

The National School of Public Administration (KSAP, for Krajowa Szkoła Administracji Publicznej in Polish) - is an institution whose ultimate goal is the active support of efforts to modernise the Polish administration, through: 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, Poland



KSAP is engaged in many activities fostering international cooperation. It has dynamic and fruitful relationships with international organisations, networks and other foreign partners. Recent activities of this kind have involved partners such as: high-level foreign diplomats, European networks, EU institutions and international bodies, 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, bilateral or multilateral agreements concerning future cooperation and study visits for the staff and students of either KSAP or its foreign partners. Learn about our main international cooperation activities over the last six months in this issue.

Meeting of High-Level Polish and Foreign Diplomats at KSAP

Between 23-27 July 2012, the National School of Public Administration was honoured to host the 2012 Conference of Ambassadors of the Republic of Poland, as organised by the Ministry of Foreign Affairs. The High Representative of the European Union for Foreign Affairs and Security Policy Baroness Catherine Ashton, and French Foreign Minister Laurent Fabius, were among the special guests at the Conference, which brought together over 90 Ambassadors representing Poland on every continent and at international organisations, the leadership of the Polish Ministry of Foreign Affairs and special guests from abroad. A great many issues concerning the future of Polish foreign policy were therefore discussed.

On 24 July, Mr. Radosław Sikorski, Minister of Foreign Affairs of Poland, and Baroness Catherine Ashton,

High Representative of the European Union for Foreign Affairs and Security Policy, took the opportunity provided by the meeting to talk about the EU's Foreign and Security Policy.

On 26 July, the Council of Polish Ambassadors convened at KSAP was further enriched by a speech on EU Defence Policy given by Mr. Laurent Fabius, Minister of Foreign Affairs of France.



From left to right: Jacek Czaputowicz, Catherine Ashton, Radosław Sikorski



Laurent Fabius



MULTILATERAL COOPERATION



Polish aid

SENSE Training at KSAP for Representatives of the Eastern Partnership Countries and Kyrgyzstan

From 6 to 10 August 2012, a new session of SENSE (Strategic Economic Needs and Security Exercise) training was put into effect by the National School of Public Administration, in collaboration with the Polish Ministry of Foreign Affairs. At the official commencement of this edition of the SENSE training, KSAP was delighted to welcome Dr. Grażyna Bernatowicz, Under-Secretary of State at Poland's Ministry of Foreign Affairs.



On this occasion, training was given to no fewer than 45 officials from the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), as well as Kyrgyzstan.

SENSE training has been developed by the US Institute for Defense Analyses, on the basis of an agreement concluded between the Polish Foreign Ministry and the US Institute of Peace.

The main objective of the program is to strengthen public administration in recipient countries, and to promote reforms and good governance at national and local levels. SENSE encompasses a computer simulation of the management of a country in crisis. The participants assume the roles of various actors inside the state and its international environment.

The emphasis is on developing negotiation and decision making skills, as well as on participants' appreciation of the sheer complexity of a state's political-economic system. The use of the simulation game is supported by ICT experts from the National Defense Academy in Warsaw.



Before the (3-day, English-language) simulation commences, participants are given a two-day workshop on negotiation and leadership.

This is now the fourth edition of SENSE training, 3 editions having been run in 2011. Last year's participants were from Afghanistan and Tunisia, as well as the Eastern Partnership countries. In 2012, KSAP is scheduled to organise three editions of SENSE: subsequent modules are planned for participants from Burma (3-7 September) and Egypt and Tunisia (15-19 October). SENSE is funded by Polish development cooperation.



New Training at the Eastern Partnership Academy of Public Administration based at KSAP

On 2 July 2012, the third edition of a two-week training module within the framework of the Eastern Partnership Academy of Public Administration began at KSAP.

The launching of this new edition was celebrated appropriately, with those in attendance including Mr. Andrzej Cieszkowski, Plenipotentiary of the Minister of Foreign Affairs responsible for the Eastern Partnership and Ms. Karolina Zelent-Śmigrodzka, Deputy Director, Department for Implementation of Development Programmes, Polish Ministry of Foreign Affairs.

