

The National School of Public Administration (KSAP) - "Krajowa Szkoła Administracji Publicznej" in Polish - is an institution whose ultimate goal is to actively support efforts to modernize the Polish administration by means of: full-time post-graduate 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 is engaged in many activities fostering international cooperation. It has dynamic and fruitful relationships with international organizations, networks and other foreign partners. Recent activities of this kind have involved partners such as: high-level foreign diplomats, eminent foreign public administration experts, European networks, EU institutions and international organizations, public administrations and schools of public administration from all over the world. The relationships with these partners have borne fruit in international projects, international conferences and seminars, international agreements concerning future cooperation and study visits for the staff and the students of either KSAP or its foreign partners. In this issue you can learn about our main international cooperation activities during the last six months.

THE POLISH PRESIDENCY OF THE COUNCIL OF THE EUROPEAN UNION

The Warsaw DISPA Meeting



As part of its relations within EU networks and with EU institutions, Poland's National School of Public Administration (KSAP) is represented at the meetings of the Network of Directors of EU Institutes and Schools of Public Administration (DISPA). KSAP organized the Warsaw DISPA meeting of Heads of Schools and Institutes of Public Administration from across the European Union during the Polish Presidency of the Council of the EU. The event, which took place on the premises of KSAP on 13-14 October 2011, focused on "Leadership in a Changing Public Administration" and how civil servants might be trained most effectively in this sphere.

A detailed Report on the Warsaw DISPA Meeting has been published on-line at www.ksap.gov.pl



The representatives of the EU's neighbouring countries and umbrella international and regional organizations from Central and Eastern Europe have been invited to participate and delivered presentations. Post-graduate students of KSAP also attended the plenary sessions of the DISPA meeting, taking full advantage of the training and experience-related opportunities such an event was able to offer. Four of these post-graduate students assisted the chairs of the Working Groups - during the WG discussions as well as during the stages entailing the preparation of conclusions - and one of them made a presentation at the final plenary meeting.



The Warsaw DISPA Meeting was chaired by Prof. Jacek Czaputowicz, the Director of KSAP. Plenary Sessions on leadership in a changing public administration revolved around the following questions: what is a leader?; can we teach leadership?; how should we prepare civil servants to lead in challenging times?; what is adaptive leadership? The discussions in Working Groups and presentations of their conclusions at the plenary referred to identifying and developing leadership talent, ethical leadership, leaders as agents of change, and the relationship between leadership and human resources professionalization. The main questions underlying the Plenary Session on Outreach to Neighboring Countries of the EU were: what is the leadership training experience of the schools and associations of public administration from EU neighboring states? and what are the problems of the internal and external environment of public service in these countries?

The proceedings were inaugurated by Dr. Sławomir Brodziński, Minister and Head of the Polish Civil Service. Other speakers included: Prof. Jacek Czaputowicz, as head of the hosting institution (KSAP), Mr. Luc Rouillet of Y-Motions International, Mr. Massimo Gerli, Head of the International Relations Department, Scuola Superiore della Pubblica Amministrazione, Italy, Dr. Hans-Edmund Kunsmann, Director, Federal Academy of Public Administration (BAköV), Germany, and Ms. Małgorzata Steiner, lecturer at KSAP, Poland.

In the afternoon, the DISPA deliberations continued at Working Group level. The conclusions of each Group were presented at the beginning of the second day of the conference. The four Working Groups were chaired by: 1. Ms. Teresa Casserly, Director of Training and Leadership, Institute of Public Administration, Ireland - identifying and developing leadership talent; 2. Ms. Lärke Johns, Director, Swedish Council for Strategic Human Resources Development, Sweden - ethical leadership; 3. Dr. Sotos Shiakides, Director General, Academy of Public Administration, Cyprus - leaders as agents of change; and 4. Ms. Lynda Somme-Dew, Principle Adviser, Directorate-General Human Resources, European Commission - the relationship between leadership and human resources professionalization.

The second day included an outreach session - the reaching out in question being to the Eastern neighbours of the EU, as well as to some international organizations - with emphasis on possibilities for cooperation. Presentations here featured the National Academy of Public Administration, Ukraine - by Prof. Dr. Yuriy Kovbasiuk, the President of this institution; the Network of Institutes and Schools

of Public Administration in Central and Eastern Europe (NISPAcee) - by Prof. Dr. Mzia Mikeladze, President; and the Montenegro-based Regional School of Public Administration (ReSPA) - Mr. Suad Music, Director.

During the closing Plenary Session, Mr. Bernard Boucault, Director General, Ecole Nationale d'Administration (ENA), France talked about recent activities of ENA and the importance of the Strasbourg Manifesto; while Mr. Stefano Pizzicannella presented outputs of the recent conference of the International Association of Schools and Institutes of Administration (IASIA). The event continued with a discussion revolving around the DISPA website, which was led by Mr. David Walker, Director of the European Administrative School. Dr. Nikolaj Lubanski, Prorector of the Metropolitan University College, Denmark and Mr. Tue Christian Sanderhage, Director, Institute of Management and Public Administration at the same university, invited DISPA members to the next meeting, which will take place in May 2012 and will focus on innovation in public service delivery - consequences for training.

