakia
Zuzana Vozarova, Banking Institute Prague, Czech Republic

Presenter(s): **Juraj Nemec,** University of Matej Bel, Banska Bystrica, Slovakia

Ukrainian public finance after 20 years of independence: Leaping forward or going in circles?

Author(s): **Sergii Slukhai,** Taras Shevchenko Kyiv National University, Kyiv, Ukraine

Presenter(s): **Sergii Slukhai,** Taras Shevchenko Kyiv National University, Kyiv, Ukraine

Property tax in the Czech Republic and Slovakia since 1993

Author(s): **Lucie Sedmihradska,** University of Economics of Prague, Prague 3, Czech Republic

Presenter(s): **Lucie Sedmihradska,** University of Economics of Prague, Prague 3, Czech Republic

Tax administration in the Republic of Moldova

Author(s): **Eugenia Busmachiu,** Academy of Economic Studies of Moldova, Chisinau, Republic of Moldova
Ovidiu Stoica, University "Alexandru Ioan Cuza" Iasi, Iasi, Romania
Dandara Viorel, Republic of Moldova

Presenter(s): **Ovidiu Stoica,** University "Alexandru Ioan Cuza" Iasi, Iasi, Romania

Thursday, May 24, 2012 16:30–18:00

Session 2

Room: **BREAKFAST HALL Hotel Bellevue**

Papers:

Fiscal decentralization in Eastern Europe: A twenty-year perspective

Author(s): **Aleksander Aristovnik,** University of Ljubljana, Ljubljana, Slovenia

Presenter(s): **Aleksander Aristovnik,** University of Ljubljana, Ljubljana, Slovenia

The evolution of the revenues and expenditures of local government in Poland after 1990. Legal and financial aspects

Author(s): **Mariusz Sienkiewicz,** Maria Curie-Sklodowska University, Lublin, Poland

Presenter(s): **Mariusz Sienkiewicz,** Maria Curie-Sklodowska University, Lublin, Poland

Degree of decentralization and local government spending behaviors. Analysis for Polish primary education

Author(s): **Agnieszka Kopanska,** Educational Research Institute, Warsaw, Poland
Grazyna Bukowska, University of Warsaw, Warsaw, Poland
Presenter(s): **Agnieszka Kopanska,** Educational Research Institute, Warsaw, Poland
Grazyna Bukowska, University of Warsaw, Warsaw, Poland

Fiscal decentralization: Success or failure in case study Macedonia

Author(s): **Snezana Mojsoska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Dance Nikolovska Vragoteovska, Ministry of Finance, Republic of Macedonia (FYROM)
Presenter(s): **Snezana Mojsoska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Borrowing of Hungarian local governments: Experience of the last two decades

Author(s): **Gabor Kovacs,** Szechenyi Istvan University, Gyor, Hungary
Presenter(s): **Gabor Kovacs,** Szechenyi Istvan University, Gyor, Hungary

After twenty years: A chance for changes in local government finance in Hungary

Author(s): **Mihaly Lados,** Centre for Regional Studies of the Hungarian Academy of Sciences, Pécs, Hungary
Presenter(s): **Mihaly Lados,** Centre for Regional Studies of the Hungarian Academy of Sciences, Pécs, Hungary

Friday, May 25, 2012 09:00–11:00

Session 3

Room: **BREAKFAST HALL Hotel Bellevue**

Papers:

Fiscal rules and fiscal sustainability at sub-national government level in EU

Author(s): **Sasa Drezgic,** University of Rijeka, Rijeka, Croatia
Daniel Klimovsky, Technical University of Kosice, Kosice, Slovakia
Uroš Pinterič, School of Advanced Social Studies, Nova Gorica, Slovenia
Presenter(s): **Sasa Drezgic,** University of Rijeka, Rijeka, Croatia

The role of fiscal adjustment of the new EU member states for the EMU entry: The Europeanization of public finances management and the challenges to the anti-crisis fiscal policies

Author(s): **Tatiana Houbenova-Delisivkova,** Bulgarian Academy of Sciences, Sofia, Bulgaria
Presenter(s): **Tatiana Houbenova-Delisivkova,** Bulgarian Academy of Sciences, Sofia, Bulgaria

Comparative analysis of the policies for stimulating the competitiveness of the national economies by the government budgets

Author(s): **Viktoriya Ivanova,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria
Presenter(s): **Viktoriya Ivanova,** Varna Free University "Chernorizets Hrabar", Varna, Bulgaria

Fiscal and budgetary policy reformation in Belarus or reform which haven't taken place

Author(s): **Yuri Krivorotko,** Belarus Institute of Jurisprudence, Minsk, Belarus
Presenter(s): **Yuri Krivorotko,** Belarus Institute of Jurisprudence, Minsk, Belarus

Fiscal consolidation in times of crisis – the Romanian case

Author(s): **Ovidiu Stoica,** University "Alexandru Ioan Cuza" Iasi, Iasi, Romania
Florin Oprea, University "Alexandru Ioan Cuza" Iasi, Iasi, Romania
Seyed Mehdian, University of Michigan-Flint, Flint, United States
Presenter(s): **Ovidiu Stoica,** University "Alexandru Ioan Cuza" Iasi, Iasi, Romania

From fiscal crisis to fiscal stabilization and optimization: The case of Bulgaria 1998–2012

Author(s): **George Manliev,** Technical University of Sofia, Sofia, Bulgaria
Presenter(s): **George Manliev,** Technical University of Sofia, Sofia, Bulgaria

Friday, May 25, 2012 14:30–16:00

Session 4: Discussion of WG plans for the next year(s)

Room: **BREAKFAST HALL Hotel Bellevue**

VII. Working Group on Public Policy Analysis Development Issues

Thursday, May 24, 2012 11:30–13:00 11:30–13:00

Session 1: Theory and practice of policy analysis

Room: **GALLERY HALL Hotel Bellevue**

WG Programme Coordinators:

Lesya Il'chenko-Syuyva, National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

The Working Group on Public Policy Analysis Development Issues provides a forum for discussion and a unique opportunity to analyze and compare which factors restrict further development of policy analysis, who are potential stakeholders of policy analysis, how current stage of policy analysis in a particular country impacts on economic, social and political environment, how those challenges can be overcome.

Firstly, the Working Group creates a forum for exchanging experience on how academics can meet contemporary needs of public servants in upgrading academic and training programs in public policy analysis as well as in preparing and promoting relevant policy advice.

Secondly, the Working Group focuses on country case studies of public policy analysis and policy implementation that in its turn allowed for the comparative study of different approaches to institutionalization and implementation of PA procedures. Such a review is useful in assessing how effective and efficient existing policy analysis processes are within administrations and proposing how they might be improved. The presentation of papers and the discussion among participants representing CEE, Central Asia and Caucasus counties as well as countries of Western Europe and North America allowed the Working Group to position itself as a forum for sharing experience and unique opportunity to jointly work out ideas and recommendations on PPA improvement and better implementation to meet the urgent need in establishing responsive governance that become even more important under conditions of worldwide economic crises which forces governments to step in regulating market failures more rigorously.

The papers that are going to be presented within the Working Group try to provide both diagnosis and possible remedies for shortcomings or bottlenecks. More specifically, in 2012 the special objectives of the papers are:

1. Specific weaknesses (or strengths) of policy analysis in a single country or selection of countries, either generally or in specific sectors (either policy areas like health, or institutions like think tanks);
2. Case studies of the application of techniques (e.g., regulatory impact assessment, ex ante impact assessment, evaluation);
3. Analysis of instances where capacity-building is being attempted;
4. Comparative analysis of similar challenges faced by a variety of countries.