This training - devoted to "Value-based Management" - was organized for 23 participating civil servants from Armenia, Azerbaijan, Georgia, Moldova and Ukraine. The main objective was the acquisition of a better understanding of ethics and "dignity management". The program combined lectures, Powerpoint presentations and workshops - including case studies, simulation games and work in small groups - with plenary presentations of results and analysis of participants' experiences. The workshops allowed the participants to link up matters of personal dignity with work in public administration, while also incorporating into this process the widely-recognised and respected moral values that constitute culturally-rooted standards of moral behaviour.

This latest edition follows the 2011 Eastern Partnership Academy training modules, organized at KSAP, on public private partnership and effective communication in public administration. The next two editions to take place in 2012 will focus on: the business environment of the public finances system and a strategic course on EU cooperation with Eastern Partners within the Common Security and Defence Policy framework.

A Foreign Ministry initiative in the Polish Development Cooperation Programme context, the Eastern Partnership Academy of Public Administration found its reflection in the Joint Declaration of the Warsaw Eastern Partnership Summit of 29-30 September 2011. In this Declaration, the Heads of State or Government, representatives of the EU and representatives of Armenia, Azerbaijan, Georgia, Moldova and Ukraine renewed their commitment to the objectives and continued implementation of the Eastern



From left to right: Andrzej Cieszkowski, Jacek Czapotowicz, Marcin Sakowicz, Karolina Zelent-Śmigrodzka



Partnership. The participants of the Warsaw Summit welcomed the creation of the Eastern Partnership Academy of Public Administration in Warsaw, which was officially opened soon after that – on 28 October 2011 at KSAP.

EU Twinning Project on “Support to Civil Service Development in Ukraine” (2012 – 2014)

Poland’s National School of Public Administration (KSAP) in cooperation with British partner the National School of Government International (NSGI) are supporting the development of the Civil Service in Ukraine. From March 2012 onwards, Polish and British experts are sharing their knowledge and best practice within the framework of the EU twinning project entitled “Support to Civil Service Development in Ukraine” (UA09/ENPI/OT/23).

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 Polish team is coordinated by Dr. Marcin Sako-wicz, Head of the Continuing Training Department at KSAP.

From 13 to 19 May 2012, KSAP organized, as part of twinning project activities, a study visit to Poland for a six-person group of representatives from the Ukrainian public administration.

The delegation included: Mr. Mykola Diachyshyn, Deputy Head of the National Agency of Ukraine on the Civil Service (NAUCS); Mr. Vitalij

Malaschenko, Vice-President of the National Academy of Public Administration; Mr. Anton Yashchenko, coordinator of the Center of Economic Reforms to the President of Ukraine; Ms. Nataliya Tytarenko, Head of the Department for Civil Service in the Cabinet of the President of Ukraine; Ms. Oksana Omelchenko, Deputy Head of the Department for Methodical Provision for HR Units of the NAUCS; and Ms. Olena Korzhova from the Cabinet of Ministers of Ukraine.

The aim of this visit was to familiarize our guests with Polish experiences in the area of HR Management. The programme prepared by KSAP in line with Ukrainian delegation’s needs included lectures and presentations on the KSAP premises delivered by our School’s management and academic staff, as well as invited speakers (among them alumni); plus visits to the Chancellery of the Prime Minister, the Ministries of Science & Higher Education and Regional Development and the Office of Electronic Communications. Access to the provincial and regional administrations was also assured, with visits to the Mazowieckie and Kujawsko-Pomorskie Voivodship Offices (in Warsaw and Bydgoszcz), and the Office of the Marshal of Kujawsko-Pomorskie Voivodship in Toruń.



Main Department
of Civil Service of Ukraine



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

Proposal of the United Kingdom and Poland



National School
of Government
CabinetOffice



KSAP
Krajowa Szkoła Administracji Publicznej

Cooperation with the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee)

As part of KSAP’s very active relationship with the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee), Prof. Jacek Czaputowicz, Director of KSAP and Ms. Agnieszka Jezierska participated between 22 and 26 May 2012 at the 20th NISPAcee Annual Conference devoted to ‘Public Administration East and West: Twenty Years of Development’, which took place in Ohrid, Macedonia (FYROM).