Outcomes of the Warsaw DISPA Meeting

The Warsaw DISPA meeting benefitted from the wealth of contributions by DISPA members and guest speakers alike. It was a successful event, as it proved possible to take certain important decisions that pave the way for a more formal institutionalization of DISPA. Specifically, the main outcomes of the Warsaw DISPA Meeting included:

1. An exchange of experiences on training for leadership among the DISPA members: starting from a general debate on issues of leadership and adaptive challenges, continuing with specific cases of leadership and management training in Italy, Germany and Poland, and culminating with consideration of narrower, more explicit issues in the course of the Working Group discussions. You can read the summaries of speakers' presentations in the section "Meeting Proceedings" of the Warsaw DISPA Report at www.ksap.gov.pl

2. An opportunity to learn about public administration challenges, as well as possibilities for cooperation with institutions from the Eastern states neighbouring with the EU. Problems characterizing the internal and external environments impinging upon public service in states bordering on to the EU which came up for discussion included: the absence of a uniform public service; fractured management systems of insufficient quality; insufficient coordination in the civil service system; instability of public service and an absence of continuity; a lack of competence on the part of public officials; limited attention given to the underlying values of public service; and limited opportunities for the recruitment and retention of top specialists. In the light of the above, possibilities for cooperation between DISPA members and schools from countries neighbouring the EU could involve: training delivery; network expert support; short-term internships; resource center support; collaborative research and joint projects.

3. The adoption by the DISPA members of the Budapest-Warsaw Resolution, which emerged as a continuation of discussions during the Budapest DISPA meeting (23-24 June 2011). This Resolution reaffirms a number of fundamental principles that should guide the work of DISPA, and sets out further concrete courses of action that may help ensure the achievement of objectives. The latter are: to contribute to efficient and effective public administration that is responsive to the needs and expectations of citizens and whose creation is one of the essential tasks of all governments; to promote through activity the common values of the European Union; and to further develop links with the European institutions. The document also sets out further concrete courses of action as regards the achievement of DISPA members' objectives. Steps to be taken include: coordinated participation in major events in the field of public administration and training; an examination of how stronger links with Institutes and Schools in other European countries might be developed; a stressing of the vital importance of strategic and professional human resource management; and a re-launching of the DISPA wiki. The Budapest-Warsaw Resolution has been included in the EUPAN Handbook.

4. Decisions on the relaunch of the DISPA website, with the European Administrative School as a core DISPA institution. The website aims to reinforce communication within the Network, with a view to more effective exchange of good practice in relevant fields being achieved.

The 57th Meeting of EUPAN

Prof. Jacek Czaputowicz, Director of KSAP made a presentation at the 57th Meeting of the EU Directors General responsible for public administration (EUPAN) on 12 December 2011 in Warsaw. During that meeting, Prof. Czaputowicz spoke about the activities of DISPA in 2011 and the proceedings of the Warsaw DISPA meeting, organized by KSAP during the Polish Presidency of the Council of the EU. The Director informed the EUPAN audience about the wealth of valuable contributions that both DISPA members and guest speakers had made, as well as the main outcomes of the Warsaw DISPA Meeting.

The EUPAN meeting was organized by the Civil Service Department of the Chancellery of the Prime Minister of Poland and was chaired by Mr. Dagmir Długosz, Polish Director General to EUPAN. In addition to Directors-General responsible for public administration in the EU Member States, participants included Directors-General from Norway, Switzerland, candidate countries to the EU, Georgia, and Ukraine as well as the representatives of institutions cooperating closely with EUPAN, such as the European Commission, European Institute of Public Administration (EIPA), European Network of Directors of EU Institutes and Schools of Public Administration (DISPA), European Group for Public Administration of the International Institute of Administrative Sciences (IIAS/EGPA), Public Governance and Territorial Development Directorate of the Organisation for Economic Co-operation and Development (OECD/GOV) and Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee).



Conferences at KSAP Summarizing Poland's Presidency of the Council of the EU



KSAP was delighted to host on 11 January 2012 a conference to sum up Poland's EU Presidency, at which there were extensive, wide-ranging and in-depth presentations of the recent Polish experience with holding the rotating presidency of the Council of the EU, as looked at from the political, political-science and legal/economic points of view. Co-organisers of the event were the Faculty of Political Science and Journalism of the Adam Mickiewicz University in Poznań, as well as Bank Zachodni WBK S.A.

High-profile speakers included Poland's Deputy Prime-Minister and Minister of the Economy Waldemar Pawlak, Secretary of State for European Affairs at Poland's Foreign Ministry Mikołaj Dowgiałe, and a host of leading experts from academia, Parliament, think-tanks and the world of business.

On 18 January 2012 Mr. Jerzy Pomianowski, Under-Secretary of State in the Polish Ministry of Foreign Affairs gave a lecture at KSAP entitled "Summary of the Polish Presidency in the Council of the European Union in the context of Eastern Policy".



European Network of Experts in the Field of Personnel Selection

On 22-23 September 2011, Ms. Katarzyna Witkowska, Specialist at KSAP took part in the Meeting of the EPSO Network of Experts in the Field of Personnel Selection. The meeting, organized by the Polish Ministry of Foreign Affairs in cooperation with the European Personnel Selection Office (EPSO) brought together representatives of the EU member states representing institutions involved in the selection and recruitment of public administration employees, the European Commission and other international organizations, such as the United Nations.

This meeting was part of a series of such events, organized by the country holding the Presidency of the Council of the EU, in this case Poland. On behalf of the host country, representatives of the Polish Ministry of Foreign Affairs, the Civil Service Department of the Chancellery of the Prime-Minister of Poland, the Permanent Representation of Poland to the EU, and the National School of Public Administration (KSAP) participated in the meeting. The presentations and discussions revolved around the methods and stages of recruitment of EU staff, new selection methods in place at the United Nations and staffing of the senior positions within the Polish Civil Service - evolution of solutions over the last three decades.

