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ReSPA
Regional School
of Public Administration



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ReSPA Newsletter

March Issue, 2013

ReSPA in Focus, January - March 2013

Regional Common Assessment Framework Conference organized in ReSPA

Danilovgrad (Montenegro), 29-30 January 2013

The first Regional Common Assessment Framework (CAF) Conference was organized at ReSPA in collaboration with the European CAF Resource Center of the European Institute for Public Administration (EIPA). 51 high ranking public officials from the Western Balkans participated. During the conference different speakers presented the practices from the public administration sector from the Western Balkans and EU. It focused on spreading the practical insights and lessons learned between CAF users and potential CAF users. This event established a learning platform,

discussing strong points, difficulties, practical challenges and barriers. It is a unique networking opportunity among colleagues in facing common challenges and difficulties, as well as on the updates to the CAF model. Speakers and participants came from public administrations of all the Western Balkans countries, and the EU. ReSPA organised several CAF trainings together with the European CAF Resource Centre of EIPA in the past. This event served as a follow-up for the participants attending these trainings as well.

“We were happy to organize the 1st CAF event at ReSPA together with our colleagues from EIPA Maastricht. This event came as a result of three CAF trainings that we have successfully organized in the recent past. With this event we targeted the same participants who have been trained earlier and we do hope that they have had a unique opportunity to further extend their knowledge on the CAF issues” – Director of ReSPA, Mr. Suad Music.

“The event is a unique opportunity to strengthen the quality management thinking and organisational development of the public sector on organisational, national and regional level. This event highlighted ReSPA’s pivotal role in driving and supporting important dynamics in public sector modernisation throughout the Western Balkan region” – Patrick Staes and Nick Thijs from the European CAF Resource Centre at EIPA.



CAF Conference in progress



ReSPA provides knowledge and skills in Job Analysis, Competency Frameworks & Performance Management Systems

Attended by 21 participants, this workshop organized at ReSPA, in Danilovgrad, from 5-7 February, focused primarily on the effective management of performance in the workplace. The fundamentals of effective job analysis and design were explored, focusing specifically on approaches and methods for analyzing jobs, drawing up job descriptions and identifying competencies (knowledge, skills and behaviour) required to fulfill the job requirements. The Programme incorporated a skills development approach in learning how to prepare,



A presentation session during training

manage and conduct effective appraisals at work. The seminar was delivered through a combination of short lecture style inputs, PowerPoint presentations; video input; participant-centered classroom discussion and a range of practical exercises. The workshop

was organized in collaboration with the Institute of Public Administration (IPA), Ireland. A social visit to the Museum of Podgorica was organized for participants and experts, thus enabling them to socialize and know each-other better.

We (the team of experts Marie Fingleton, Christine McNally and Jasmina Stanisavljevic) found the standard of operation at ReSPA to be very courteous and professional in every respect. Members of staff throughout the School were highly professional and supportive. Facilities were excellent. It was also very helpful to us to have ongoing co-operation with the Training Manager both prior to, during and upon completion of the Programme. We thoroughly enjoyed delivering this programme to the HR professionals of the Western Balkans in association with ReSPA.

21 public administration officials from the Western Balkans received training on Institution Building for EU Membership and Law Approximation in ReSPA

This workshop that took place from 12-14 February 2013, at ReSPA, consisted of sessions and exercises reviewing the EU context and the need for horizontal administrative capacities, while distinguishing its two levels, namely during the process of EU policy formulation, and during the process of their implementation in Member States. Examples were taken from the lessons learned from the Croatian public administration. The workshop also provided in-depth knowledge and information related to EU law approximation issues in general with Slovak Republic and Croatia being highlighted individually. Various interactive teaching



Group photo from Institution Building Training

methods involving the participants such as brainstorming, group work discussions, as well as case studies were deployed during the entire three day workshop. The workshop

was conducted in collaboration with NISPAcee in Slovakia. A social visit to the city of Podgorica followed by a visit to the city Museum was organized.