Prof. Barbara Kudrycka, Polish Minister of Science and Higher Education was present at the Conference, where she delivered a keynote speech during the Opening Plenary Session.

In the course of the Conference, Prof. Jacek Czaputowicz, Director of KSAP, received the NISPAcee Merit Award granted to him for his contribution to the development of NISPAcee, particularly during his mandate as a member of its Steering Committee (2009 – 2012). KSAP’s Director also chaired the Plenary Session devoted to the main conference theme.

Prof. Czaputowicz was also a speaker on three more panels of the NISPAcee Conference: the IIAS-IASIA panel “Global Trends in Public Sector Reform”, the American Society for Public Administration (ASPA) panel, at which he talked about public administration reform in Poland, and the panel “NISPAcee in the Mirror (Internal Reflections)”.

As of 2012, Prof. Patrycja Suwaj, Director of the Institute of Administrative Sciences, Bialystok University, Poland is representing Poland on the NISPAcee Steering Committee.

Ms. Agnieszka Jezierska took part in the Working Group on the Civil Service, giving a presentation on “Designing the Ideal: from the Analysis of the Present Condition of the Civil Service in Poland to the Prognosis of Its Future”.

The 20th anniversary of NISPAcee not only represented an important milestone for the organisation, but also provided an excellent opportunity for a more-detailed examination of the considerable institutional development that has taken place in Central and Eastern Europe, as well as the role that East-West relations have played in these processes. In addition to countries from Central and Eastern Europe, the Caucasus region and Central Asia, other countries such as Belgium, The Netherlands, Sweden, the United States and Canada, were also represented at the Conference.



Halfway-point Reached in the Implementation of the EU Project “Sharing Best Practices in Introducing and Teaching Ethics Principles to Public Administration Employees”



KSAP is making its contribution to the EU project on “Sharing Best Practices in Introducing and Teaching Ethics Principles to Public Administration Employees” over the period 1 August 2011 - 31 July 2013. The project is funded by the European Commission’s Lifelong Learning Programme (LLP) Leonardo da Vinci Programme, and is being coordinated by the Institute for Public Administration in Prague, Czech Republic. The other partners are: the Berlin School of Economics and Law, Germany, and the National Institute for Public Administration, Portugal. The KSAP team includes experts Dr. Roxana Zyman (coordinator of the Polish team), Ms. Karolina Sawicka, Dr. Anna Jaroń, Prof. Patrycja Suwaj and Prof. Marek Kosewski.

The partnership involves a comparison of the way public administration employees are trained in ethical principles and of codes of ethics in the different partner countries. This is being achieved through research into the current state of affairs in partner countries

being done by partner institutions who know the local environment, to be followed by joint meetings, presentations and discussions, and then processing into a study. The core material is developed at regular multilateral meetings.

After the kick-off meeting of the project hosted by the Institute for Public Administration Prague in December 2011, two multilateral meetings under the project took place at the Berlin School of Economics and Law in the first half of 2012. The latest Berlin meeting (of 14 June 2012) saw Dr. Roxana Zyman and Dr. Anna Jaroń deliver presentations on the civil service, training of civil servants and ethics in Poland.

They spoke about the Civil Service Corps in Poland, Civil Service rules and ethical principles, the training system for public administration employees overall and particularly in ethics principles available in Poland, the role of KSAP, and the ethics training offered there to civil servants.

The next project meetings will be hosted by KSAP in Warsaw in the autumn of this year. On that occasion, KSAP experts will be present and will discuss the second part of their study on the introduction and teaching of ethical principles to public administration employees.



The Copenhagen DISPA Meeting during the Danish Presidency of the Council of the EU

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).

Poland is currently part of a trio of successive EU Council Presidencies that also includes Denmark and Cyprus. These three countries cooperate over the whole 18-month period to provide continuity through a sharing of common political programmes. During the Polish Presidency of the Council of the EU, KSAP organized the Warsaw DISPA meeting (13-14 October 2011) on "Leadership in a Changing Public Administration".

The Copenhagen DISPA meeting of heads of schools and institutes of public administration in turn focused on "Innovation in Public Service Delivery" and the consequences for the training of civil servants. The event, which took place on 10-11 May 2012, was organized by Denmark's Metropolitan University College (Metropol), KSAP being represented by Director Jacek Czaputowicz and Analyst Dr. Roxana Zyman.