OTHER MULTILATERAL CONFERENCES AND COOPERATION WITH INTERNATIONAL ORGANIZATIONS AND NETWORKS

ENA-BAköV-KSAP Symposium in Paris

To celebrate the 20th anniversary of the Weimar Triangle, France's Ecole Nationale d'Administration (ENA) in cooperation with Poland's National School of Public Administration (KSAP) and Germany's Federal Academy of Public Administration (BAköV), and with the support of the French Ministry of Foreign and European Affairs and the Polish and German Embassies in France, organized on 12 September 2011 an International ENA - BAköV - KSAP Symposium.



Entitled “Commemorating the 20th Anniversary of the Weimar Triangle mid-term during the French G8/G20 Presidency and Polish EU Presidency”, the event took place in Paris and was attended by policymakers, high-level officials, diplomats and academics. Since its launch in 1991, the initiative of the “Weimar Triangle” has aimed to establish close cooperation between the governments of these three countries on European issues, and to enhance dialogue between their civil societies.

The Conference Programme commenced with statements from Mr. Bernard Boucault, Director of ENA, Ms. Cornelia Pieper, Minister of State, German Federal Foreign office, Mr. Henryk Samsonowicz, Professor, University of Warsaw, former Minister of Education, and Ms. Grażyna Bernatowicz, Under-Secretary of State, Polish Ministry of Foreign Affairs.



Prof. Jacek Czaputowicz, Director of the Polish National School of Public Administration (KSAP) moderated the session “Boosting the Common Security and Defence Policy”. The session on “the future of European Neighbourhood Policy - Mediterranean, East, Russia” was moderated by Mr. Maxime Lefebvre, Director of International Relations at ENA. The closing session was led by Mr. Hubert Védrine, former French Minister of Foreign Affairs.

Cooperation with the International Institute of Administrative Sciences (IIAS)

Between 4 and 8 July 2011, Director Czaputowicz participated in the International Institute of Administrative Sciences’ International Congress, organized by IIAS in cooperation with the Swiss Graduate School of Public Administration (IDHEAP) in Lausanne, Switzerland. The theme of the Congress was “Global Problems and National Regulations: Challenges to Regulatory Strategies”.

As the Chairman of the IIAS project group “Providing for Security and Safety”, Prof. Czaputowicz led a workshop on this project’s work on 5 July and took part in the discussions of another meeting on IIAS projects & study groups and IIAS regional groups on 6 July. The Rapporteur of the project group “Providing for Security and Safety” is Mr. David Brown, Carleton University, Canada.

In his capacity as member of the Programme and Research Advisory Committee (PRAC) of IIAS, Prof. Czaputowicz took part on 4 July 2011 in a PRAC meeting, which revolved around IIAS projects, reports and publications, and on planning future major IIAS meetings, other activities and partnerships. He also contributed to other sessions during the Congress, including a Roundtable for the IIAS Leadership, which discussed issues such as the IIAS’ Strategy, Regional Activities and Knowledge portal.

Cooperation with the Council of Europe

As part of longer-term cooperation with the Council of Europe (CoE) and the European Court of Human Rights (ECHR), KSAP has co-organized, together with the Polish Ministry of Foreign Affairs, the series of so-called “Warsaw Seminars” on ECHR topics. The latest (fifth) of these seminars took place on 29-30 September 2011 and differed somewhat from its predecessors in ranging beyond the procedural intricacies of the European Convention and Court under the aegis of the Council of Europe, this time looking at matters of mutual concern to the CoE, post-Lisbon EU and OSCE.

Day I of the Seminar first addressed issues relating to national minorities in the EU Member States, in particular as regards the aftermath of enlargement and the entry into force of the Lisbon Treaty; as well as the case law being developed steadily by the European Court of Justice. Information was also provided on the operation of the Council of Europe’s 1995 Framework Convention for the Protection of National Minorities.

The second half of Day I was then devoted to the rights of the elderly, self-evidently a matter of huge and increasing importance in today's Europe. KSAP was delighted and honoured to welcome CoE Commissioner for Human Rights Thomas Hammarberg to deliver the Keynote Speech on this issue.

Day II first dealt with freedom of expression versus respect for private life issues, and then concluded with matters most closely related to ongoing developments with the European Convention, especially this time in regard to the "General Domestic Remedy" concept, as well as the ECHR-ECJ relationship and friendly settlements.



Cooperation with NISPAcee

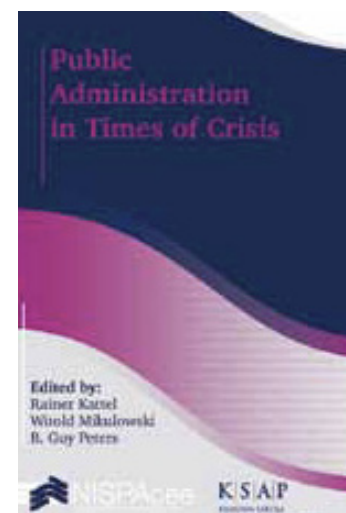
KSAP has active relations with the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee). Prof. Jacek Czaputowicz, the Director of KSAP is a member of the NISPAcee Steering Committee.



On 21 October 2011, Dr. Roxana Zyman, Analyst at the National School of Public Administration represented KSAP at the Strategy Meeting of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee) in Budapest. In addition to the NISPAcee Secretariat and NISPAcee Steering Committee, the Network's core members and partners from Slovakia, Hungary, the Czech Republic, Slovenia, Estonia, Romania, Latvia, Russia, Azerbaijan, Lithuania, Ukraine, and Montenegro were represented at the meeting.

