

The National School of Public Administration (KSAP) is an institution whose ultimate goal is to actively support efforts to modernize the Polish administration by means of: full-time studies, lifelong learning, analytical-research projects, and cooperation with institutions in other countries.



Prof. Jacek Czaputowicz,
Director of the National School of Public Administration

KSAP pursues many activities fostering international cooperation. It has dynamic and fruitful relationships with international organizations and networks, as well as other foreign partners. Recent activities of this kind have involved partners such as: high-level Polish and foreign diplomats; European Union institutions and European Union networks; the Council of Europe and the European Court of Human Rights; and public administrations and schools of public administration from all over the world. The relationships with these partners have materialized in international conferences and seminars, study visits for students and teachers of either KSAP or its foreign partners, international agreements concerning future cooperation and international projects.

High-Level Meeting of Polish and Foreign Diplomats at KSAP



Between 30 August and 3 September 2010, KSAP was honored to host the second (substantive) part of the 2010 Council of Polish Ambassadors as organized by the Ministry of Foreign Affairs. Polish and foreign guests took part in the event and discussed a number of key issues, while Mr. Radosław Sikorski, the Minister of Foreign Affairs of Poland and Mr. Sergey Viktorovich Lavrov, the Minister of Foreign Affairs of the Russian Federation took the opportunity provided by the meeting to discuss Polish-Russian relations.



Preparations for the Polish Presidency of the Council of the European Union

Within the context of the preparatory training which the School is running prior to Poland's Presidency of the Council of the European Union (1 July 2011 - 31 December 2011), KSAP has organized specialized training for Polish civil servants and diplomats.

The training in question has been provided by experienced experts from at home and abroad. Full use has been made of modern, interactive forms to convey information and skills, and participants' own insights and experiences at work are also drawn on. KSAP has had guests from European Union (EU) institutions and Embassies of Member States who informed the students about the practical and logistical aspects of organizing the EU Presidency and the role of the European Parliament during that time, as well as making use of case-studies/simulations concerning the Co-Decision Procedure between Parliament and Council (now known as the Ordinary Legislative Procedure).

Cooperation with the Council of Europe and the European Court of Human Rights



As part of longer-term cooperation with the Council of Europe and the European Court of Human Rights (ECHR), KSAP has co-organized the series of so-called "Warsaw Seminars" on ECHR topics. The latest (fourth) of these took place on 9-10 September 2010 and was concerned in particular with domestic appeal remedies and simplified post-Interlaken procedures under the European Convention. The aim of the seminar was to facilitate an exchange of views on directions to the future reform of the Strasbourg system among government agents, Council of Europe officials, representatives of NGOs, academics, scholars and other experts on human rights.

The speakers included: Prof. Jacek Czaputowicz, Director of KSAP; Mr. Maciej Szpunar, Deputy Minister of Foreign Affairs; Mr. Igor Dzialuk, Deputy Minister of Justice; Mr. Jakub Wołásiewicz, Government Agent of Poland; Mr. Christos Giakoumopoulos, Director of Monitoring, Council of Europe; Mr. Michal Balcerzak, Nicholas Copernicus University; Prof. Erik Kerševan, Secretary General of the Constitutional Court of Slovenia; Mr. Bogdan Zimnenko, Deputy Chairman of Division

of the Supreme Court of the Russian Federation; Mr. James Welch, Legal Director of Liberty, United Kingdom; Mr. Arto Kosonen, Government Agent of Finland; Prof. Björg Thorarensen, Chairperson of the DH-PR, Government Agent of Iceland; Prof. Krzysztof Drzewicki, Chair of Public International Law, University of Gdańsk; Mr. Georgy Matyushkin, Representative of the Russian Federation at the European Court of Human Rights, Deputy Minister of Justice; Ms. Daniela Kühne, University of Zurich; Mr. Bénédicte de Cerjat, the Ambassador of Switzerland to Poland; Ms. Róisín Pillay, Senior Legal Adviser, International Commission of Jurists and Ms. Magdalena Forowicz, Post-doc Researcher at the University of Zurich and Max Weber Fellow at the European University Institute Florence. The conclusions of the Seminar, together with the presentations and records of the discussions, are to be brought together in a publication that will serve as “food for thought”- for the main stakeholders in the post-Interlaken process.