ReSPA launched the first Regional Comparative eGovernment Study and Networking Event Skopje (Macedonia), 21-22 February 2013



Mr. Ivo Ivanovski Minister of the Ministry of Information Society and Administration of Macedonia opening the launch of the Study

A two day event marked the launch of the First Regional Comparative eGovernment Study in the Western Balkans as well as holding a Networking event. The First day started with the opening remarks from Mr. Ivo Ivanovski Minister of the Ministry of Information Society and Administration of Macedonia who highlighted the importance of eGovernment for the Government of Macedonia the Western Balkan region as a whole as well as the importance of this ReSPA network for the region.

The international experts Jeremy Millard and Louise Tomassen presented the overall findings of the study, identifying the achievements, but also the challenges and weaknesses of the entire region in a comparative analysis. Country Experts presented the findings of their respective countries in the report with regard to the

eGovernment Development in the Western Balkans.

ReSPA Training Manager presented the findings related to potentials for regional programme / projects initiatives in domain of the eGovernment. The second day was focused on the issue of user-friendly and accessible eGovernment services.

The conclusions of the two day meeting were that this study will have to be developed further as a living document with timely updates from all the countries of the region; ReSPA should take the role of regional hub which will support and coordinate all joint activities for eGovernment projects; Capacity building activities are needed to define focus topics for training of trainers in the field of eGovernment; Setting up a Regional e-government portal to share knowledge is one of the key cooperation development issue.

About the Study - The overall goal of this study is to enhance the level and quality of eGovernment in the six ReSPA member countries and Kosovo* in a manner which both takes into account their specific and different needs and aligns them as closely as possible to European developments and standards.

One of the most important features of the study is the examination of the state of the art of eGovernment in Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Kosovo*. Particular focus is on eGovernment processes, including the provision of information, service delivery, interaction between Government-to-Government and Government-to-Citizen, as well as the equally important connections of Government with Business, i.e. the private sector.

*This designation is without prejudice to positions on status, and it is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence



Anti-Corruption Agencies from Western Balkans hear the experience of Austria

Vienna (Austria) 28 February - 1 March 2013

As part of the 3rd Meeting of the Network on Ethics and Integrity, 14 High Officials from Western Balkans visited Anti-Corruption agencies and institutions in Vienna Austria from 28 February - 1 of March 2013. The study visit was to complement the past exchange of good practices and challenges, by getting practical insights to integrity work in anti-corruption institutions in a different political and economic framework.

The institutions that hosted the large delegation from the Western Balkans were the Federal Bureau of Anti-Corruption "BAK", Inquiry Committee of the Parliament of Austria, and the International Anti-Corruption Academy (IACA). The BAK with its broad preventive and repressive mandate covers the overall integrity framework of Austria. The visit to the Parliament provided a new angle to the participants on how the legislative branch can contribute to controlling corruption. The IACA is currently emerging as the leading training institute in the field of anti-corruption.



Network participants at the International Anti-Corruption Academy (IACA)

ReSPA enabled the participation of 14 High ranking Officials from Western Balkans in the Spring School on European Affairs at the College of Europe in Bruges

Bruges (Belgium), 11-22 March 2013

14 High ranking Officials from Western Balkans participated at the Spring School on European Affairs funded by ReSPA in close cooperation with the College of Europe, in Bruges. For

two weeks during this intensive tailor-made course, designed by College of Europe with inputs from ReSPA and in line with ReSPA's Capacity Needs Assessment (CNA), participants have

had the opportunity of enriching and deepening their knowledge and practical know-how in the field of European Affairs and the EU accession process.

Some of the outcomes of this training include:

- Strengthened knowledge of the EU enlargement process and cross-cutting issues;
- Experience of the EU accession negotiations process;
- Comprehensive overview of a series of selected EU Acquis chapters;
- Discussions with the relevant stakeholders from the EU institutions;
- Stimulating atmosphere for experience sharing amongst the participants and trainers

20 participants have been part of specially designed training workshop by ReSPA and OECD on the Ethics for Public Officials of the Western Balkans, taking place in ReSPA, Danilovgrad.