Poland's National School of Public Administration has recently issued a publication arising out of discussions held during KSAP's 20th anniversary and also immediately afterwards in the context of the 18th Annual Conference - hosted in Warsaw by the National School - of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee). You can access this publication on our website at http://www.ksap.gov.pl/ksap/file/publikacje/ksap_20th_EN.pdf.

KSAP also published the book "Public Administration in Times of Crisis". Edited by Rainer Kattel, Witold Mikulowski and B. Guy Peters., this publication contains a collection of the most interesting presentations from the NISPAcee Conference, which took place in May 2010 in Warsaw at KSAP.



The Eastern Partnership Academy of Public Administration



On 28 October 2011, Under-Secretary of State in the Ministry of Foreign Affairs Krzysztof Stanowski together with Prof. Jacek Czaputowicz, Director of the National School of Public Administration, officially opened the Eastern Partnership Academy of Public Administration in Warsaw. A Foreign Ministry initiative in the Polish Development Cooperation Programme context, the Academy found its reflection in the Joint Declaration of the Warsaw Eastern Partnership Summit (welcomed in Point 19 thereof, under the heading “Strengthening of multilateral cooperation”). In the Joint Declaration of the Warsaw Eastern Partnership Summit, the Heads of State or Government and representatives of the Republic of Armenia, the Republic of Azerbaijan, Georgia, the Republic of Moldova and Ukraine, the representatives of the European Union and the Heads of State and Government and representatives of its Member States, who have met in Warsaw on 29-30 September 2011, renewed their commitment to the objectives and continued implementation of the Eastern Partnership. The participants of the Warsaw Summit welcome the creation of the Estonian Centre of Eastern Partnership focused on administrative capacity, as well as the Eastern Partnership Academy of Public Administration in Warsaw.



KSAP, in cooperation with the Polish Ministry of Foreign Affairs, organized 2 modules of training within the framework of the Eastern Partnership Academy of Public Administration for civil servants from Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. The training - foreseen for five 2-week modules of lectures and workshops - addresses issues such as public-private partnership, communication with the public, public sector economics, management (including project management) in public administration, EU institutions and law.

The first module “Public Private Partnership” took place between 16 and 29 October 2011. The target group of the first module were 22 public servants from Armenia, Azerbaijan, Georgia, Moldova, and Ukraine. The completion of the first module was celebrated appropriately, with those in attendance including Mr. Krzysztof Stanowski, Under Secretary of State at the Ministry of Foreign Affairs, and Mr. Andrzej Cieszkowski, Plenipotentiary of the Minister of Foreign Affairs responsible for the Eastern Partnership.

The second KSAP training course within the “Eastern Partnership Academy of Public Administration” framework began on 21 November 2011. This time round, there were 26 participating civil servants from Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. Entitled “Effective Communication in Public Administration”, the course ran until 3 December 2011, and focused on media and public relations, inter- and intradepartmental communications, non-commercial marketing, advertising, and communications in situations of crisis and strategic importance.

Strategic Economic Needs and Security Exercise (SENSE) Training

In 2011, KSAP ran - in conjunction with the Polish Ministry of Foreign Affairs - three SENSE training sessions for civil servants from partner countries. SENSE stands for Strategic Economic Needs and Security Exercise and is a strategic simulation game concerning a hypothetical country in crisis, which is played on the computer in the English language. The simulation being run at KSAP arises out of an agreement signed between the Polish Ministry of Foreign Affairs and the United States Institute of Peace, and it was preceded by training in negotiations and leadership, as well as the presentation of the case of Poland's EU accession negotiations.

The first SENSE training session organized by KSAP at the behest - and with the financial support - of the Ministry of Foreign Affairs took place on 3 - 7 October 2011, and was addressed to civil servants from the Eastern Partnership countries: Armenia, Azerbaijan, Georgia, Moldova and Ukraine. The second edition of SENSE training was run at KSAP on 13 - 17 November 2011 for 47 civil servants from Tunisia. KSAP was delighted to offer the latest (third) round of such SENSE training to a 49-strong delegation of officials from Afghanistan between 5 and 9 December 2011.



Twinning Project in Ukraine

In 2011, the United Kingdom in consortium with Poland was selected to implement the EU twinning project "Support to Civil Service Development in Ukraine". The project is funded by the European Commission, under the European Neighbourhood and Partnership Instrument (ENPI) and aims to help build a more modern and efficient administration in Ukraine. The Member States bodies responsible for the implementation of this project are the United Kingdom's National School of Government (NSG) and the Cabinet Office, in partnership with Poland's National School of Public Administration (KSAP) and the Chancellery of the Prime Minister - Department of Civil Service.

The Member States bodies responsible for the implementation of this project are the United Kingdom's National School of Government (NSG) and the Cabinet Office, in partnership with Poland's National School of Public Administration (KSAP) and the Chancellery of the Prime Minister - Department of Civil Service. The implementation period is 23 months. The detailed working plan was agreed among KSAP, NSG and the Ukrainian partners. The implementation of the project will commence in February 2012.

Between 2009 and 2011, KSAP has been also implementing, together with France's École Nationale d'Administration (ENA), an EU-funded twinning project in Ukraine entitled "Support to the Development and Improvement of the Civil Service Training System in Ukraine".