The preparations for the Copenhagen DISPA meeting included a troika session that took place on 10 February 2012 at Metropol and discussed the themes and organisation of the meeting itself. It was at this point that participants received the Warsaw DISPA Report on "Leadership in a Changing Public Administration" (published on-line at www.ksap.gov.pl), which was welcomed and regarded as an excellent record of proceedings, and of the decisions taken. It was decided that Poland would contribute to the DISPA Network by

preparing the official Copenhagen DISPA report, which will be soon published on-line at www.ksap.gov.pl

The Copenhagen DISPA meeting was chaired by Prorector Dr. Nikolaj Lubanski and Mr. Tue Sanderhage, Head of the Management and Administration Department. Considering the common challenges facing public administrations in Europe, and the particular challenge of doing more with less money, the meeting emphasised trends in innovation projects - focusing on methods, new ways of organising and consequences for training.

The main purpose of the meeting was to arrive at a joint communiqué of 10 statements, i.e.:

- 5 general learning points on how to provide for innovation in public service delivery;
- 5 recommendations concerning consequences for training.

This was the first time that the DISPA meeting included parallel open sessions wherein participants could drop in to take part in the segments of the cases interesting them most. The open sessions included presentations of innovation cases from the Danish public sector. Another interesting feature was the presentation by a group of students of the Metropolitan University College, who offered some innovative suggestions as to what governments should do to build a new image.

Niels Gotfredsen, Director of the Danish Agency for the Modernization of Public Administration, talked about the meaning of "innovation", which "depends on the context". He highlighted the fact that the point of departure for any kind of innovation must be the specific situation an organisation is in at a given point in time, rather than the situation of others.

Christian Bason, Head of Innovation at MindLab - a cross-ministerial innovation unit with three parent ministries from Denmark (i.e. the Ministry of Business and Growth, the Ministry of Taxation and the Ministry of Employment) - spoke on innovating in times of austerity, a matter which requires "radical change through co-creation and co-production". He stressed the value of the systematic process of co-creation, whereby new public policies and services were put in place with people, not merely for them. The required new mode of knowledge must be based on professional empathy, i.e. "experiencing what citizens experience".

Prof. Dr. Jacob Torfing, Co-Director of Collaborative Innovation in the Public Sector (CLIPS) and Professor at the Department of Social Science, Roskilde University, gave a talk on the new role for public managers and public organizations as an element of collaborative innovation in the public sector. He highlighted the need for public innovation to be turned into a permanent, systematic and pervasive activity, with the creation of an innovation culture, and the utilisation of collaborative innovation. At the end of his presentation, Prof. Torfing opened a discussion on public administration models and a new vision for public administration. Prof. Jacek Czaputowicz, the Director of KSAP, took part in the discussion on how a new vision of public administration may be adjusted to become applicable to Central and Eastern Europe.



The Copenhagen DISPA workshops revolved around some cases of innovation from the EU, including a trans-European discussion on innovation initiatives, a Dutch case study on the reduction of administrative burdens and the simplifying of procedures for citizens, and a Portuguese case concerning innovation. The concluding plenary discussion focused on the European perspective on innovation and training.

KSAP at the DISPA Troika Meeting during the Cypriot Presidency of the Council of the EU



During the current Cypriot Presidency of the Council of the EU, the Directors of all the EU countries' public administration institutions are to gather in Nicosia in October 2012, to focus on enhancing the impact of training on organisational performance.

The preparations for the Nicosia DISPA Meeting have included an informal meeting of the current DISPA Trio of EU Presidencies, held on 6 July 2012 by the Cyprus Academy of Public Administration (CAPA). During the Troika Meeting, Dr. Sotos Shiakides, Senior Training Officer and

Head of CAPA, together with Marios Michaelides, Senior Training Officer at CAPA and other colleagues from the same Cypriot institution, presented the content, methodology, and organizational matters for the next DISPA meeting. The consultations involved discussions on the topics of presentations and workshops proposed for the Nicosia meeting.