ReSPA and OECD (Organization for Economic Cooperation and Development) provide training in Ethics for Public Officials from Western Balkans

Danilovgrad (Montenegro) 12-14 March 2013

The training has provided an opportunity for public officials to be shown how to develop effective ethics training programmes and using modern training methods based on the OECD study. This training has had a twofold objectives (1) analyze the process of planning ethics trainings in the Western Balkan (2) discuss different ethics training methodologies, their practical value & applicability in the region.

The target group consisted of public officials involved in the issues of ethics, integrity and anti-corruption. Short and interactive lectures and working groups for practical tasks were useful during this course. This event was a joint initiative between ReSPA and OECD-EU SIGMA.



Lecturers and participants sharing opinions and views

22 public officials from the Western Balkans learn more about Advanced Change Management in ReSPA

Danilovgrad (Montenegro), 12-14 March 2013



A moment of break during the course

This three day Advanced Change Management Course which took place in ReSPA, Danilovgrad, gathered 22 participants. The workshop incorporated advanced elements for change management with the aim of equipping them with all the skills needed to plan and successfully implement sustainable change within their organisation. The attendants analysed the skills and approaches to implementing successful change through influencing behaviour and attitudes and have explored how they can be applied or adapted to their organisation.

Participants were senior public officials with managerial roles. The workshop was organized in collaboration with RIPA (Royal Institute of Public Administration) International. The methods used during the course were a combination of practical group and individual exercises, structured discussions and presentations.



ReSPA organized the First Accredited Training Course on “Managing Successful Programmes”

Danilovgrad (Montenegro), 25-28 March 2013

Managing Successful Programmes is the first accredited programme offered by ReSPA in close cooperation with ROI, Dutch Institute for Public Administration, which comprises a set of principles and processes for use in programme management. This is a standardized, proven programme management framework widely accepted as best practice for managing strategic change programmes.

The programme is adjusted to the needs of the public servants from the WB public administrations in accordance with the information provided by ReSPA and in line with ReSPA’s Capacity Needs Assessment.

14 public officials participated at the MSP Foundation Training- an intensive exam preparatory course during which they gained knowledge and insight into the MSP as well as basic skills in applying this programme.



Participants of the First Accredited Training Course in Respa

European Integration High Level Experts from Western Balkans gather for the 3rd meeting of the EU Integration Network in ReSPA

Danilovgrad (Montenegro), 19-20 March 2013



EU Integration Network participants in a round table discussion

A third meeting of the EU Integration Network gathered 14 high level experts on related matters from the Western Balkans in ReSPA Danilovgrad, from 19-20 March. The theme of this meeting was “Development and Coordination of Human Resources in the EU Integration Unit”.

This event was co-organized with the Ministry of Foreign Affairs and European Integration of Montenegro. This Network event in focused on three main subject-areas: to outline various aspects of EU integration policy co-ordination functionality with particular focus on aspects related to legal approximation. A debate was also initiated on the ways

the Human Resource Development and Training could most efficiently support the European Integration Policy co-ordination and implementation focusing on best practices of efficient implementation and link to the National Program for Adoption of Acquis. Discussions took place on the potential topics for comparative studies related to the EU integration functionality in the Region. During this visit the participants had the chance to exchange views and opinion about the various aspects of EU integration policy co-ordination functionality and focus on particular aspects related to legal approximation in the National Program

for Adoption of Acquis context, EU accession negotiations aspects related to the particular role of public participation, dialogue with the society groups and the role of EU integration co-coordinating offices in defining national interests.

In addition the discussion also focused on the ways the Human Resource Development and Training could most efficiently support the European Integration Policy co-ordination. One of the main conclusions was obtaining the agreement on the provisional topics for the Regional Comparative study, to be presented and discussed in the respective home institutions.