Support to Civil Service Development in Ukraine
UA09/ENPI/OT/23

Proposal of the United Kingdom and Poland



K|S|A|P
KANCELARIA PRZESIA RZĄDY MINISTRÓW
ul. Krakowska 100/101, 00-913 Warszawa

New KSAP Training Programs at ReSPA

Within the framework of cooperation between the National School of Public Administration in Poland and the Regional School of Public Administration in Montenegro, from 19 to 22 October 2011, KSAP has provided training for civil servants from the Western Balkan countries. The training which was entitled “Membership in the EU and the Challenges for National Administrations” took place at the premises of the Regional School of Public Administration (ReSPA) in Danilovgrad, Montenegro. The target group included representatives of various ministries and other central institutions of administration from Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia.

EU Project on “Sharing Best Practices in Introducing and Teaching Ethics Principles to Public Administration Employees”

The application of Poland’s National School of Public Administration (KSAP), submitted in February 2011, together with three other partner institutions from the European Union, for a EU-funded project on “Sharing Best Practices in Introducing and Teaching Ethics Principles to Public Administration Employees” has been successful.

The project was approved in the summer of 2011 and is funded by the European Commission’s Lifelong Learning Programme (LLP) Leonardo da Vinci Programme.



The coordinator of the project is the Institute for Public Administration Prague, Czech Republic. The other partners are: the Berlin School of Economics and Law, Germany, the National Institute for Public Administration, Portugal and the National School of Public Administration (KSAP), Poland. The partnership involves the comparison of training of public administration employees in ethical principles and of codes of ethics for employees of public administration in partner countries. The project aims to create a comparative study of the current state of affairs in introducing and teaching ethics principles to public administration employees, and propose the best solutions to improve training and thus performance of public administration employees. The project will finish on 31 July 2013.

The main activities of the project include the preparation of the comparative study and mobilities of participants. The comparative study aims to compile various approaches from different countries and utilize best practice for the comparison, with the intention of proposing best solutions for training ethics principles to public administration employees. The objective will be achieved through research of the current state of affairs in partner countries done by the partner institutions who know the local environment, followed by common meetings, presentations, discussions, and processing of these in the form of a study. During the first meeting of the project partners, which took place on 5 December 2011 on the premises of the Institute for Public Administration Prague, Czech Republic, KSAP was represented by Dr. Roxana Zyman, Analyst at the National School of Public Administration in Poland.

BILATERAL COOPERATION

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

Afghanistan

Between 20 and 24 November 2011, a delegation from KSAP visited Afghanistan's Civil Service Institute in relation to training of Afghan civil servants to take place in Poland this and next year. The delegates of KSAP met with representatives of the Afghan institutions responsible for the training of civil servants. The aim of the visit was to conduct an assessment of the training needs for Afghan civil servants, as regards the SENSE training (a project of developmental aid of the Ministry of Foreign Affairs) and further anti-corruption, management and leadership training. The delegation was introduced to some of the future participants in trainings, high-ranking civil servants. The first training sessions took place at KSAP as early as in December 2011.

On 20 December 2011, the National School of Public Administration hosted a delegation of representatives of Afghanistan and the United Nations Development Programme (UNDP) in Poland. The purpose of the visit was to strengthen cooperation between Poland and Afghanistan, which is being supported by the UNDP. The delegation included those responsible for implementing measures aimed at strengthening the institutional capacity of local public institutions.

During the meeting at KSAP, the members of the delegation spoke about some projects being implemented in Afghanistan and their expectations for cooperation with KSAP. The guests were especially interested in the Polish experience with transforming the civil service and building institutional capacity, which could be valuable for their own process of building an efficient and modern public administration. The program of the visit included a presentation of the system and role of training in Poland and information on the functioning of KSAP.



The visit took place as part of a broader field trip of the Afghan delegation to Poland, from 18 to 21 December, this also including meetings at the Ministry of Foreign Affairs, Ministry of Education, and Chancellery of the Prime Minister of Poland.

Armenia

On 4 October 2011, KSAP was visited by Mr. Arsen Lokyan, Rector of the Public Administration Academy of the Republic of Armenia, together with Mr. Ashot Galoyan, Armenian Ambassador in Poland. The meeting gave a chance for the two institutions to compare tasks, profiles and achievements, and discuss opportunities for future cooperation.



Azerbaijan

On 5-6 December 2011, Prof. Jacek Czaputowicz, Director of KSAP, participated in the International Conference on "Effective Public Administration: Challenges of Modernity" organized in Baku by the Academy of Public Administration to the President of the Republic of Azerbaijan. On this occasion, he delivered a presentation entitled "Challenges for Public Administration - Consequences for the Training of Civil Servants".

The purpose of this event was to organize public discussion on current problems of public administration, perspectives regarding the efficiency of public administration, and the defining of the place of public administration in modern society. The conference revolved around subjects such as: effective public administration and adaptation of the civil service; transparency in public administration; the practice of foreign countries in improving public administration and prospects for international cooperation; electronic administration; modern economic policy in the context of global financial crisis; legal aspects of civil service reform. The participants included representatives of authoritative organs of the state and local government institutions, researchers and representatives of Academy of Public Administration, universities and foreign academic centers, representatives of NGOs, foreign institutions of higher education, and other international experts.