Papers:

Towards a theory of "Legalistic government"

Author(s): **Gyorgy Gajduschek,** Hungarian Academy of Sciences, Budapest, Hungary

Presenter(s): **Gyorgy Gajduschek,** Hungarian Academy of Sciences, Budapest, Hungary

Network governance and public policy

Author(s): **Dangis Gudelis,** Mykolas Romeris University, Vilnius, Lithuania

Presenter(s): **Dangis Gudelis,** Mykolas Romeris University, Vilnius, Lithuania

Coordination of public policies through strategic planning instruments: Romania case study

Author(s): **Tatiana-Camelia Dogaru,** National School of Political Studies and Public Administration, Bucharest, Romania

Ani Matei, National School of Political Studies and Public Administration, Bucharest, Romania

Presenter(s): **Tatiana-Camelia Dogaru,** National School of Political Studies and Public Administration, Bucharest, Romania

Public policy analysis as a professional activity and science: 20 years experience of development in Ukraine

Author(s): **Valeriy Tertychka,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

Presenter(s): **Valeriy Tertychka,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

Friday, May 25, 2012 09:00–11:00

Session 2: Public policy processes and capacity building

Room: **GALLERY HALL Hotel Bellevue**

Papers:

State policy on extremism prevention in youth environment

Author(s): **Dmitry Filimonov,** State University of Management, Moscow, Russian Federation
Presenter(s): **Dmitry Filimonov,** State University of Management, Moscow, Russian Federation

Who invited China: Did the low motivation of western donors push Belarus under Beijing's patronage?

Author(s): **Palina Prysmakova,** Florida International University, Miami, Florida, United States
Presenter(s): **Palina Prysmakova,** Florida International University, Miami, Florida, United States

Census taking and inter-ethnic relations in Macedonia

Author(s): **Zidas Daskalovski,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Diogen Hadji – Kosta Milevski, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Presenter(s): **Zidas Daskalovski,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Friday, May 25, 2012 14:30–16:00

Session 3: Practical use of policy tools: Sectoral policy analysis; Policy evaluation

Room: **GALLERY HALL Hotel Bellevue**

Papers:

Public policy of small and medium sized enterprises; Training support in Armenia

Author(s): **Tereza Khechoyan,** Public Administration Academy of the Republic of Armenia, Yerevan, Armenia
Presenter(s): **Tereza Khechoyan,** Public Administration Academy of the Republic of Armenia, Yerevan, Armenia

Performance audit and evaluation of the European Union financial assistance in Romania

Author(s): **Christine Demeter,** Bucharest Academy of Economic Studies, Bucharest, Romania
Marian Nica, Bucharest Academy of Economic Studies, Bucharest, Romania
Presenter(s): **Christine Demeter,** Bucharest Academy of Economic Studies, Bucharest, Romania

Implementation of public policy efficiency and effectiveness analysis in Ukraine at ex-ante- and ex-post analysis stages

Author(s): **Olexandr Kilievych,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine
Presenter(s): **Olexandr Kilievych,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

Integrating Evaluation into Strategic Governance: Polish Experience for Ukraine

Author(s): **Iryna Kravchuk,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine
Presenter(s): **Iryna Kravchuk,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

VIII. Working Group on Public Administration Education

Thursday, May 24, 2012 11:30–13:00

Session 1: Public administration in different countries

Room: **GREEN HALL Hotel Metropol**

WG Programme Coordinators:

Calin Hintea, Babes-Bolyai University, Cluj-Napoca, Romania

Theo van der Krogt, EAPAA (European Association for Public Administration Accreditation), Enschede, Netherlands

This new Working Group strives to stimulate the participation of NISPAcee members in a structured discussion with regard to the fundamental rationale of public administration programmes, namely the quality of education.

Education in the field of Public Administration is currently undergoing significant transformations with regard to both content and structure. The question we want to provide an answer to is whether public administration programmes are

able to cope with the new political, economic, and technological challenges, as well as with the consumers' expectancies and therefore to offer qualitative education.

The presentations are scheduled into 4 sessions. The first is devoted to PA education in specific countries, the following two sessions have papers about specific educational techniques or methodologies. The last session is devoted to learning objectives and outcomes.

Papers:

Public administration programmes in the "new" law on higher education in Poland

Author(s): **Anna Budnik,** Bialystok University, Bialystok, Poland

Presenter(s): **Anna Budnik,** Bialystok University, Bialystok, Poland

Public administration in Afghanistan

Author(s): **Naqibullah Saqib,** Nangarhar University, Jalalabad, Afghanistan

Presenter(s): **Naqibullah Saqib,** Nangarhar University, Jalalabad, Afghanistan

Development of public administration education in Russia: Present realities and new opportunities

Author(s): **Vera Menshova,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Presenter(s): **Vera Menshova,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Thursday, May 24, 2012 16:30–18:00

Session 2: Teaching Public Administration 1

Room: **GREEN HALL Hotel Metropol**

Papers:

Peculiarities of comprehensive training process in public and municipal administration

Author(s): **Denis Berezovsky,** International Market Institute, Samara, Russian Federation

Presenter(s): **Denis Berezovsky,** International Market Institute, Samara, Russian Federation

Partners for mutual gain: CE and US public administration programs benefit from interactions

Author(s): **Calin Hintea,** Babes-Bolyai University, Cluj-Napoca, Romania
Arno Loessner, University of Delaware, Newark, United States

Presenter(s): **Calin Hintea,** Babes-Bolyai University, Cluj-Napoca, Romania

Who's publishing in public administration? Publication rankings and why definitions matter

Author(s): **Steven Van de Walle,** Erasmus University, Rotterdam, Netherlands
Roxanne van Delft

Presenter(s): **Steven Van de Walle,** Erasmus University, Rotterdam, Netherlands

Friday, May 25, 2012 09:00–11:00

Sessions 3: Teaching Public Administration 2

Room: **GREEN HALL Hotel Metropol**

Papers:

Teaching (market) regulation and governance

Author(s): **Tatjana Jovanic,** Belgrade University, Belgrade, Serbia

Presenter(s): **Tatjana Jovanic,** Belgrade University, Belgrade, Serbia

Modern educational technologies of project management as a method of innovative competencies formation technique of SAPA specialists

Author(s): **Tatyana Chernyak,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Presenter(s): **Tatyana Chernyak,** Siberian Institute-branch of Russian Academy of National Economy and Public administration of the President of Russian Federation, Novosibirsk, Russian Federation

Public administration education – demands from the practice

Author(s): **Sorin Dan Sandor,** Babes-Bolyai University, Cluj-Napoca, Romania
Horia Mihai Raboca, Babes-Bolyai University, Cluj-Napoca, Romania
Raluca Antonie

Presenter(s): **Sorin Dan Sandor,** Babes-Bolyai University, Cluj-Napoca, Romania

English teaching for public administration students

Author(s): **Lydia Goverdovskaya,** International Market Institute, Samara, Russian Federation
Ruzanna Soshnikova (Krtyan), International Market Institute, Samara, Russian Federation
Presenter(s): **Lydia Goverdovskaya,** International Market Institute, Samara, Russian Federation

Friday, May 25, 2012 14:30–16:00

Session 4

Room: **GREEN HALL Hotel Metropol**

Papers:

Competences and learning outcomes: Tuning-PA

Author(s): **Theo van der Krogt,** EAPAA (European Association for Public Administration Accreditation), Enschede, Netherlands
Christoph Reichard, University of Potsdam, Potsdam, Germany
Presenter(s): **Theo van der Krogt,** EAPAA (European Association for Public Administration Accreditation), Enschede, Netherlands

Defining and measuring competencies: Initial lessons from NASPAAs implementation of new accreditation standards

Author(s): **Nadia Rubaii,** NASPAA (National Association of Schools of Public Affairs and Administration), Washington DC, United States
Presenter(s): **Nadia Rubaii,** NASPAA (National Association of Schools of Public Affairs and Administration), Washington DC, United States

IX. Working group on Administration and Management of Internal Security Agencies

Friday, May 25, 2012 09:00–11:00

Session 1

Room: **KANEO Hotel Metropol**

WG Programme Coordinators:

Sander Pollumae, Estonian Academy of Security Sciences (EASS), Tallinn, Estonia
Hannu Kiehela, The Training Institute of Prison and Probation Services, Vantaa, Finland

The Working Group on Internal Security is a new NISPAcee Working Group, whose objectives are:

- to present theory-based country case-studies in working group following a detailed research program and summarizing into comparative studies;
- to provide common ground for comparative research, joint research programs and international cooperation on training and exchange of experience between practitioners and researchers of prison, police and other areas of internal security.