As part of the current trio of successive EU Council Presidencies together with Denmark and Cyprus, Poland was represented at the DISPA Troika Meeting by Prof. Jacek Czaputowicz, the Director of KSAP, and by Dr. Roxana Zyman, Analyst at KSAP. Other participants included Mr. David Walker, Director of the European Administrative School (EUSA) and Ms. Teresa Casserly, Director of Training and Development, Institute of Public Administration, Ireland – the latter as a representative of the next country which will hold the Presidency of the Council of the EU.

Cooperation with the Montenegro-based Regional School of Public Administration

Dr. Marek Haliniak, Deputy Director of KSAP represented the School at the 6th ReSPA Annual Conference on “Good Governance through Participative Democracy and Client-Oriented Public Administration”, held in Danilovgrad, Montenegro, from 19 to 20 April 2012. This Conference brought together experts and professionals from different PA institutions in the Western Balkan region, as well as EU and other international organisations dealing with a wide range of issues relating to governance. The main objective of the Conference was to raise awareness as to changing modes of governance over recent decades in the Western Balkans, under the influence of globalisation and the need to adjust to international economic, social and technological developments. The Conference provided a forum at which to examine national, regional and EU “best practice” when it comes to the achievement of a client-oriented public administration enhanced and supported by good governance and participatory democracy.

Within the framework of cooperation between the National School of Public Administration in Poland and the Regional School of Public Administration (ReSPA) in Montenegro, between 6 and 8 February 2012, KSAP hosted a representative of ReSPA - Mr. Aqim Emurli, Training Manager. This visit was part of the emergent cooperation between KSAP and ReSPA as regards the training of civil servants from the Western Balkan countries. The discussions provided a chance for the two institutions to compare tasks, profiles and achievements, and to discuss opportunities for future cooperation.

Located in Danilovgrad, Montenegro, ReSPA is an international organisation created to support the public administrations of Albania, Bosnia-Herzegovina, Croatia, the Republic of Macedonia, Montenegro and Serbia, as well as other entities in the Western Balkans region.



Cooperation with the International Association of Schools and Institutes of Administration

As part of the long-term cooperation with the International Association of Schools and Institutes of Administration (IASIA), on 17 July 2012 Prof. Jacek Czaputowicz, the Director of KSAP, was a speaker at Plenary Session 1 on “Global Challenges on Local Governance” of the IASIA Annual Conference, organized this year in cooperation with the National Institute of Development Administration (NIDA) in Bangkok. The plenary session was chaired by Prof. Valeria Termini, IASIA President, and included other presentations by speakers from the United Nations, the School of Public Administration and Policy from Renmin University of China, and the American Society of Public Administration. The presentation of Prof. Czaputowicz was entitled “Global Challenges on Local Government from a European Perspective”. In his capacity as Member of the IASIA Board of Management (BoM), the Director also participated at the BoM meetings on 16 July and 20 July, as well as at the IASIA Annual General Meeting of 20 July, to discuss ongoing and future IASIA projects.

Academy of Young Diplomats at KSAP

On 11-12 May 2012, KSAP was the venue for the Academy of Young Diplomats' VIII Edition on “European Institutions and International Organizations - Work in a Multicultural Environment”. Topics included the role of Poland in NATO.

The participants were greeted and welcomed by KSAP Deputy Director Dr. Marek Haliniak on behalf of the National School of Public Administration. The guests of honour were Their Excellencies the Ambassadors to Poland of the United States of America - Lee A. Feinstein, and of the United Mexican States - Ricardo Villanueva Hallal.

Ambassador Feinstein, along with Ambassador Jerzy Nowak (former Polish Ambassador to NATO) discussed some of the current issues facing NATO in the leadup



Lee A. Feinstein

to the Chicago Summit: i.e. withdrawal of the ISAF from Afghanistan, the concept of smart defence, and the extension of the Partnership for Peace.

The Academy of Young Diplomats is a unique program of the European Academy of Diplomacy preparing students and young graduates for employment in the Polish foreign and civil services, as well as the European institutions and international organisations.

Seminar on the Lisbon Treaty: A New EU architecture, New EU Procedures and New Balance of Power



Daniel Guéguen

On 4 April 2012, KSAP had the pleasure to welcome again the expert on lobbying and EU decisionmaking procedures Daniel Guéguen, who led two seminars devoted to the above subject matter. The seminars, which attracted considerable interest, were given in the English language.