Photo: Academy of Public Administration to the President of the Republic of Azerbaijan

On 13 December 2011, a Conference convened at KSAP under the title “EU Eastern Partnership - Azerbaijan: Challenges and Perspectives.” The event was deemed timely in the light of the fact that this had hitherto been the Eastern Partnership state perhaps least well-known in Poland, notwithstanding the crucial importance of the Caspian Sea area to EU energy security. But this is by no means all Azerbaijan has to offer, and a wide range of issues were explored effectively at the Conference, which was organized jointly with the President of Azerbaijan’s Center for Strategic Studies, the Embassy of Azerbaijan to Poland and the Polish Institute of International Affairs.

Belgium



On 28 September 2011, KSAP welcomed representative officials from the Flemish Government. Their meeting with the Director of KSAP included a presentation on our School, discussions concerning opportunities for future cooperation, followed by a lecture on current issues relevant for the Polish public administration.

China

On 18 October 2011, KSAP hosted a visit by a six-person delegation from the Beijing Administrative College (BAC), including Mr. Yao Guangye, Vice President of BAC, Mr. Dong Wu, Director, Department of Public Administration, Mr. Cheng Jinyang, Director, Service Center, Ms. Yang Yayun, Deputy Director, Communication and Long-distance, Education Center, Ms. Li Xiuyun, Vice Professor, Department of Political Research, and Mr. Guo Zhiping, Lecturer, Department of Public Administration.



Subordinated to the Municipal Government of Beijing, BAC has origins extending back to 1949. Its 378 staff are fully involved in the training of civil servants of various different grades, but they also engage in academic teaching and operate in a think-tank capacity, as well as publishing a Journal (recently also in English). Major subject areas for training at the College are Business Administration, Economics, Foreign Languages, Law, Party History and Building, Philosophy, Politics, Public Administration and Sociology. The meeting offered an opportunity for the two institutions to present their missions and ways of operating, as well as look at possibilities for cooperation in the future. The BAC places particular emphasis on its foreign relations, and has very active international training and exchange programmes.

From 8 to 9 September 2011, the School hosted a six-person delegation from the Shanghai Administration Institute (SAI): Mr. Cui Yubao, Vice President, SAI; Ms. Wang Qiaoyun, Director, Finance Department of SAI, Ms. Zhao Wen, Deputy director, Personnel Department of SAI, Mr. Liu Xudong, Deputy Director, Party-masses Work Department of SAI, Mr. Wang Gonglong, Associate Professor & Deputy Director, Scientific Socialism Research Department of SAI, Ms. Liu Dengxiao, Head of Foreign Affairs Office of SAI.



Their meeting with Director Czaputowicz at KSAP included presentations of each institution and an assessment of the possibilities for further cooperation. The delegation also visited the Chancellery of the Prime Minister of Poland.

Taiwan

On 7 November 2011, KSAP was delighted to welcome H.E. Ambassador Ting Joseph Shih, Director-General of the Foreign Service Institute at the Ministry of Foreign Affairs in Taiwan. An outlining of functions and goals and consideration of possible future cooperation were the primary purposes of the meeting with the Taiwanese delegation, whose other members were Ambassador David Liu, Head of the Tapei Economic and Cultural Office in Poland, Mr Shen-wu Sung, a senior official at the Foreign Service Institute, and Mr. Julian Wu, First Secretary at the Economic and Cultural Office.



During the “2011 International Conference on Human Resource Development in the Public Sector - Innovation and Development of Training”, which took place on 17-18 October 2011 in Taipei, Taiwan, Prof. Jacek Czaputowicz, the Director of KSAP, delivered the presentation “Cross-National Learning on Civil Service Training - A Polish Perspective”, which revolved



around general trends in public administration and a comparison of different governance models, systematization of kinds of knowledge in public administration, challenges for the Polish public administration and for the training for civil servants, and the mission of KSAP.

On this occasion, Prof. Czaputowicz, the Director of the National School of Public Administration (KSAP), Warsaw, Poland and Dr. Bih-Hwang Tsai, Minister and President of the National School of Civil Service, Taipei, Taiwan, signed an October 19th Memorandum of Understanding which defines the framework for the cooperation of the two institutions.

Photo: National School of Civil Service, Taipei

France



The organization by KSAP - in cooperation with France's Ecole Nationale d'Administration - of the Francophone Conference which takes place every December at KSAP is financed by the European Social Fund.

The latest Francophone Conference, convened at KSAP on 8 - 9 December 2011, was devoted to the new style of public management as it touches upon ethics in public service. Participants gave considerable thought to issues like the maintaining of integrity, and indeed the very understanding of that word, as well as of the related term “honesty”. They went on to address forms of accountability in different types of democracy, the challenges arising

out of the need to be ethical; and the virtues and desirability of first formalizing ethical standards, then seeking to instill them in public servants, and finally seeing to it that they are enforced.



For the 2011 Francophone Conference, KSAP was delighted to welcome Prof. Krzysztof Kiciński for a keynote presentation on the new Code of Ethics for Poland's Civil Service; while honoured French-speaking guests included top lawyer and expert on both competition law and institutional reform, Jérôme Michel; Notarial Council representative Gilles Krowicki; the French Embassy's Dr. Corinne Baylac; and the Swiss Graduate School of Public Administration's Ms. Nicoleta Acatrinei, whose key interest in economic ethics led her to write a book on the pioneering (4th-century) role played in this field by St. John Chrysostom.

The Polish side was in turn further reinforced by the presence of Prof. Marek Kosewski, Prof. Hubert Izdebski, Prof. Jacek Hołowka, Dr. Anna Jaroń and Father Włodzimierz Zatorski.