Papers for the Working Group are focused on the following topics:

- Arrangement and organization
- Personnel standing and management
- Policies and strategic planning
- Implementation and law

Papers:

Development of administration of prisons and penitentiary agencies in Estonia 1990—2010

Author(s): **Sander Pollumae,** Estonian Academy of Security Sciences (EASS), Tallinn, Estonia
Presenter(s): **Sander Pollumae,** Estonian Academy of Security Sciences (EASS), Tallinn, Estonia

Managing and financing internal security agencies: The case of Macedonia

Author(s): **Branko Dimeski,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Violeta Panovska – Boskoska, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Meri Boskoska, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Presenter(s): **Branko Dimeski,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Inspection supervision for environmental protection in Republic of Macedonia

Author(s): **Aleksandar Ivanov,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Aleksandar Ivanov,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

X. Working Group on Good Governance, Human Rights and Development

Thursday, May 24, 2012 11:30–13:00

Session 1

Room: **National Restaurant Hall Hotel Metropol**

WG Programme Coordinators:

Tetyana Malyarenko, Donetsk State Management University, Donetsk, Ukraine

David Galbreath, University of Bath, Bath, United Kingdom

Implementation of human rights standards and international human rights mechanisms in the decision-making processes at all levels of public governance is generally acknowledged priority of the public management reforms in the post-soviet states. However, the congruence among human rights, good governance and economic development, in particular, at the local level, and relationship between human rights and Millennium Development Goals remain not properly understood and, thus, underexplored. This means that new and important issues, such as state failure or the links between social exclusion, discrimination and poverty are not studies at all either. Partly, this might be explained with higher priorities by international and national human rights organizations during the first decade of the reforms, who focused their efforts on adoption of human rights standards in the legislation of post-soviet countries and ratification of key international documents, e.g. European Convention on Human Rights, European Charter for Regional and Minority Languages, etc. At the same time, there has been growing understanding of the links among human rights, effective governance and economic development whereas such issues as justice, accountability, poverty reduction, employment, social inclusion, non-discrimination, public health, conflict prevention, women and children are fundamental concern of local development.

Human rights and development both aim to promote well-being and freedom, based on the inherent dignity and equality of all people. Applying human rights based approach to development will enable governments to enhance the effectiveness of their work through a focus on equality and non-discrimination, accountability, justice, and transparency as the core of human development.

Against the background of above points, the proposed Working Group is aimed at (1) in-depth analysis of how the values of human rights create conditions for effective governance and economic development in the post-soviet states; (2) introduction of good governance concept and human rights standards into local development programs; (3) providing clear policy-oriented recommendations of how to realize the potential of good governance for people-oriented economic development; and (4) contribution to research-led teaching in the area of good governance.

Thematically, the proposed Working Group will focus on: 1) public policies and strategies through which human rights strengthen efforts to achieve economic development goals; 2) specific case studies of good governance practice in CEE and the CIS countries, establishing the promotion of justice, accountability and transparency, generating public participation and responding to key challenges for human rights and economic development, such as corruption and violent conflict; 3) themed comparative analysis, covering possible areas of comparing national approaches in different spheres of developments and/or aspects of good governance in terms of the guidance they take from public policy and the role human rights play in policy formulation and implementation.

Papers:

Minority rights claims and political transparency

Author(s): **David Galbreath,** University of Bath, Bath, United Kingdom

Presenter(s): **David Galbreath,** University of Bath, Bath, United Kingdom

Human security and development in the eastern partnership: A comparative study of Ukraine, Belarus and Moldova

Author(s): **Tetyana Malyarenko,** Donetsk State Management University, Donetsk, Ukraine

Presenter(s): **Tetyana Malyarenko,** Donetsk State Management University, Donetsk, Ukraine

The impact of the European Court of human rights on protecting human rights in the weak, post-conflict countries

Author(s): **Marija Milenkovska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Marija Milenkovska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Friday, May 25, 2012 09:00–11:00

Session 2

Room: **National Restaurant Hall Hotel Metropol**

Papers:

Georgia: The example of good governance practices for CIS countries.

Author(s): **Aliaksandr Aleshka,** Polish Academy of Sciences, Warsaw, Poland

Presenter(s): **Aliaksandr Aleshka,** Polish Academy of Sciences, Warsaw, Poland

Social responsibility and local governance performance in the context of economical and financial crises

Author(s): **Mihaela Tuca,** National School of Political Studies and Public Administration, Bucharest, Romania
Ani Matei, National School of Political Studies and Public Administration, Bucharest, Romania

Presenter(s): **Mihaela Tuca,** National School of Political Studies and Public Administration, Bucharest, Romania

Institutional-behavior parameters of public administration ethics and human rights in Ukraine

Author(s): **Volodymyr Salamatov,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

Presenter(s): **Volodymyr Salamatov,** National Academy of Public Administration, Office of the President of Ukraine, Kyiv, Ukraine

Good governance in local public administration: IT potential for people-oriented economic development in Macedonia

Author(s): **Snezana Savoska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Branko Dimeski, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Snezana Savoska,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Friday, May 25, 2012 14:30–16:00

Session 3

Room: **National Restaurant Hall Hotel Metropol**

Papers:

Does gender matter in governance? Gender quotas as a good policy tool: Its practice and failures in Lithuania

Author(s): **Oksana Mejere,** Siauliai University, Siauliai, Lithuania

Presenter(s): **Oksana Mejere,** Siauliai University, Siauliai, Lithuania

The social enterprise and good governance. A comparative analysis in Central-Eastern Europe

Author(s): **Cristina Sandu,** National School of Political Studies and Public Administration, Bucharest, Romania
Lucica Matei, National School of Political Studies and Public Administration, Bucharest, Romania

Presenter(s): **Cristina Sandu,** National School of Political Studies and Public Administration, Bucharest, Romania

Gender and inter-ethnic dialogue in Macedonia

Author(s): **Marija Risteska,** Centre for Research and Policy Making, Skopje, Republic of Macedonia (FYROM)

Presenter(s): **Marija Risteska,** Centre for Research and Policy Making, Skopje, Republic of Macedonia (FYROM)

Legal Presumption of Inequality in the employment processes in the Ministry of the Interior of the Republic of Macedonia

Author(s): **Aleksandar Ivanov,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)
Stojanka Mirceva, University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Presenter(s): **Aleksandar Ivanov,** University "St. Kliment Ohridski", Bitola, Republic of Macedonia (FYROM)