Bilateral Cooperation

KSAP is delighted to pursue many other fruitful bilateral contacts with public administrations and schools of public administration all over the world. The most recent bilateral cooperation events involving the School are presented briefly below.

France

On 16-17 December 2010, KSAP hosted a conference on the management of change in public administration, organized in cooperation with France's École Nationale d'Administration (ENA). The event included sessions on reform strategies in the public administration in France and Poland, problems and methods of change management in private enterprises as well as in public institutions. The speakers were French and Polish professors from different universities as well as representatives of public institutions and private companies from France and Poland.



Vietnam

On 14 December 2010, KSAP welcomed the visit of a group of representatives from the Vietnam National Academy of Public Administration (NAPA), including Prof. Dr. Nguyen Dang Thanh, President of NAPA, Vice President of Ho Chi Minh National Academy of Politics and Public Administration, for a study visit aimed at exchanging experiences in practices of transition management, public sector reform, human resource management and management decentralization, as well as exploring the Polish experience in public service training and training management practices of those institutions responsible for the training of local and central public servants in Poland.



Canada

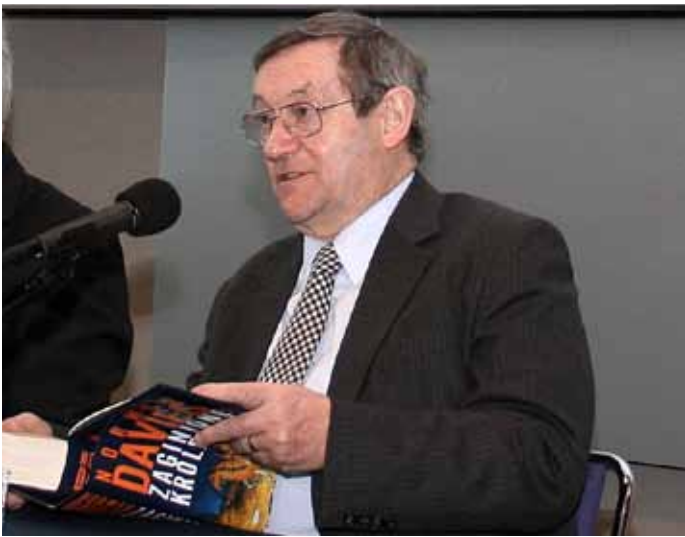


On 6 December 2010, the distinguished guest speaker the Hon. Jocelyne Bourgon, President of the Ottawa-based research, training and advisory corporation known as “Public Governance International”, as well as a former Canadian Cabinet Secretary and current Member of The Queen’s Privy Council, delivered a lecture on “Change Management. How to prepare public administration for 21st-century challenges (increased complexity and uncertainty)? The results of observations and of comparisons between countries”. During her visit

to KSAP, Ms. Bourgon was accompanied by H.E. Daniel Costello, the Canadian Ambassador to Poland.

United Kingdom

On 3 December 2010, KSAP was delighted to receive a return visit from Prof. Norman Davies, British historian, author and world authority on Poland, on this occasion in association with the Polish-



language version of his book “Vanished Kingdoms”, which was presented and available for signing. In his discussion with the students, Prof. Davies emphasized that all states were transitory entities, and that that was only to be expected and certainly not a reason for pessimism. In such circumstances, it was left to the historian to help preserve at least a memory of earlier heritage; all the more so where so many contemporary texts on history were inevitably devoted to countries remaining in existence, as opposed to those that had already succumbed. The presentation drew a number of insightful questions

from the audience, including on the guest’s earlier work on Poland, on US, Russian, Soviet and British identities, and on the role of the historian in general.