On 19 September 2011, students of the 23rd Year Class met with a delegation of students from ENA training on the 10-month Cycle des Hautes Etudes Européennes (Cycle of Postgraduate European Studies). The guests from ENA also included Corinne Baylac, Attaché with responsibility for Tertiary Studies at the French Embassy in Warsaw.



Guest (but also former KSAP student and graduate of the Third Year Class) Robert Czarnecki was also present in his capacity as Director-General at the Polish Atomic Energy Agency, though his presentation to the visitors from France ranged widely into issues of the Polish Civil Service system, its history and the challenges it faces, not least as a result of ongoing socioeconomic change.



On 13 September 2011, Prof. Jacek Czaputowicz, the Director of KSAP represented Poland at the First "Dialogue on Public Administration", jointly convened in Strasbourg by France's Ecole Nationale d'Administration (ENA) and Florida International University (FIU), with a view to European and American experiences with civil service training being exchanged. The main focus was a transatlantic (American-French) one, with a strong FIU delegation including Dean Nicol Rae, Prof. Meredith Newman, Chair of the FIU's Department of Public Administration as well as President of the American Society for Public Administration (ASPA) and other FIU faculty members; including Prof. Allan Rosenbaum, Professor, former President of IASIA, engaging with their French counterparts in considering the current situation civil services find themselves in; recruitment and skills/knowledge sets; values and motivations. The second afternoon session - on enhancing performance - broadened the outlook significantly by drawing on insights from the systems of Germany - as presented by Mr. Günther Wurster, the President of the Federal Academy of Public Administration (BAkōV) and Poland - as presented by Director Czaputowicz of KSAP, who focused on the many and varied situations the post-1989 Poland had encountered as it sought to develop a new Civil Service.

Germany

A delegation of young German officials paid a visit to Warsaw on 27 October 2011. These were therefore younger representatives of the senior civil service working for the Land-level administration in Berlin, for whom the visit was planned to mark the completion of their period of applied training.

The group met with the KSAP post-graduate students of the 23rd Year Class, and valuable exchanges of information and experience took place in the course of meetings held in an extremely friendly and open atmosphere.



Hungary

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From the beginning of September 2011 to the end of December 2011, a group of young Hungarian civil servants had their internships in Polish host institutions, such as ministries (e.g. The Ministry of Justice, the Ministry of Sports and Tourism, the Ministry of Environment, etc.) and the Chancellery of Prime Minister. The Program entitled "The Hungarian Scholarship Programme in Public Administration" is based on cooperation with the Hungarian Institute for Public Administration in Budapest. It consists of two parts: a six-month internship in the Hungarian institutions and four months in the Polish host institutions.

Thirteen interns took part in its first edition, dealing with issues of international relations, conference organization (especially the experience of organizing events during Poland's Presidency of the Council of the EU) and writing comparative analytical reports. All proved hardworking, with several achieving such tangible effects of their work as publications in the Bulletin of the Chancellery of Prime Minister, a proposal for a directive to be considered by the Ministry of Transport, and presentations on the implementing of EU funds for international conferences. This is the first programme of its kind to be launched in Poland, stressing the need for mobility in the field of public administration in the EU.

Interview with Mr. Zsombor Zeöld, One of the Participants in the First Edition of the Hungarian Scholarship Programme in Poland.

You are one of the participants of the first edition of the Hungarian Scholarship Programme in Poland. Could you tell us a few words about the programme?

The programme was created to provide fresh university graduates, young professionals under the age of 35 with an opportunity to gain practical experience in bodies of the central administration, aiming for the future employment of the participants. Running for ten months, the programme is divided into two parts: scholarship-holders are first placed in the Hungarian public administration system for six months and then in the public administration system of a European Union Member State, preferably of their choice.

Why did you decide to participate in the programme, and why did you choose Poland out of so many available European countries?

I felt it would be a good opportunity for me to further develop skills I gained in the last few years during different internships. The choice for me was mainly influenced by my previous experiences in Poland, such as my studies in Kraków at the Jagiellonian University and my shorter internship at the Hungarian Embassy in Warsaw; besides this, one of the reasons was to get know the country better and gain a unique professional experience.

I know you have had some excellent achievements during your internship programme - could you elaborate on your duties, on the publications and conferences which you have prepared?

Besides preparing some background analysis and analyses about ethical issues (such as the involvement of civil servants in political life or the state of whistleblowing), I was working closely with the Department of International Cooperation that was also responsible for organizing events during the Polish Presidency of the Council of the EU. I had the opportunity to take part in the preparation of events, conferences as well as materials for these.

What have you learned during the programme that you will be able to implement while back at work in Hungary?

Witnessing the preparations and organization of high-level multilateral events was definitely a great experience; the Polish Presidency team was also making great use of information-communication technologies such as webstreaming.



Ireland

As a further element to KSAP's flourishing long-term relationship with the Institute of Public Administration in Ireland, IPA Training and Development Specialist James Connington ran a seminar with the students on 26 September 2011. The theme was "Intercultural, Diversity and Equality Considerations for Public Administration and Public Servants: Experiences in Irish Public Service Training Delivery". In his interactive presentation, Mr. Connington reminded participants that an enhanced need for an intercultural approach to be taken can arise quite dramatically, the situation in Ireland having changed from one in which 1% of the population were non-Irish nationals in 1996, to one in which the comparative figure is now around 11%.