Notes

Notes

Notes

Invitation to

The 21th NISPAcee Annual Conference

May 16–18, 2013

Belgrade, Serbia

Main conference theme:

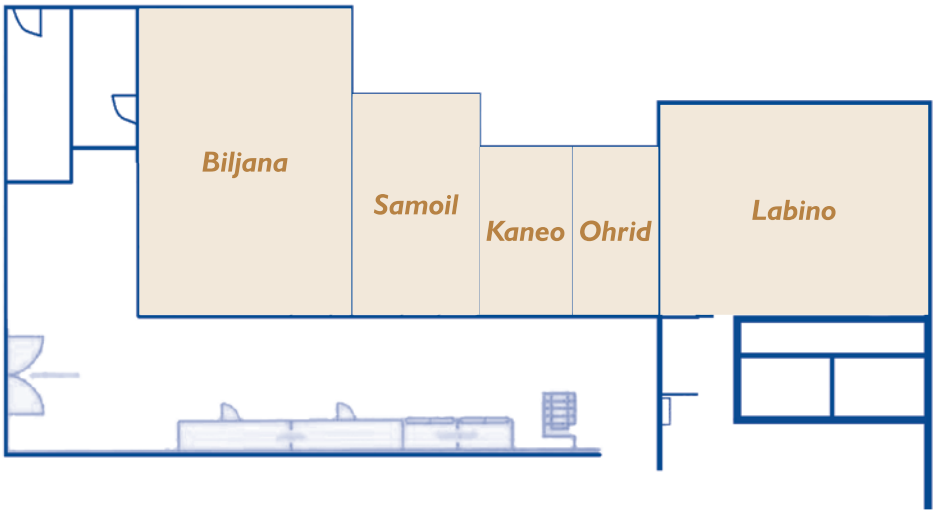
Regionalisation and Inter-Regional Cooperation

Organised in co-operation with

Faculty of Organizational Sciences, University of Belgrade, Belgrade, Serbia

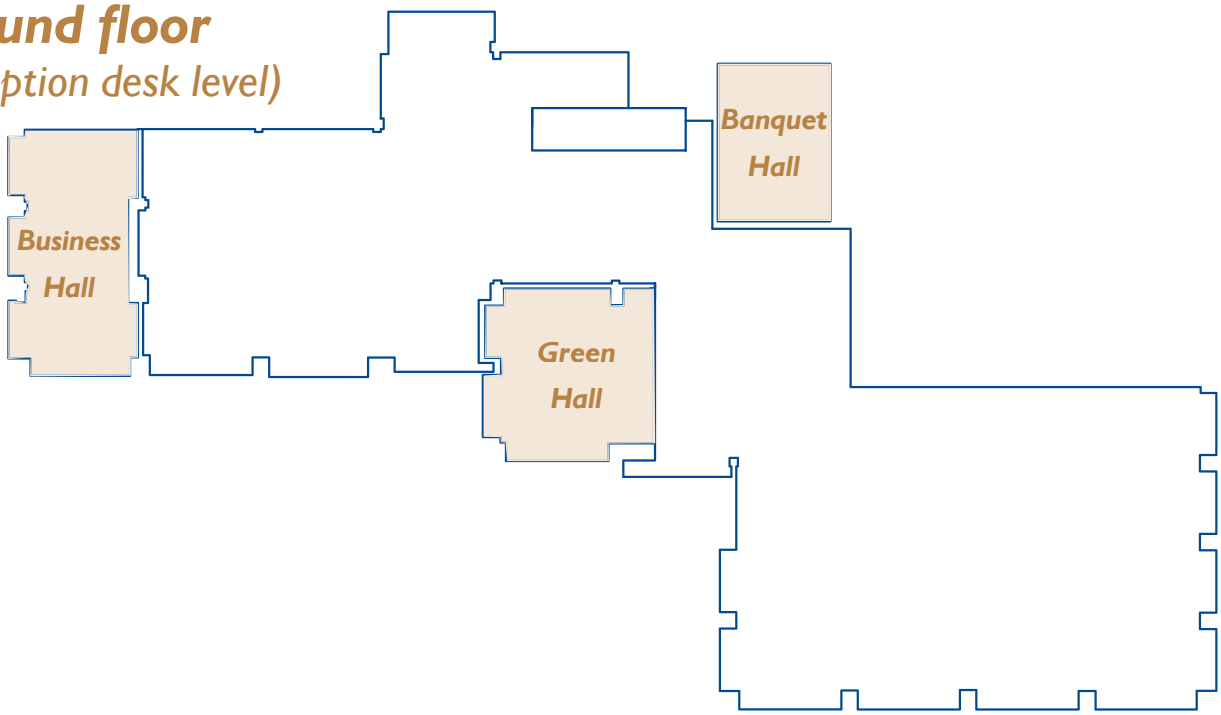
Hotel Metropol

Floor -1



Ground floor

(Reception desk level)

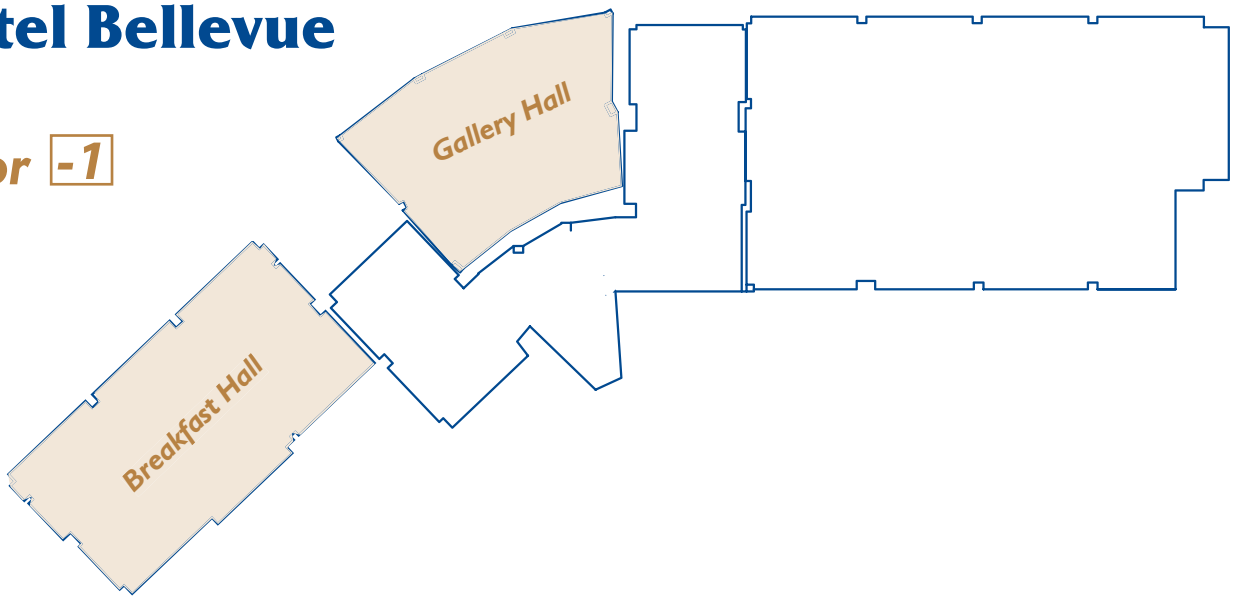


National Restaurant Hall – Floor -1, access via indoor corridor between Metropol and Tourist Hotel

---

Hotel Bellevue

Floor -1



The conference activities sponsored by:

UNIVERSITY
"St. Kliment Ohridski" - Bitola

ФАМИС
БИТОЛА

Local Government
and Public Service
Reform Initiative

Local Government
and Public Service Reform
Initiative affiliated with the Open
Society Institute (LGI/OSI),
Budapest, Hungary

vitaminka

NISPAcee Secretariat
Polianky 5
841 01 Bratislava 42
Slovak Republic
tel/fax: +421-2-6428 5357
tel/fax: +421-2-6428 5557
e-mail: nispa@nispa.org
http://www.nispa.org

Paper Details

Public Finance

Author(s) **Snezana Mojsoska**
University "St. Kliment Ohridski"
Skopje Republic of Macedonia (FYROM)
Dance Nikolovska Vragoteovska, Ministry of Finance, Republic of Macedonia (FYROM)

Paper Name **Fiscal decentralization: Success or failure in case study Macedonia**

Paper file *Paper files are available only for conference participants, please **login** first.*

Paper Abstract Abstract not available

Abstract

Fiscal decentralization: success or failure in case study Macedonia

Assis. Prof. Snezana Mojsoska
MSc. Dance Nikolovska Vrateovska

Abstract
Starting from the 90 - ies of the last century, Macedonia was engaged in a complex process of transition and that means implementing a number of crucial reforms, including
establishment and strengthening of local democratic institutions.
In this context, in 1995 lawmakers in the Assembly
of Macedonia adopted the Law on Local Government, with which were determined public responsibilities of the units of the local government.
Shortly afterwards, was adopted the Law on Territorial Division of the Republic of Macedonia and the laws that regulate public utilities and so the normative aspect of the legal framework for local government was complete. One of the main parts in the decentralization process was fiscal decentralization.
In this paper will be explain and analyze the concept and the processes of fiscal decentralization in Republic of Macedonia. The concept of fiscal decentralization involves the establishment of funding mechanism for municipalities that is transparent and based on
objective criteria and standards. With the transfer of responsibilities
on Municipalities parallel is done and transfer of funds to carry out this responsibility by the Budget of the Republic of Macedonia and the budgets of the units.
According ZELS, fiscal decentralization is implemented in two phases,
based on several principles.
The process of fiscal decentralization is important for the economic benefits of the units of the local government, and for the whole national economy.
In this paper are shown empirical and statistical data for progress from the date of starting of the process of fiscal decentralization in Macedonia.
General, we can conclude that from the last three years process of decentralization progressed with a very slow pace.
However, the progress in 2010 and points of improvement detected in this report provide solid basis for further properly creating and directing the policies of decentralization in function of encouraging and intensified implementation and it is very important to faster the processes of fiscal decentralization.
From this study also we can conclude several negative points which make slower the fiscal decentralization as: unqualified human resources, less financially strongest of the unit. At this point upraises several recommendations as: need of regional connection of smaller and less economic powerful municipalities and redistribution of their public services, need of development of strategy for providing conditions in function of balanced regional economic development of smaller municipalities, which are ignored on behalf of developing large municipalities.
Key words: local government, fiscal decentralization, process, moving, recommendations.

Fiscal decentralization: success or failure in case study Macedonia

Assis. Prof. Snezana Mojsoska[1]
MSc. Dance Nikolovska Vrateovska[2]

Abstract

Starting from the 90 - ies of the last century, Macedonia was engaged in a complex process of transition and that means implementing a number of crucial reforms, including establishment and strengthening of local democratic institutions.

In this context, in 1995 lawmakers in the Assembly of Macedonia adopted the Law on Local Government, with which were determined public responsibilities of the units of the local government.

Shortly afterwards, was adopted the Law on Territorial Division of the Republic of Macedonia and the laws that regulate public utilities and so the normative aspect of the legal framework for local government was complete. One of the main parts in the decentralization process was fiscal decentralization.

In this paper will be explain and analyze the concept and the processes of fiscal decentralization in Republic of Macedonia. The concept of fiscal decentralization involves the establishment of funding mechanism for municipalities that is transparent and based on objective criteria and standards. With the transfer of responsibilities on Municipalities parallel is done and transfer of funds to carry out this responsibility by the Budget of the Republic of Macedonia and the budgets of the units.

According ZELS, fiscal decentralization is implemented in two phases, based on several principles.

The process of fiscal decentralization is important for the economic benefits of the units of the local government, and for the whole national economy.

In this paper are shown empirical and statistical data for progress from the date of starting of the process of fiscal decentralization in Macedonia.

General, we can conclude that from the last three years process of decentralization progressed with a very slow pace.

However, the progress in 2010 and points of improvement detected in this report provide solid basis for further properly creating and directing the policies of decentralization in function of encouraging and intensified implementation and it is very important to faster the processes of fiscal decentralization.

From this study also we can conclude several negative points which make slower the fiscal decentralization as: unqualified human resources, less financially strongest of the unit. At this point upraises several recommendations as: need of regional connection of smaller and less economic powerful municipalities and redistribution of their public services,

[1]*University"St Kliment Ohridski"- Bitola, Faculty of security-Skopje, R.Macedonia*
[2]*Ministry of finance of the R. Macedonia - Public revenue office, regional office -Stip*

need of development of strategy for providing conditions in function of balanced regional economic development of smaller municipalities, which are ignored on behalf of developing large municipalities.
Key words: local government, fiscal decentralization, process, moving, recommendations.

ТРАНСФЕР НА НАДЛЕЖНОСТИ ОД ЦЕНТРАЛНО НА ЛОКАЛНО НИВО - РЕТРОСПЕКТИВА

Почнувајќи од 90 - тите години на минатиот век, Република Македонија е ангажирана во комплексен процес на транзиција што значи зацртување И имплементирање на бројни круцијални реформи, вкучувајќи го И востановувањето и зајакнувањето на локалните демократски институции.
Во тој контекст, во 1995 година пратениците во Собранието на Република Македонија го донесоа Законот за локалната самоуправа, со чии одредби се определија јавните надлежности за единиците на локалната самоуправа.
Непосредно потоа, се донесе Законот за територијална поделба на Република Македонија како и законите кои ги регулираат комуналните дејности така што од нормативен аспект се заокружи правната рамка за локалната самоуправа.

Во 1997 година се изврши ратификација на Европската повелба за локалната самоуправа од пратениците во националниот парламент а во 1999 година Владата усвои Стратегија за реформа на системот на локалната самоуправа. Овој документ имаше за цел да се надминат тесните грла од функционирањето на општините, да се направат поамбициозни реформи и да се усогласи законската рамка за локалната самоуправа со одредбите од Европската повелба за локална самоуправа.

По воениот конфликт во 2001 година и со потпишувањето на Охридскиот рамковен договор, процесот на реформи во локалната самоуправа беше забрзан така што во јануари 2002 година се донесе нов Закон за локалната самоуправа, односно се иницираше процесот на децентрализација на власта.
Според одредбите од овој Закон, високо се афирмира локалното ниво на власта определувајќи за него зголем обем на јавни надлежности- ингеренции но и одговорности.

Покрај компетенциите кои спаѓаат во традиционалниот домен на општинските надлежности како што се комуналните дејности, дејностите од урбанизмот, надлежностите за локалната самоуправа се проширени и во доменот на општествениот сектор како што се основното и средното образование,социјалната заштита, културата, примарната зд Реформата на локалната самоуправа и посебно трансферот на надлежностите од централно на локалното ниво не може да се спроведе без спроведување на територијална организација, определување на нови финансиски извори за извршување на зголемените надлежности, институционално зајакнување на општините и правниот и финансискиот надзор.