The morning session brought uniquely valuable insights offered by the speaker as regards what is in many ways a quite new face of the European Union. The topics included the classical pre-Lisbon decisionmaking procedure (drafting, adoption and implementation) and then winners and losers post-Lisbon (i.a. "orange card" procedure empowering the EP and national parliaments, changes in the strengths and roles of the key institutions, the shift from the Community Method to an intergovernmental approach, the still-broader use of QMV, and the increasing role of the European bureaucracy); as well as specific changes at the proposal and adoption phases; and lobbying. The afternoon session was an interactive workshop focused on comitology.

Conference on the Future of Climate Policy

On 23 April 2012, KSAP played host to a conference entitled "A Stalemate or a Turning Point? The Future of the EU's Climate Policy", which it organised jointly with demoeUROPA - the Centre for European Strategy - in cooperation with the Polish Ministry of the Environment and the Representation of the European Commission in Poland.

The Conference devoted itself to the analysis - in the context of the current political and economic situation - of the assumptions underpinning Europe's present policy on climate, as well as the shape this might take in the future. Participants assessed the possibilities for renewing the EU consensus as regards climate policy, as well as pointing out scenarios that could lead to the agreeing of a new European accord on sustainable growth.

The event featured high-level representatives of the four organising institutions, including Dr. Artur Runger-Metzger, Director, International and Climate Strategy, Directorate-General for Climate Action, European Commission. The World Bank was also represented.



From left to right: Paweł Świeboda, Artur Runger-Metzger

Reform of EU Regulation on the Protection of Personal Data.

A Preliminary Assessment regarding Scope and Impact

A Conference on the above theme took place at KSAP on 7 March 2012, the joint organizers being GIODO (the Office of Poland's Inspector General for the Protection of Personal Data) and the European Commission Representation in Poland.

There was a wide-ranging discussion of plans for the development of the new model by which privacy and personal data in the Union are to be assured of protection. Numerous experts were in attendance as speakers and participants.



BILATERAL COOPERATION

KSAP is also 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.

Armenia

On 26 April 2012, in Yerevan, a Cooperation Agreement was signed between the National School of Public Administration of Poland and the Public Administration Academy of the Republic of Armenia. On this occasion, KSAP was represented by Dr. Marek Haliniak, Deputy Director, and Ms. Karolina Sawicka.

In accordance with the bilateral agreement, KSAP-PAARA joint undertakings are to include the preparation and delivery of bilateral seminars and training courses, including some within the framework of the Eastern Partnership Academy; exchanges of personnel, students and expertise; exchange of information related to the organisation of the civil service and a sharing of best practices in training in civil service, human resources management and administrative reform; joint research and international projects aimed at developing public administration.



From left to right: Marek Haliniak, Arsen Lokyan

Georgia

On 14 June 2012, Mr. Maciej Łopatkiewicz, Specialist at the National School of Public Administration, represented KSAP at a meeting of the Panel on Public Administration Reform, set up under the first Platform of the Eastern Partnership countries. The meeting discussed the situation of public administrations in the EaP countries.

Mr. Łopatkiewicz presented the achievements of the Eastern Partnership Academy in Warsaw and the future plans of KSAP concerning the organization of cyclical repetitions of the training modules offered so far for civil servants from the EaP countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine): public-private partnerships and effective communication in public administration (both taught in 2011), dignity management via values (already taught in 2012), the business environment of the public finances system and a strategic course on EU cooperation with Eastern Partners within the Common Security and Defence Policy framework (planned for 2012).

Germany

Within the framework of long-standing close cooperation with its Brühl-based German counterpart the Federal Academy of Public Administration (Bundesakademie für Öffentliche Verwaltung or BAKÖV), KSAP had the pleasure to host 15 foreign civil servants on the annual "German Seminar", this time entitled: "Poland and Europe".