The second "Joint Institute of Public Administration (IPA) Dublin and National School of Public Administration (KSAP) Warsaw Blended Learning Training Programme" on the Financial Management and Control of Structural Funds concluded with a workshop given to KSAP students by Aidan Horan and Dermot Byrne on 12 December 2011, and with an individual online assessment on 13 December 2011, which all participants passed successfully. The first such programme had been held earlier - during the summer of 2011 - with another class of KSAP students; and individual prizes for best students from that group were thus presented at a special ceremony on the evening of 12 December 2011.



This programme focuses on the EU financial management and control requirements and obligations of ministries, managing authorities, certifying authorities and other bodies and institutions who utilise structural and other EU funds.

At the end of the programme the participants completed a detailed evaluation survey which focused on learning outcomes, programme delivery, the computer-based learning components and the workshop event. The feedback was very positive and complimentary and also provided some helpful suggestions on areas for improvement in future blended learning programmes.

Aidan Horan, Programme Leader from IPA welcomed the continuing collaboration between KSAP and his institution, which goes back many years, and pointed to the fact that this joint programme was addressing an important training requirement for Poland, given the scale and magnitude of the Structural and EU funds committed to Poland, and the obligation to demonstrate effective governance arrangements and high standards of internal control and financial management. He especially commended the achievement of the programme participants and their knowledge and insight as evidenced by the overall marks in the online assessment and their active contribution to the workshop case studies and activities. The two organisations will continue to work together on the development and delivery of programmes, and offer training and education in areas of mutual interest.

Iraq

On 7 December 2011, KSAP held meetings with a delegation of representatives from the Ministry of Foreign Affairs of Iraq, organized in cooperation with the Ministry of Foreign Affairs of Poland. The meetings focused on the presentation of the role of Poland's National School in the training of civil servants and on the functioning of the European Union.



The talks were part of a study visit organized by the Polish Ministry of Foreign Affairs and the Polish Embassy in Baghdad, in response to the request of the Iraqi side. The main objective of the visit was to allow an acquaintanceship to be gained with the Polish system of training senior civil servants for public administration, including for functions relating to foreign relations. The conclusions of the visit are to be used for ongoing discussions on the establishment of an Academy of Public Administration in Iraq, and to be useful in the process of preparing Iraq to host the Arab League Summit in the spring of 2012.

Macedonia

On 29 June 2011, KSAP and the Chancellery of the Prime-Minister of Poland acted as joint hosts for a delegation from the Republic of Macedonia's European Affairs Secretariat, Ministry for the Information Society and Public Administration, European Affairs Department at the Ministry of Foreign Affairs, and Embassy of Macedonia in Poland.

Romania

On 22 November 2012, KSAP hosted the visit of a group of senior journalists and representatives of several Romanian Ministries. During their meeting with Director Jacek Czaputowicz, they learned about the mission and activities of KSAP and explored possibilities for future cooperation.

The visit to Warsaw, which took place from 19 to 23 November 2011, was organized by the European Commission's Representation in Romania, and included meetings at other institutions, such as the Polish Ministries for Foreign Affairs and for Regional Development, the European Agency for the Management of Operational Cooperation at the External Borders of the European Union, Polish media market and Adam Smith Research Centre.

STUDY VISITS OF KSAP STUDENTS IN OTHER EU COUNTRIES

The aim of the study visits is to provide KSAP post-graduate students with knowledge and practical skills as regards the functioning of the EU and the most recent developments affecting it, as well as the civil service systems of other EU Member States. These study visits include meetings at EU institutions and interesting discussions on EU affairs with relevant personalities. 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 most recent study tour took place in Berlin and Paris from 28 November to 2 December 2011, and was devoted to the analysis of the quality of social consultations in the fields of health, energy, employment, education and regional policy. The funding was 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.

In Berlin, students were first introduced to the workings of the participation process of the German administration to Verwaltungsakademie before meeting in groups of experts on their topic of research at IG Metall, the German metal industry union, the Federation of German Consumer Organizations, the Senate (Department of Urban Policy and Department of Training), Ministry of Labour, the Polish Embassy, the German Atomic Forum, the Association of Health Insurance Funds, as well as the Federal Environmental Agency in Dessau.



In Paris, during the first day of the visit, students were warmly welcomed by a representative of the Permanent Representation of the Republic of Poland to the OECD (a former graduate of KSAP) who talked about the activities of his institution. They then enjoyed outstanding presentations of experts from the OECD (on regulatory policy, personnel policy and the policy of regional development) and fruitful meetings with specialists in regional policy and urban policy (the city hall of the 17th District of Paris). The second day of the Paris study visit took place on the premises of our counterpart, l'Ecole Nationale d'Administration (ENA), at which the KSAP students were able to meet the President of the National Commission for Public Debate, an expert representing the Ministry of the Environment, the Director of the Regional Health Agency of the Rhône-Alpes region, and the Deputy Director in charge of the reform of secondary schools at the Ministry of Education.

FOREIGN ADMINISTRATIVE INTERNSHIPS OF KSAP STUDENTS

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 the Polish administration and the European Union, and they also improve Poland's participation in its structures.

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). Our School is working on assigning students to internships in line with their knowledge of the language of the target country plus their professional interests. These internships are organized at the same time for all students of the same year-class.

The internship objectives are:

- to develop the students' ability to adapt and to function efficiently in a 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.

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 appraisal in writing from the internship mentors there.

The most recent foreign administrative internships of KSAP students took place from 24 October 2011 to 2 December 2011, in Austria, Belgium, Denmark, France, Germany, Ireland, Hungary, Latvia, Luxembourg, The Netherlands, Norway, Switzerland, the United Kingdom, and the USA. KSAP is currently organizing the next series of foreign administrative internships, which will be held in 2012.