Поради комплексноста на овој процес,кој во високо развиените општества трае и по неколку декади Владата на Република Македонија во 2003 година усвои Оперативна програма за децентрализација на власта за периодот 2003 - 2004 година во која беа определени законите кои треба да се донесат или

да се изменат и дополнат нивните одредби со цел од нормативно правен аспект да се заокружи децентрализацијата.

Трансферот на надлежности од централно на локалното ниво на власта започна од 1 јули 2005 година.

За следење на стратешките определби на реформата на локалната самоуправа, Владата на Република Македонија во ноември 2004 ја усвои Програмата за спроведување на процесот на децентрализација 2004 □ 2007 година која е проследена со Акционен план за нејзина реализација.

Во Програмата за децентрализација 2004 - 2007 година е наведено дека клучните сегменти на реформата на локалната самоуправа се:

1. Децентрализација на власта,
2. Фискална децентрализација,
3. Територијална организација,
4. Јакнење на капацитетите на општините.

Со спроведувањето на реформата треба да се постигнат следните цели:

- Обезбедување на ефективни јавни услуги на локално ниво;
- Економски раст , развој и оддржливост на локалните економии;
- Транспарентна и одговорна администрација на локално ниво;
- Обезбедување на инструменти преку кои граѓаните ќе можат да остваруваат влијание во донесувањето на одлуките за прашања од локално значење;
- Да се подготват општините за ЕУ интеграциите преку развојот на партнерството.

ПРИЧИНИ ЗА ДЕЦЕНТРАЛИЗАЦИЈА

Трите фундаментални причини за иницирање спроведување на процесот на децентрализација се:

- Користите на јавните добра генерално се просторно ограничени ;
- Индивидуалните преференции се разликуваат како за приватниет така и за јавните добра и услуги;
- Постои можност за мобилност на корисниците на јавните добра и услуги а мобилноста доаѓа до израз при разлики во квантитетот и квалитетот на јавните услуги како и при разлики во висината на даночните стапки меѓу локалните заедници.

Иако карактерот на јавните добра како неконкурентни и неисклучиви (или нивното исклучување е економски неоправдано) го дефинира И процесот на нивна потрошувачка , сепак во реалниот живот постојат просторни ограничуавња во конзумацијата на некои од нив.

Затоа ефикасното извршување на алокациската функција на јавните финансии дефинира обезбедување на јавните добра и услуги во согласност со преференциите (утврдени по пат на политички избори-во услови на посредничка демократија) на резидентите на дадената локализирана заедница.

Јавните добра и услуги чија инциденца на корисност се покрива на поширока територија или на целата земја е потребно да се произведуваат и обезбедуваат од страна на централната власт.

СИСТЕМИ НА УРЕДУВАЊЕ НА ФИСКЛНИТЕ ОДНОСИ ПОМЕЃУ РАЗЛИЧНИТЕ НИВОА НА ВЛАСТ

Фискалната теорија детерминирала три различни системи на уредување ан фискалните односи:

Систем на сепарација- овј систем е систем на засебни приходи за секој степен на власт , според економските можности, постои максимална самостојност во формирањето и употребата на јавните финансии на сите различни нивоа.Постојат:

1)слободна сепарација т.е. максимален фискален суверенитет на секое ниво на власт што рпедизвикува одсуство на единствен фискален систем, хаотичност , двојно оданочување итн.

2)Врзана сепарација каде што правото на воведување даноци И регулацијата е во рацете ан централната власт а потоа приходните извори се распределуваат за секој степен на власт.

Систем на партиципација е систем на заеднички приходи според потребите на секоја власт , приходните извори се единствени за целата земја а се распределуваат со децидно дефинирано процентуално учество И соодветни критериуми за секое ниво на власта.поради технички потешкотии накои приходни извори не се погодни за далба меѓу нивоите на власта И во селост се доделуваат на еден степен на власт.

СПРОВЕДУВАЊЕ НА ФИСКАЛНАТА ДЕЦЕНТРАЛИЗАЦИЈА

Поимот фискална децентрализација подразбира воспоставување на механизам за финансирање на општините кој е транспарентен и заснован на објективни критериуми и мерила. Со трансферот на надлежностите на општините паралелно ќе се врши и трансфер на средства за извршување на таа надлежност од Буџетот на Република Македонија и буџетите на фондовите.

Согласно ЗФЕЛС, фискалната децентрализација се спроведува во две фази,засновани на следните начела:

- Постепено пренесување на надлежностите во согласност со капацитетот на општините за преземање на овие надлежности;
- Правично и соодветно обезбедување на средствата за ефикасно и непречено извршување на пренесените надлежности и
- Намалување на средствата во Буџетот на Република Македонија и фондовите за функциите што ќе се пренесат во надлежност на општините.

Во првата фаза на фискалната децентрализација пренесувањето на средствата на општините започна од 1 Јули 2005 година. Притоа, трансферот на приходи од данок на додадена вредност од Буџетот на Република Македонија се врши на следниов начин:

а) Владата на Република Македонија на предлог на министерот за финансии донесе годишна Методологија за распределба на приходите од данок на додадена вредност по општини и со буџетскиот циркулар ги извести општините за износите на приходите од данок на додадена вредност планирани во Буџетот на Република Македонија;

б) Владата на Република Македонија на предлог на надлежните министерства донесе Уредба за методологија за распределба на капиталните и наменските дотации без средствата наменети за плати и Министерството за финансии со буџетскиот циркулар ги извести општините за планираните износи на овие дотации;
в) Општините имаа задача до 31 Декември 2004 година да започнат со спроведување на план за решавање на заостанатите обврски кои произлегуваат од долгови кон изведувачите и другите доверители за обврски настанати заклучно со 31 Декември 2001 година. Активностите за решавање на заостанатите обврски ќе ги координира Министерството за финансии;
г) Најмалку 90% од вкупниот број на општини во кои живее најмалку 90% од населението во Република Македонија.

Втората фаза од децентрализацијата го вклучува трансферот на средства за блок дотации од Буџетот на Република Македонија, по претходно писмено барање на општината поднесено до надлежното министерство и до Министерството за финансии, при што општината мора да ги исполни следните услови:
$ Да ги исполнила условите од првата фаза од фискалната децентрализација;
$ Да има соодветен кадровски капацитет за финансиско управување;
$ Да има добри резултати од најмалку 24 месеци навремено и правилно известување што е потврдено од Министерството за финансии и
$ Да нема заостанати ненамирени обврски кон добавувачи или кон било кои други доверители кои ги надминуваат условите на плаќање што се вообичаени.

ОДВИВАЊЕ НА ФИСКАЛНАТА ДЕЦЕНТРАЛИЗАЦИЈА

Во првата фаза, која започна во 1 јули 2005 година, општините беа условени со технички параметри од типот на ,,квантитативни критериуми со обезбедување на најмалку двајца финансиски службеници и тројца даночни експерти! Оваа фаза, покрај другото, ги потврди одамна искажаните недостатоци на овој систем, меѓу кои:

- во Македонија не е инсталиран систем на фискална децентрализација, туку типична фискална деконцентрација, бидејќи поголемиот дел од изворните надлежности на општините се финансираат преку финансиските трансфери од централната влада, а не преку сопствените локални фискални извори на општините, па трансферите остануваат синоним за деконцентрација, а не за децентрализација;

- структурата на сопствените приходи на општините ниту во обем ниту во структура обезбедува издржан фискален систем на локалната самоуправа согласно со утврдените надлежности во системскиот закон на локалната самоуправа, т.е постои ,,широка листа на видови даноци, такси и трансфери со тесен фискален капацитет која ја исфрлува на површина некомпатибилноста помеѓу ,,дадените надлежности со ,,обезбедените финансиски извори;

- речиси сите „лоши даноци" и„ се оставени на локалната самоуправа (на пример, персоналниот данок на занаетчии во износ од 100 отсто - на личните приходи на чевлари, самарџии, и сл.) наспроти „добрите даноци" кои централната власт ги задржала за себе (на пример 97 отсто од ДДВ и од персоналниот данок);

- неможноста на локалната самоуправа да располага со градежното земјиште ја задушува и обесхрабрува локалната иницијатива за локален економски и општествен развој;

- отстапувањето на „застарените и истраените" човекови ресурси, техничките, просторните, и др. капацитети при делбените биланси со подрачните единици на централната влада ги направи локалните власти поинфериорни и помалку моќни во конкуренција наспроти централните власти;

- утврдените критериуми за хоризонтално уедначување не генерираат правична и ефикасна хоризонтална распределба, бидејќи во нив содржат релативен висок коефициент на варијација помеѓу ЕЛС (покрај бројот на населението се вклучени и други параметри, како површина и сл.);

- незаживување на локалниот јавен долг како финансиска институција се„ уште ги ограничува општините во акција за развојни локални капитални проекти и друго.