Public Administration Reform in ReSPA Member States

Interview: Ms Maja Vuković

Montenegro



Tell us a little bit about yourself

My name is Maja Vuković, I am working in the Ministry of Defense of Montenegro as Senior Advisor in International Cooperation Department, Sector for Defence Policy.

First time in ReSPA?

No, I have attended several seminars and participated at spring and summer school organized by ReSPA. These schools were organized in cooperation with College of Europe, in Bruges, Belgium.

What do you think of ReSPA Campus ?

ReSPA Campus, is extraordinary. The Hotel, the food, and training facilities fulfill all the needs of the participants. Wireless internet, very comfortable rooms and all indoor spaces, make the training program much easier to follow and on the other hand very enjoyable. All staff, in ReSPA campus in Danilovgrad as well as trainers are very polite, helpful and available to provide the participants with any kind of assistance.

Now let's talk about the training course

What I have learned in this course is helpful for my professional career and personal development. Participating in such esteemed programs gives an opportunity to exchange the opinions with other participants from other countries.

Were your expectations met?

ReSPA trainings offer more than any other similar organization could

provide. Not only training but the meetings with the expert professionals are very important for every civil servant from Western Balkans.

Did you have the chance to meet new people? Are you still in contact with them?

I do keep in touch with all the people that I meet during such events. Not only we are in communication but we are exploring ways of cooperating with each-other on work related issues.

What would you suggest to ReSPA?

The only thing that I would recommend is to organize as workshops and events as possible, because we all learn new things that are of great importance for all civil servants of the region.

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Prepared by Liaison Officers
Blazenka Dabanović and Dina Dobardžić





Conference on “Intersectoral Strategy of the Public Administration Reform” 2013-2020

Albania

On January 25, 2013, the Department of Public Administration (DoPA) of Albania organized a high level Conference to present and discuss the new strategy of the Public Administration Reform in the country. This activity was focused on the draft “Intersectoral Strategy of Public Administration Reform 2013 – 2020” (SNRAP) in Albania within the framework of the National Strategy for the Development and Integration. The conference addressed the fundamental problem of the functioning of the state as a whole.

SNRAP is the comprehensive document that provides the framework for the Albanian Administration for the period 2013-2020. The Conference emphasized the importance of a stable and capable administration at the local and central government level, to meet the country’s development challenges and priorities of EU membership with public Administration reform as a priority.

Some of the issues covered by the agenda were the ‘inputs’ of SNRAP



2013-2020, such as institutional performance measurement; Administrative structures and provision of services, HR management information system (HRMIS); School of Public Administration in collaboration with Training Institute of the Public Administration (TIPA) will provide continuous training to administration employees; the review of payroll system and their relation to performance etc. Suggestions that derived during the conference will be reflected and integrated in the final draft Strategy as will comments or suggestions of line ministries, representatives of

independent institutions as well as of the civil society present in the conference.

The conference was officiated by the Deputy Minister of Interior, Mr. Arben Ristani, followed by Mr. Andi Dobrush, Executive Director of SOROS (Open Society Foundation for Albania), Ms. Blerta Selenica, Director of DoPA, leading Civil Service Institutions of the country, etc. Representatives of the line Ministries, Independent Institutions, Donor Organizations, Civil Society Representative and other interested parties attended the event.

*Prepared by Liaison Officer
Evis Taska*

ReSPA interview with Ana Judi- Head Officer of Status Issues and Information, Ministry of Human Rights and Refugees

Bosnia and Herzegovina



1. Tell us a little bit about yourself ?

My name is Ana Judi. I live in Sarajevo, Bosnia and Herzegovina. I work in the Ministry of Human Rights and Refugees, as a Head Officer of Status Issues and Information.

2. First time in ReSPA? What do you think of ReSPA Campus?

This is the first time that I have had the opportunity to attend a seminar organized by the Regional School of Public Administration.

Regional School of Public Administration is equipped to standards that can

meet all the needs and requirements concerning the organization of seminars. The hotel staff are very friendly and able to meet the needs of the participants. My only suggestion to the organizers is that perhaps in the future they could find a way to link the school and a hotel via covered pathway or a hallway of a similar structure.