For four days between 11 to 14 June 2012, the guests - representatives of public administrations in Germany and Austria - attended lectures given by top experts, participated in discussions, and visited key Polish administrative institutions, gaining a fuller acquaintance with Poland and its policies, administration and main current challenges. In line with a rich 4-day agenda, the officials spoke with Polish experts at KSAP and representatives of the German Embassy, German Chamber of Industry and Commerce and German investor in Poland M.A.N. Moreover, they had talks in some public administration institutions in Poland (the Ministry of the Environment, Ministry of Economy, Central Bureau for Investigation, Polish Parliament, etc.). Thanks to the Seminar, the participants acquired a knowledge and understanding of such issues as the structure and functioning of the Polish state and its administration, Polish internal and external policies, Polish-German relations and the mutual perception of our nations, the evaluation of the Polish Presidency in the EU Council in 2011, Polish economy and society.

The seminar helped forge a stronger relationship between the respective administrations. It enabled them to enter into direct contact with their peer officials in Poland, exchange experience and facilitate future cooperation.

The German seminar is organized once a year for almost a week in partnership with the Bundesakademie für Öffentliche Verwaltung. It has earned positive opinions and feedback from our partner and guests.



Kazakhstan

On 23 May 2012, Dr. Marek Haliniak, Deputy Director of KSAP, represented our School in the International Rectors' Forum of National Academies and School of Public Administration and Public Service, organised - within the framework of the annual Astana Economic Forum - by the Academy of Public Administration to the President of the Republic of Kazakhstan. The purpose of this event was to create opportunities for the exchange of knowledge and experience in the training of civil servants, ways of improving the quality of educational programs and distance learning, and issues of joint educational and research programs.

FOREIGN ADMINISTRATIVE INTERNSHIPS AND STUDY VISITS OF KSAP STUDENTS

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 strives to assign 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's objectives are:

- to develop the students' ability to adapt and to function efficiently in a foreign environment;
- to involve the students in decisionmaking processes, problem-solving and work cooperation;
- to offer an acquaintanceship with the structures and work organisation 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 30 April to 8 June 2012, in Austria, Belgium, France, Germany, Mexico, Norway, Portugal, Sweden, the United Kingdom, the United States and Vietnam.

Study Visits of KSAP Students

The aim of study visits is to provide KSAP students (who are already at postgraduate level) with knowledge and practical skills as regards the functioning of other public administrations, their policies and civil service systems.

This year, the two KSAP students from the “Polskie Państwo Podziemne” Year Class achieving the best results in the course of their studies at the School – Łukasz Bonczek and Paweł Pietrzak - took part in the 2012 International Youth Culture and Study Tour “Discovering Taiwan”, which was funded by the Ministry of Foreign Affairs of the Republic of China (Taiwan). The purpose of this program is to provide young professionals from Europe, Africa and Latin America with an opportunity to better understand the Republic of China (Taiwan) from a variety of perspectives, including its history, culture, ecology and environmental protection policies, and its economy.

The two Polish graduates were able to explore, not only the capital city Taipei, but also the south of the country, in the course of visits to Taichung, Tainan and Kaohsiung. They had official meetings in public institutions, where useful contacts were made, and the work of government agencies (including the Ministry of Foreign Affairs, the Ministry of Economic Affairs, the Department of Health and the Environmental Protection Administration) observed, for a better understanding of the public administration and public policies in Taiwan.



Sharing Experiences from Study Visits and Internships: KSAP Students' Conference

On 15 February 2012, students of the 22nd “Ryszard Kaczorowski” Year Class convened their Graduates' Conference on the above theme. The session on “Adaptation” was concerned with Polish policy instruments for large urban centres, as well as in the fields of continuing education and flexicurity.

The two sessions devoted to “Innovation” in turn tackled such areas of interest addressed in the course of internships and study visits as Belgium's “Short-Time Work Arrangements”, air-quality measures adopted in London, support for innovation in Directive 2011/24/EU of the EP & Council on the application of patients' rights in cross-border healthcare, the potential for using private-sector style intranet in administration, Dublin City Council's Knowledge Management System, the use of social media in administration, and task budgeting at the European Commission. Some of these topics - plus a number of others - have also been featured in the KSAP publication “Effectiveness of public-policy instruments”.

KSAP International Cooperation Newsletter No. 4

Editor: Dr. Roxana Zyman, Analyst, National School of Public Administration

e-mail: roxana.zyman@ksap.gov.pl

56 Wawelska Str., 00-922 Warsaw

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