Втората фаза на фискалната децентрализација, која „нормативно" почнува од 1 јули 2007 г. само кај тие општини кои го „положиле" успешно „транзицискиот испит". Условите утврдени во „испитот", пред се„ беа од кадровска и финансиско-фискална природа, како кадровскиот финансиски капацитет на општините, така и добрите финансиски и фискални резултати (финансиската ликвидност, редовните финансиски извештаи, и сл) за првите две години од фискалната децентрализација.

Положениот транзициски испит на општините ќе им овозможува пренесување на надлежностите, а со тоа и на блок-трансферите за култура, социјална заштита и заштита на децата, основно и средно образование и здравствена заштита (јавни здравствени организации и примарна нега).

Комисијата надлежна за процена на „проодливоста" во испитот констатира дека релативно мал број од општините во „првиот испитен рок" ги исполнуваат поставените услови (околу 13 општини од вкупно 84)!

По две години фискална децентрализација, се„ уште даночните приходи учествуваат со помалку од 60 отсто во вкупните општински приходи, околу 4 отсто учествуваат неданочните приходи, додека околу 36 отсто се приходите од трансферите на централната влада.

Интересен е податокот за 2006 година дека просечните владини дотации до единиците на локалната самоуправа по жител во Р.Македонија изнесуваат 3.970 денари или околу 65 евра по жител на годишно ниво, кои во вкупен износ би

изнесувале околу 130 милиони евра.

1.1. Индекс на фискална децентрализација (ИФД)

Според ИОМ направена е анализа на индексот мна фискална децентрализација преку 18 индикатори со 38 кавантитавни и квалитативни индикатори. Изработен е индексот на фискалната децентрализација (ИФД) за 2008, 2009 и 2010 изнесува 2,96; 2,81 и 2,99, соодветно. Во просек, од 2008 во 2009 година има намалување за 6%, додека од 2009 до 2010 се забележува зголемување од 6,5%. Генералниот заклучок што може да се извлече е дека во однос на фискалната децентрализација општините кон крајот на 2010 година останале на истото ниво како и во 2008 година, т.е. дека не е забележан напредок во однос на фискалната децентрализација. Сепак, со оглед на тоа дека во 2010 година се јавува позитивен тренд, доколку истиот продолжи и во текот на 2011 година, постои реална можност општините да покажат подобри финансиски резултати, а со тоа и подобра примена на фискалната децентрализација, што во крајна линија ќе има позитивен ефект на процесот на децентрализација во целина.
Подиндексите што го формираат ИФД, нивните тежински фактори, како и соодветните оценки за секоја година од 2008 до 2010, се дадени во табелата подолу:

	Подиндекси	Тежински фактор	РМ 2008	РМ 2009	РМ 2010
1.	ПИ 1: Имплементација на политиките за фискална децентрализација	28%	2,84	2,64	2,95
2.	ПИ 2: Финансиска состојба на ЕЛС	37%	2,89	2,64	2,91
3.	ПИ 3: Општа економска состојба во општината	21%	2,97	2,97	2,97
4.	ПИ 4: Транспарентност и отчетност	14%	3,36	3,36	3,28
		ИФД	**2,96**	**2,81**	**2,99**

Како што се гледа од табелата, секој подиндекс учествува со различна тежина во формирањето на ИФД, т.е. според мислењето на одговорните државни службеници и градоначалниците на партнер-општините најголема тежина и значење има подиндексот за финансиската состојба на ЕЛС, а најмала тежина подиндексот за транспарентност и отчетност. Главните наоди од мониторингот на фискалната децентрализација во периодот 2008□2010 година, можат да се сублимираат како:

ss незначителен, но сепак најголем напредок е постигнат во однос на имплементацијата на политиките за децентрализација;
ss многу мал напредок е постигнат во поглед на финансиската состојба на ЕЛС;
ss не постојат официјални ажурирани податоци според кои може да се даде прецизна оценка за општата економска состојба во општините и
ss најдобри оценки се постигнати во однос на транспарентноста и отчетноста на општините, но истите се со тенденција на намалување.
Од 12-те набљудувани општини, во 2008 година 7 општини имале слична вредност со ИФД, во 2009 година само 2 имале вредност слична со ИФД, а во 2010 година ниту една општина немала слична вредност со ИФД. Сликовито, тоа е претставено на следниов график:

Овие податоци укажуваат на две работи. Прво, податоците се показател за тоа дека јазот меѓу фискалните перформанси на општините во периодот 2008-2010 се зголемува. Ова значи дека спротивно на очекувањата за фискална еквализација (израмнување) на фискалните перформанси на општините, што е една од главните цели на фискалната децентрализација, резултатите покажуваат дека јазот помеѓу „побогатите" и „посиромашните" општини во периодот 2008-2010 се зголемил. Ова не треба да се толкува само на тој начин дека богатите општини станале уште побогати, а сиромашните уште посиромашни, туку дека јазот помеѓу нив се зголемил, т.е. дека дури и ако „посиромашните" општини ги зголемиле своите фискални перформанси, зголемувањето кај „побогатите" било уште поголемо. Второ, во периодот 2008-2010, бројот на општини чиишто вредности се под ИФД постојано се зголемува.
На следниов график се сликовито прикажани вредностите на индексите ИФД за секоја од 12-те општини за периодот 2008-2010. Центарот означува вредност 1 на индексот, која се зголемува одејќи кон периферијата до максималната вредност 5:
Како што се гледа од графикот, во целиот анализиран период траекториите ја следат истата форма, што укажува на тоа дека фискалната децентрализација се уште не постигнала изедначување на финансиските перформанси на сите општини (во таков случај, траекториите би требало се повеќе да добиваат форма на круг).
Подолу е даден детален опис на секој подиндекс и на индикаторите што го формираат тој конкретен подиндекс. Прво е даден опис за секој од индикаторите, а потоа и средната оценка на сите општини за 2010 година, според критериумите дадени во Анекс 1. При пресметките на средните оценки на подиндексите и индексите, како и на средната оценка на ИФД за 2010, не е земена предвид Општина Охрид, бидејќи општината се уште е во првата фаза од фискалната децентрализација и финансиските резултати се неспоредливи со другите општини[3].