3. Now let’s talk about the training course. Were your expectations met?

In my opinion the teachers did their job in a professional and efficient manner. Through the workshop we familiarized



ourselves with all indicators that affect change management. We were presented with practical real life examples of change management in the Republic of Croatia and the UK, where workshop participants had the opportunity to share their experiences on this issue.

4. How will the professional experience gained here at ReSPA reflect your work now and in the future?

I am of the opinion that any change, regardless of the institution introduced, is a subject of resistance and experience that I gained in this seminar will allow me to handle the new business challenges in a more efficient and effective way. I have learned throughout this experience that every well-planned change may be carried out without major problems in its implementation.

5. Did you have the chance to meet new people? Are you still in contact with them?

At the seminar, I had the opportunity to meet, socialize and share experiences with colleagues from the region. The possibility to share some knowledge among participants gives us the sense of belonging to the whole region. (shenim per designing- te futet ne box-njelloj si March December Issue). I most certainly plan to keep in contact with people I met in Danilovgrad.

6. What would you suggest to ReSPA?

My suggestion to the ReSPA is to organize these highly efficient seminars for the civile servants in the region on more frequent basis. Furthermore, I would encourage them to include more participants from different countries. Given the financial resources allocated to countries in the region to attend this

school, I believe that inviting only three participants is not sufficient enough.

7. What would you like to say to your friends and colleagues from the civil service in your country?

I would most sincerely recommend this seminar to the civil servants in Bosnia and Herzegovina. Benefits of educational seminars organized by ReSPA extend beyond the knowledge gained on particular subject. They present valuable opportunity to meet colleagues from the region which could have a positive effect and facilitate future cooperation, both of participants as colleagues, and institutions in the region. I also look forward to having another training opportunity in ReSPA.

*Prepared by Liaison Officer
Zlatan Sirić*

Training on Operational Analysis for Police organized in Federation of BiH

Bosnia and Herzegovina

A training on Operational Analysis for Police was organised by the EU funded project „EU Support to Law Enforcement“ from 11 to 15 March 2013 and hosted by Police Academy of the FBiH Ministry of Interior in Vraca, Sarajevo. The training aimed to support improvement of capacities of the Crime/Analysis Departments within police organisations in BiH in order to prevent and combat serious and organised crime as well as to enhance effective coordination and cooperation between relevant law enforcement agencies, including joint and cross-entity investigation cases. The lecturers were members of the Criminal Intelligence Service of Austria, Mr. Paul Marouschek, Head of Department of Crime Analysis and Statistics, and Mr. Martin Kober Senior Analyst, as well as a national expert Mr. Miroslav Kostrešević, Chief of the Analysis Department, RS Ministry of Interior.

This training covered the topics related to the special investigative measures, legal and operational needs, preparation and setup, of all aspects related to operational analysis work during the organised crime investigations, in line with the relevant framework of EU standards and best practices. Participants gained new knowledge on how to better structure collected data and create advanced reports in order to support ongoing investigations efficiently. The project shall continue supporting BiH law enforcement agencies.

The project funded by the EU in the amount of 7 Million EUR, from the Instrument for Pre-accession Assistance (IPA 2010), will continue until 30 April 2014. The project consortium partners include the Ministries of Interior of the Republic of Austria, Republic of Slovenia, Hungary and of the Land Brandenburg of the Federal



Republic of Germany, as well as the International Centre for Migration Policy Development (ICMPD), and Transparency International BiH (as an Associate). Beneficiary partners are BiH law enforcement agencies at state, entity, cantonal and Brčko District level.