Ukraine

Several visits of delegations of experts from KSAP (including Dr. Marcin Sakowicz, Dr. Robert Sobiech, Dr. Witold Mikułowski and Prof. Marek Kosewski,) and experts from France’s École Nationale d’Administration - ENA (Mr. Jacques Skowron and Mr. Dominique Dalmas) took place in 2010 at Ukraine’s National Academy of Public Administration (NAPA), Office of the President of Ukraine, as part of the work to implement an ongoing EU-funded KSAP-ENA twinning project. As an element to these visits, a KSAP-ENA delegation met experts from NAPA in Kiev and other cities in Ukraine in September 2010. The visits included participation in round tables and discussions on the next steps of the twinning project and the completion of a SWOT analysis for the improvement of the current system of civil servants training in Ukraine. These visits were followed by other related KSAP-ENA missions in Ukraine in October, November and December 2010.

On 22 June 2010, Prof. Jacek Czaputowicz, the Director of KSAP, and Mr. Yurii Kovbasiuk, President of NAPA, signed a Cooperation Agreement between the two training institutions that provides for further development of the cooperation between them, including by means of: exchange programs for students, teachers and other experts in the field of public administration; support for further development of training programs; experience exchange concerning the study of world-class standards in the training of public servants and pursuit of institutional reforms; as well as the exchange of academic publications and teaching materials.



China

Between 8 - 13 November 2010, the Director of KSAP, Prof. Jacek Czaputowicz participated in a seminar hosted by the Chinese Academy of Governance in Beijing and Nanning, China. This seminar - which brought together members of the governing Boards of the International Association of Schools and Institutes of Administration, the American Society for Public Administration, the Network of Institutes and Schools of Public Administration in Central and Eastern Europe and the International Institute of Administrative Sciences - focused on governmental responses to the global financial crisis and encouraging excellence in public administration education and training.

During the same period, Prof. Czaputowicz also visited the Beijing Administrative College (BAC), where he discussed the possibility of mutual visits, exchange and cooperation between KSAP and the BAC. A delegation from the BAC is due to undertake a study visit at KSAP in the near future.

This visit followed a previous trip of Prof. Czaputowicz on 10-11 July 2010 to Guangzhou - Dongguan in China, and specifically the Guangdong School of Administration (GSA), where he participated in the workshop "The Training of Civil Servants and Training in Public Affairs in China and Europe". His presentation referred to governance models (the Weberian Model, the Good Governance Model and New Public Management), as well as the Polish experience with education for civil service.

Montenegro

On 11-12 November 2010, Dr. Roxana Zyman, Analyst at KSAP, travelled to Montenegro in order to participate in the Official Opening of the Regional School of Public Administration (ReSPA). The Inauguration Ceremony was hosted at the location of ReSPA in Danilovgrad, Montenegro on 11 November 2010. The ceremony included speeches by Mr. Milo Đukanović, Prime Minister of Montenegro and other officials. The speakers underlined that ReSPA is a unique historical endeavour, an international organization which has the mission of boosting regional cooperation in the field of public administration in the Western Balkans. It supports the creation of accountable, effective and professional public administration systems for the Western Balkans on their way to EU accession.

In the course of the occasion, the representative of KSAP had many fruitful bilateral meetings with delegates from international and regional organizations, as well as academic institutions, who attended the event. On 12 November 2010, Dr. Roxana Zyman visited the Human Resources Management Authority of Montenegro in Podgorica, where she had a bilateral meeting with Ms. Svetlana Vuković, the Director of this public authority, on the possibility of strengthening cooperation between KSAP and civil-service training institutions in Montenegro.

Denmark



On 12 October 2010, a group of high-ranking civil servants from Denmark, Finland, Norway, Sweden and The Netherlands visited KSAP, where they took part in discussions and presentations on Poland's transition from 1989 to 2010. This event was organized as part of the "Crossing the Boundaries" transnational management training programme, managed by the Metropolitan University College from Denmark. The programme is aimed at executive-level women working in the public sector, and brings

together participants and speakers from all over Europe.

Islamic Republic of Afghanistan



On 30 September 2010, KSAP welcomed representatives from the public administration of the Islamic Republic of Afghanistan, including Mr. Abdul Mo-neir Mabbasher from the Afghan Civil Service Institute, who attended a presentation on the mission and history of KSAP, the role and achievements of KSAP in the Polish civil service system, the professional options for KSAP graduates, and possible engagement of KSAP with the establishment of a national school of public administration in Kabul. This visit was organized in co-

operation with the Polish Ministry of Foreign Affairs as part of the visit of a larger Afghan delegation to Poland between 24 September and 2 October 2010, and was the first in a series of meetings in Poland for the Afghan representatives.