Причини за невлегување е во втората фаза на одредени општини и препораки

Во овој дел од извештајот прикажни се резултатите од истражувањето спроведено во 34 единици на локалната самоуправа кои не влегоа во втората фаза на фискалната децентрализација. Резултатите се презентирани во седум тематски под-подглавја во кои детално е прикажана моменталната состојба во сите општини во областите кои се клучни за исполнување на законските критериуми за премин во втората фаза.
поголемиот број од општините (44%) одговориле дека причините се: заостанати ненамирени обврски кон добавувачите или кон било кои други доверители, кои ги надминуваат условите за плаќања кои се вообичаени, а 34% од општините како причина ги наведуваат неисполнетите услови од првата фаза, а тоа се: недоволно вработени службеници во општинската администрација кои се квалификувани да работат во областа на финансиско управување, подготвување на буџетот, извршување на буџетот, сметководство и изработка на финансиски извештаи (најмалку двајца), како и недоволно вработени службеници квалификувани да работат на утврдување и наплата на даноци (најмалку тројца).

71% од општините одговориле дека имаат непополнети работни места
Дали имате склучено договор во областа на финансиско управување, подготвување и извршување на буџетот, сметководство и финансиски извештаи со друга ЕЛС или УЈП? 76% од општините одговориле дека немаат, а 24% од општините одговориле дека имаат склучено договор со друга ЕЛС или УЈП.

Како најголеми проблеми со кои се соочуваат општините при извршувањето на надлежностите од областа на финансиско управување, подготвување на буџетот, извршување на буџетот, сметководство и финансиски извештаи се наведуваат:

- Недостаток на финансиски средства за ангажирање на сметководител;
- Немање на увид во евиденцијата на трансферите и донациите од страна на Републичкиот буџет и донаторите;
- Не постоење на континуитет околу спроведувањето на цесиите, асигнациите од надлежните Министерства околу наплатата на одредени проекти;
- Не постоење на можност за влијание околу наплатата на проектите кои се реализираат преку донаторите;
- Недостаток на податоци за обврзниците на данок на имот и персонален данок и комунални такси;

- Недоволно време за сите активности на вработените кои работат на оваа проблематика и нивна преголема оптеретеност поради недоволна кадровска екипираност;
- Ненавремено доставување на потребните финансиски податоци од страна на Буџетските корисници;
- Блокирана сметка;
- Недоволно познавање на работа со компјутери, недоволна стручност на вработените, потреба од обука на работниот кадар;
- Ненамирени обврски од претходните години, неевидентиран имот на ЕЛС и недоволна екипираност на одделението за финансии и др.

Според направеното истражување, општините имаат најголема потреба за обука и тренинг во областа на финансиското управување (30%), сметководство (23%), финансиски извештаи (14%), подготвување на буџет (14%), извршување на буџет (12%), а 7% од нив, одговориле дека имаат потреба од обука и тренинг на нововработените лица, обука за администрирање на локални даноци и такси, како и обука од областа на правната регулатива.
При извршувањето на надлежностите од областа на утврдување и наплата на локалните даноци, такси и надоместоци, општините се соочуваат со многу проблеми.
Како најчести проблеми општините ги наведуваат:

- Недостаток на вработени;
- Немање можност на редовна наплата поради отпор од страна на даночните обврзници;
- Не постоење на сопствени жиро сметки на даночните обврзници кои се физички лица поради кое не може да се спроведе успешна наплата;
- Постапката за присилна наплата оди многу бавно поради одредени пречки од страна на институциите кои треба да ја реализираат (судот и извршителите);
- Неажурирани-некомплетни списоци;
- Нецелосно добиени податоци од УЈП;
- Застарена и неажурирана база на податоци;
- Одбивање на даночните решенија;
- Ненавремено доставување решенија за ликвидација;
- Не постоење на соработка со УЈП, Централен регистар;
- Недоволна екипираност;
- Недостаток на софтверска програма за утврдување и изготвување на решенија, како и водење на евиденција за наплата и др.[4]

Заклучок

[4] ***Извештај***
за тековната состојба и потребите на општините за влез во втората фаза од фискалната децентрализација во Република МакедонијаСкопје
декември, 2007

: Еден друг многу значаен податок - учеството и импактот на фискалната политика на централната влада во растот на БДП во последните 4-5 години (во просек од околу 3,5 отсто), како најсинтетички индикатор за економскиот развој, во просек се движи околу 0,35 отсто годишно. Ова покажува дека фискалната политика на централно ниво е недоволно продуктивна во нејзината економска и развојна компонента, пред се,, како резултат на ниското учество на капиталните инвестиции и високото учество на непродуктивните расходи во централната јавна потрошувачка.
за да се подобрува импактот на фискалната политика врз економскиот развој неминовно е потребно да се забрза фискалната децентрализација, покрај другото и поради присутноста на развојната компонента во општинските буџети, за најмалку 3-4 пати повеќе, од централниот буџет на државата (види р.бр.8 од расходната структура во табела). Во земјите во транзиција пак децентрализацијата произлегува како директен резултат на преминот од социјалистичка во пазарна економија при што влијание имаат фактори кои ги вклучуваат вкупната економска состојба, правниот поредок, економски и политички реформи, етнички, религиозни, културни, економски и други разлики.
о да се вратам на фискалната децентрализација, едно од клучните прашања исто така е начинот на менаџирањето со овие нови надлежности кои им се препуштаат на општинските администрации. Ќе имаат ли капацитет општините да се справат со администрирање на даночните приходи, како ли ќе функционираат локалните власти кои допрва треба да се сретнат со прашањата за утврдување на даночните основици врз основа на пазарната вредност на недвижниот имот? Ќе може ли да се избегне замката на корумпираност и дискрециони одлучувања?
Многу прашања, но сепак, ќе мора со оптимизам да се гледа на овие прашања, бидејќи друга алтернатива нема. Мора да се спроведува процесот на фискална децентрализација, пред се заради економските бенефиции што истиот треба да ги оствари. Потребно е органите надлежни за спроведување на децентрализацијата да понудат многу повеќе образложенија, опсежна студија уредби и оперативни инструкции и студии со мерење на ефектите од превземените законски измени.

Користена литература:

- Европска повелба за Локална самоуправа, Службен весник на Р.М. број 23/97
- Устав на Република Македонија, Службен весник на Р.М. број 52/91
- Закон за Локална самоправа, Службен весник на Р.М. број 5/2002
- Закон за територијална организација на Локалната самоуправа во Република Македонија, Службен весник на Р.М. број 55/2004
- Закон за град Скопје, Службен весник на Р.М. број 55/2004
- Закон за локални избори (пречистен текст), Службен весник на Р.М. број 45/2004

- Закон за финансирање на Единиците на локалната самоуправа, „Службен весник на Р.М.“ број 61/2004; 96/2004
- Закон за буџетите „Службен весник на РМ“ 79/93, ... 96/04
- Закон за ограничување на изворните приходи за финансирање на јавните потреби за 2005 година „Службен весник на РМ“ 96/04
- Закон за сметководство за буџет и буџетски корисници „Службен весник на РМ“ 61/02 и 98/02
- Правилник за сметководство за буџетот и буџетските корисници „Службен весник на РМ“ 28/03
- Закон за даноците на имот „Службен весник на РМ“ 61/2004
- Закон за комуналните такси „Службен весник на РМ“ 61/2004
- Закон за такса за привремен престој „Службен весник на РМ“ 19/96, 26/02 и 51/03)
- Закон за административните такси „Службен весник на РМ“ 17/93...61/04
- Законот за внатрешна ревизија во јавниот сектор („Службен весник на РМ“ бр. 69/04).
- Правилник за начинот на вршење на работите на внатрешната ревизија („Службен весник на РМ“ бр. 72/03).
- Законот за државна ревизија (пречистен текст, „Службен весник на РМ“ број 73/ 2004 година)