*Prepared by Liaison Officer
Samra Ljuca*



New Government of the Republic of Srpska Elected

Bosnia and Herzegovina

The National Assembly of the Republic of Srpska gave support to the new Government of the Republic of Srpska on 12 March 2013. The new Prime Minister is Ms Željka Cvijanović. She is the first woman Prime Minister of the Republic of Srpska, and the new Government includes six women. The new Prime Minister presented before members of the National Assembly the stability of the institutions and the financial sustainability of the system as the primary goal, and the center of all activities of the Government. She said that the work of this Government will be marked by a struggle to preserve every job, maintain fiscal and social stability, reform the business environment, and create space for foreign and domestic investments. Ms Cvijanović stressed that it is essential and inevitable course of action to preserve the constitutional position of the Republic of Srpska. She pointed out that the Government is determined to follow the European path, and that the government



will continue to strengthen its institutional capacity to enforce European obligations. The Government will be creative, fast, efficient and mobile in seeking solutions to problems related to internal weaknesses. This will be the. She said that this will be people's government, easy to communicate with reforms that will improve business efficiency and accountability in the public sector management. The new Prime Minister said that one of the priorities of the Government will be creating an environment and improving the regulatory

framework for effective fight against crime and corruption. The Government will initiate the establishment of the Republic of Srpska anti-corruption team, modeled after anti-corruption the team set up by the European Commission, to advise and make recommendations and proposals for new measures. She noted that the Republic must remain open to the world, because one of the goals of the Government is improving relations between the Republic of Srpska and European and non-European regions.

*Prepared by Liaison Officer
Dalibor Copić*

Croatia launched the project “Enhancing Identification of Victims of Trafficking in Human Beings”

Croatia

On February 14, 2013 the Office for Human Rights and the Rights of National Minorities of Croatia officially launched the EU funded Twinning Project -Enhancing Identification of Victims of Trafficking in Human Beings. This project will be

implemented over a period of six months in cooperation with the Romanian National Agency against Trafficking in Persons. It is funded by the EU Instrument of Pre-accession Assistance (IPA 2010) for Croatia. It is aimed at

improving the efficiency of identifying victims of human trafficking, making recommendations for the improvement of the entire system of identification as well as laying out guidelines related to identification, assistance and prevention.

Conference on strategic priorities in the cooperation against cybercrime

Croatia

The Council of Europe organized a regional conference named Strategic priorities in the cooperation against cybercrime, which took place in Dubrovnik 13 -15 February 2013, hosted by the Ministry of Justice and the Ministry of Interior of Croatia. The Declaration on Strategic Priorities for

cooperation against cybercrime in South-Eastern Europe was adopted during the Conference. The Project CyberCrime ŽIPA funded IPA multi-beneficiary started in November 2010 and will conclude in April 2013. It will contribute to capacity strengthening in the fight against cybercrime. The

project includes representatives of state attorney, police, and experts in financial investigation from Albania, Bosnia and Herzegovina, Croatia, Macedonia and Turkey.

*Prepared by Liaison Officer
Gordana Zoretic*



Monitoring flow of documents using mobile technologies

Macedonia



In order to improve the efficiency of the administration and its transparency towards the citizens and the public, the Ministry of Information Society and Administration began the implementation of the project "Monitoring flow of documents using mobile technologies." The project will be implemented in the state bodies that have not yet implemented electronic system for tracking documentation. Its

main objective is the establishment of an integrated document management system in the state administration bodies. "Each employee in the administration using a mobile phone that has a camera and Internet, or web camera on their computers, scans the bar code which is previously embedded on the document. At the end of the day, statistics are available on where the document is currently and which of the employees has not fulfilled his obligation on time. In that way, the superiors can have insight into the effectiveness of the work of their employees. Regional offices or institutions that provide services to citizens will have the most need from this system." - said the Minister of Information Society and Administration, Ivo Ivanovski, at the press conference for this pilot project. By implementing this system, tracking

of documents will be introduced in the process of receiving, distribution, acting on them, and final approval. The concept is based on using widely accepted and simple to use mobile technologies (phones and webcams). "In the future, citizens themselves will be able to scan the bar code of the document and have an insight on the process of a certain request submitted to a particular institution. This way, they will not have to constantly come to the counters and the offices of the institutions, wondering in what phase is the process of providing a certain administrative service." - said Ivanovski. He announced that the reforms in the administration in Macedonia will continue through the use of information and communication technologies.