Russia



On 22 - 23 September 2010, KSAP had guests from the North Caucasus Academy of Public Management in Rostov, Russia. The visit was co-financed by the Polish Ministry of Foreign Affairs within the framework of the "Promotion of Knowledge about Poland" programme, as part of the project entitled "Poland - Russia Partnership for the Future". During the study visit, the guests attended presentations and lectures on experiences and challenges of KSAP and the Polish public administration be-

fore and after 1989, including "Poland 2030 Strategic Goals. A New Model of Public Administration", "The History of the Polish Transformation in the Second Half of the 20th Century" and "Transformations in Poland after 1989 and following the Polish Accession to the European Union".

Tunisia

On 17 September 2010, KSAP welcomed Mr. Afif Hendaoui, the Director of L'École Nationale d'Administration Publique from Tunis, who met with the KSAP students. In addition, he and Director Czaputowicz signed a Letter of Intention on the two Schools' desire to cooperate more closely in the future. The cooperation will include an exchange of information concerning study materials and programmes; exchange programmes for students and civil servants; the organization of seminars and conferences, and organization of study visits in the two countries' public administrations.



France

On 14 September 2010, Mr. Laurence Spicher-Bernier, acting Mayor of the Commune of Savigny-Sur-Orge, Mr. Yves de Rieux, Deputy Director of the French Development Agency and Ms. Corinne Baylac, Attaché for Cooperation over Higher Education at the French Embassy in Poland visited KSAP. The discussions focused on "The Civil Service in Poland and its Characteristics, and the Role of KSAP in Training High-Ranking State Officials". On the same occasion, KSAP hosted a meeting between the students of KSAP and those on the Cycle des Hautes Etudes Européennes at France's École Nationale d'Administration.



Egypt

On 28 July 2010, KSAP hosted a group of high-ranking Egyptian civil servants from the Ministry of Finance, Ministry of Regional Development and Ministry of Economic Development from Cairo. This visit was organized by the consulting company Lem Tech Consulting and financed by USAID. The guests were interested in understanding the mechanisms of the public administration, public finances and best practices of decentralization in Poland. KSAP's remit was to present to them the role of the School in preparing civil servants to undertake various tasks in the public administration. The guests were offered presentations on the functioning principles of KSAP, the training programme and career paths available to graduates.



Visits by Foreign Ambassadors

Apostolic Nunciature



On 15 December 2010, H.E. Archbishop Celestino Migliore, Apostolic Nuncio to Poland, visited KSAP and delivered a lecture on "Public Administration in the Service of Society's Common Good", followed by an open discussion with the students of KSAP. He emphasized in his speech that, alongside differences between the administration of the Church and public administration, there were many common values, including as regards the need for our duties to individual citizens and society to be discharged properly. H.E. Archbishop Migliore

also took part in the traditional Polish meeting to share the Christmas wafer ("opłatek") with the students and employees of KSAP.

Germany



On 10 November 2010, the German Ambassador to Poland, H.E. Rüdiger Freiherr von Fritsch gave a very well-received lecture on "German Policy in the EU, Cooperation with Poland Bilaterally and within the Weimar Triangle Framework". The Ambassador emphasized post-War Germany's constitutional commitment to peaceful co-existence and cooperation, as well as voicing his admiration for the way in which the EU's Founding Fathers had identified and pursued the means of achieving in practice such highly-desirable goals. Thanks to them, Germany had for half a century

now been able to devote itself to the key role of driving European integration. At the same time, the guest noted how East-West divisions in Europe had not been entirely erased, making it all the more necessary for the Weimar Triangle to continue evolving its bridging format for tripartite cooperation and leadership within the EU (having started out as a means by which two large Member States could act in support of Poland pre-accession and in its early days of EU membership).