*Prepared by Liaison Officer
Martin Todevski*

Intensified work on preparation of the new Public Administration Reform Strategy

Serbia

The ministry in charge of public administration affairs in Serbia, concluded that a new Public Administration Reform Strategy should be adopted, with the aim of modernising the public administration. This conclusion was the result of the Public Administration Reform Strategy adopted in 2004 and two Action Plans for its implementation (2004-2008, 2009-2012), with a view that the reformation of public administration is a permanent process. This new strategy document would encompass a broader segment of public administration (public agencies, local self-government, public services), also keeping the continuity with the previously adopted principles of public administration contained in the 2004 Strategy. A Working group for the development of the Strategy and the Action plan for the period 2013-2016 has been formed comprising of representatives from all ministries, special organizations, government institutions, and independent



bodies. Seven subgroups that will determine and define the direction of reforms in a certain areas have also been established. In January 2013, the activities on the preparation of the new Public Administration Reform Strategy have been intensified. The first meeting of the Working group was held on January 25th 2013 where the basic concept of the future strategy document was presented and the way of its preparation was agreed. In February and March 2013, the subgroups have already held two series of meetings,

and the third series are planned for the beginning of April 2013. It is expected that the Working group will adopt the Draft Document by the end of May 2013 the Government of the Republic of Serbia after presenting it to the public, will adopt the Strategy and Action plan for its implementation, by the end of September 2013.

*Prepared by Liaison Officer
Dragana Brajovic*

About ReSPA

ReSPA is the international organization established as a joint initiative of the European Union and the Western Balkans Countries. ReSPA organizes and delivers training activities, high level conferences, networking events, mobility schemes, summer schools, study tours and publications, in the pursue of transferring new knowledge and skills as well as facilitating the exchange of experiences both within the region and between the region and the EU Member States in Public Administration Reform and Civil Service in the Western Balkans.

ReSPA Mission

Improving regional co-operation, promoting shared learning and supporting the development of public administration within Western Balkan Countries and through this, supporting their integration within the European Union.

Vision of ReSPA

The vision of ReSPA is the realization of a modern, effective, innovative, accountable and professional public administration in the Western Balkans. Our corporate purpose is to increase cooperation in public administration and human resource management in Western Balkans, to strengthen their institutions and to facilitate the exchange of experience with EU. By sharing this comprehension as universally as we can, helping officials at all levels to understand and utilize the knowledge into their work, we will provide excellent services to our stakeholders.



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Upcoming Events April-June 2013:

1. 7th ReSPA Annual Conference “Effective Policy Making: How to Ensure Desired Changes through Successful Implementation of the Policies”.
April 18-19 2013, Danilovgrad, Montenegro
2. Workshop on Effective People Management – Interpersonal Skills for Managers
23-25 April 2013, Danilovgrad, Montenegro
3. Network on Human Resources Management for Western Balkan Community of Practitioners (Second event)
09-10 May 2013, Tirana, Albania
4. Training on Advanced Intercultural Communication
14-16 May, Danilovgrad, Montenegro
5. Advanced training on EU negotiation and Pre- accession techniques
15-17 May 2013, Danilovgrad, Montenegro
6. Accredited Training in Leadership in Public Administration
20-24 May 2013, Danilovgrad, Montenegro
7. Training on Evaluation of PA Policies
4-6 June 2013, Danilovgrad, Montenegro
8. Competency Framework Workshop
4-6 June 2013, Danilovgrad, Montenegro
9. Regulatory Impact Assessment Workshop
12-14 June, Danilovgrad, Montenegro
10. Training in Public Procurement in the Western Balkans and Turkey
17-18 June 2013, Danilovgrad, Montenegro
11. VIth IPA Regional Public Procurement Conference
19-20 June 2013, Danilovgrad, Montenegro

For more information on ReSPA Governing Board, ReSPA Staff and Liaison Officers you can visit our website under the links:

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