France



On 20 October 2010, KSAP was visited by France's Ambassador in Poland, H.E. François Barry Delongchamps, who gave a lecture entitled "A Summing Up of the Cooperation between Poland and France". This was a very wide-ranging presentation that took in a host of aspects from the joint French-Polish military operations in Congo and Chad and the opportunities for France - as a world leader in the field - to assist Poland with building its first nuclear power station, via French FDI in Poland, common interests as regards the CAP and the main-

tenance of its subsidy levels as well as cultural cooperation, not least in respect of 2010 being the Year of Chopin and 2011 - the Year of Maria Curie-Skłodowska. The Ambassador also emphasized the value of French-German-Polish cooperation within the "Weimar Triangle" framework.

Belgium

On 30 June 2010, the Ambassador of Belgium to Poland, H.E. Raoul Delcorde, visited KSAP and presented the priorities of the Belgium Presidency of the European Union (1 July 2010 - 31 December 2010). He described the role of the Belgian Presidency as an honest broker, compromise maker and creator of trade-offs. However, the main purpose of the Belgian Presidency was, he said, to improve the functioning of EU institutions and streamline implementation of the Treaty of Lisbon.



Study Visits of KSAP Students

The aim of the study visits is to provide students with knowledge and practical skills as regards the functioning of the EU and most recent developments affecting it. Considerable significance is attached to the visits, in line with the fact that KSAP students will shortly become civil servants representing Polish interests in Europe.

The study visits of KSAP students always include EU institutions, and they benefit from the funding provided by the European Social Fund. Specifically, KSAP is currently implementing a project entitled "Practical Foreign Training for Students of the National School of Public Administration", which falls within the framework of the Human Capital Operational Programme and its "Good Governance" Priority Measure 5.1 Improving the Potential of the Governmental Administration. The most recent study visits took place during the periods 18-23 July 2010 and 25-30 July 2010. Students had meetings with many experts in: the European Commission - Secretariat General, Internal Audit Service, Directorate General (DG) Communication, DG Education and Culture, DG Employment, Social Affairs and Equal Opportunities, DG Information Society and Media; the Council of the European Union; the European Parliament; the Committee of the Regions and the European Administrative School, as well as at the Permanent Representation of the Republic of Poland to the European Union, the Permanent Delegation of the Republic of Poland to the North Atlantic Treaty Organization (NATO), the Polish Embassy in Brussels, the Permanent Representations of other EU Member States to the EU, the Centre for European Policy Studies, the European Centre of Employers and Enterprises, the European Association of Craft, Small and Medium-sized Enterprises etc.



KSAP Students' Internships

In the light of Poland's membership of the European Union it has become increasingly important to sustain close links with the administrations of other EU member states. Foreign administrative internships facilitate the cooperation between Polish administration and the European Union and they also improve Poland's participation in its structures.

The internships' objectives are:

- to develop the students' ability to adapt and to function efficiently in the foreign environment;
- to involve the students in decision-making processes, problem-solving and work cooperation;
- to acquaint students with structures and work organization from other traditions;
- to offer the knowledge and experience necessary for civil servants' to function in the modern, globalized world.

The evaluations of KSAP students' foreign internships have shown that learning of the ways in which other countries operate, and of their new ideas and solutions, contributes to the raising of prospective civil servants' professional qualifications. The experience and skills gained, and the personal contacts made, not only enhance the training process, but also offer a basis for ever-better cooperation with foreign partners (everyday practice for the Civil Service following Poland's 2004 accession to the EU).

Students are expected to participate actively in the everyday work of the internship institution, and to take part in meetings, negotiations etc. Their performance then gains an appraisal in writing from the internship mentors there.

The foreign administrative internships are organized at the same time for all students of the same year-class. In 2010, the internships were held from the beginning of May through to the end of June, as well as in the October-December period. KSAP assigns students to internships in line with their knowledge of the language of the target country plus their professional interests. KSAP students had their 2010 administrative internships in the United Kingdom, Belgium, France, Germany, Italy, Ireland, Hungary, Malta, the Czech Republic, Finland, Iceland, Switzerland and the USA.



KSAP International Newsletter

Editor: Dr. Roxana Zyman

Photographs and design: Sebastian Szulfer, (p.5: photo by NAPA)

© Copyright KSAP 2011

KSAP, Office for International Cooperation and Promotion
56 Wawelska Str., 00-922 Warsaw