

ReSPA

Regional School of Public Administration (Phase 1)

A Joint Initiative of the European Union
and the OECD, principally financed by the EU



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Dear Reader,

Welcome to ReSPA-News. Our newsletter is a joint effort by all ReSPA members and others interested in public administration training in the Balkans. We aim to keep you up-to-date with the latest developments in training in the region and to keep you informed about past and future activities of ReSPA itself. Each subsequent issue will have a special focus, suggested by ReSPA Members, to share experience and encourage your feedback.

We hope you will find ReSPA-News valuable and encourage you to contribute your ideas and content.

ReSPA

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RESPA WEBSITE

ReSPA's new website went on line in July 2007. It now includes more information on how ReSPA works, our partner institutions, and our activities and outputs. We have also added a Documentation Centre, which all ReSPA members contribute to, and benefit from, as well as a separate section tracking the progress of Danilovgrad Project in Montenegro where ReSPA Headquarters will be located as of 2009.

We look forward to your visit at www.respaweb.eu

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MACEDONIAN SYSTEM FOR COORDINATING CIVIL SERVANTS' TRAINING AND PROFESSIONAL DEVELOPMENT

I. NEED FOR A NATIONAL TRAINING AND PROFESSIONAL DEVELOPMENT POLICY

Recruitment, training and professional development are the means by which all organizations ensure they have the staff capable of delivering their objectives. In the public sector environment it is critical that state bodies executive or elected have such staff capable to deliver public policies and serve citizens. The civil service is the instrument by which the government and other elected bodies ensures public policy is delivered through services to the citizens. The development of civil servants is, therefore, a strategic issue and as such needs a robust system to identify and deliver training and professional development activities that is, in turn, linked to the strategic objectives of the organizations. The training of civil servants needs to be undertaken in a systematic manner, which ensures the strategic objectives of the organization are reflected in the organizational structure and jobs of those working in it.

Public sector organizations need to be fit for their purposes and able to change in a changing environment.

European integration will be one of the key reform drivers for the Former Yugoslav Republic of Macedonia in the foreseeable future, up to and after accession to the European Union. In practice, this will mean developing the capacity of the civil service to comply with and implement all areas of the *Acquis Communautaire*. EU integration and implementing the *Acquis Communautaire* should be embedded in the strategic plans of all state bodies and by implication will be a key feature in the training needs for all civil servants and public sector employees.

In May 2008 a policy document was produced defining training policies and systems for Macedonian civil servants. This document is an update of the one produced in October 2005,

which sought to provide the basis by which the Macedonian Civil Servants Agency CSA, in cooperation with all the state bodies employing civil servants, would be able, through partnerships, to establish a relevant and appropriate medium term strategy, plans of activities and resources for the professional development of civil servants.

This year training policy document was developed in consultation with the staff and management of the Secretariat for European Affairs, Associates for Human Resource Management at GENSEK and SEP, Head of Unit for European Affairs Training, the Working Group for the Revision of the National System for Co-ordination of Training, management of the State Statistical Office and representatives of the Association of Municipalities(ZELS), Ministry of Local Self Government and Ministry of Finance, CSA staff including the, Secretary General, State Advisor for Legal Affairs and the Head of the Sector for International Cooperation, as well as the consultant responsible for the drafting of the training strategy for civil servant, were also involved in the consultations.

Although many of the problems previously identified (October 2005 CSA Report, National System for Co-ordinating of Training) still remain, important progress has been achieved:

- The October 2005 CSA Report defined policies for training and professional development of civil servants;
- Training on European Integration has been provided to approximately 1700 civil servants based on a response by individuals to a training needs questionnaire;
- Human resource units which report directly to the Secretary General have been established in all Ministries and some other state bodies;
- There have been a number of examples of good practice in training needs assessment and training delivery;

- The General Secretariat has developed a training needs assessment process and training planning based on the organization's strategic objectives and individual training needs identified through appraisal. Training is funded through a budget allocation within contractual services;
- The State Statistical Office has also established a process of capacity building through best practice training needs assessment, planning and evaluation;
- The provisions of the Law on the Budget of the Judiciary requires the allocation of at least 2% of the above budget for training judges, civil servants and other staff in the courts;
- The Law on Public Procurement identifies programmed planning and the provision of training as necessary activities for the successful implementation of the Law;
- Ministries have been required to produce three yearly Strategic Plans, updated annually and identify training needs for the last two years;
- There have been a number of initiatives to identify and prioritize the training needs of individuals and groups of civil servants;
- A database system to record training needed and actually undertaken is currently being developed. This will enable training and professional development across the civil service to be monitored for the first time.

II. CURRENT APPROACHES TO THE TRAINING OF MACEDONIAN CIVIL SERVANTS

The **development of a coherent approach** to training and professional development of Macedonian civil servants needs to take full account of the current legal mandates of the key groups involved in the process and a realistic assessment of how such mandates are currently discharged.

And, so the responsibilities for the training and professional development of civil servants could be defined as follows:

- The Macedonian Government, in accordance with the Law on Civil Servants, has a specific financial responsibility to provide funds to meet identified training needs. In addition, in the context of EU integration, the government is responsible for defining a training strategy and operational plans for achieving those objectives;
- CSA is responsible for co-ordinating training and professional development activities along with monitoring and ensuring the application of HR procedures, civil servant's performance and providing opinions and advice on such matters.
- The law establishes both rights and responsibilities of civil servants to receive training and professional development (under the responsibility of HR managers and other sector and unit heads).
- The Law on Court Budget requires the Court Budget Council represented by the Supreme Court, the Appellate and the basic courts, the State Judiciary Council and the Ministry of Justice, to allocate funds for the "Judiciary Authority" budget line of the Macedonian budget.
- A Memorandum of Understanding was signed between the CSA, the Ministry of Local Self Government (MoLSG) and ZEL in October 2004. Its basic aim was to establish cooperation and coordination between CSA, MoLSG and ZELS in matters of training and professional development of civil servants employed by municipalities in order to strengthen the capacities of the local authorities. The three parties established a Trilateral Committee for Information Exchange, Coordination and Decision Making.

III. POLICIES

The commitment to the development of a professional, competent, efficient, responsible citizens and service oriented Macedonian civil service is strong. It should further be governed by high ethical principles and enjoying the respect of the citizens, government and all elected assemblies. This commitment is supported by a resolve to develop effective, coordinated policies for civil service development and management that demonstrates understanding of the importance of people in achieving the public aims. These aims have been developed in the following areas:

1. **Co-coordinating the System of Training**
2. **Training Needs Assessment and Training Planning**
3. **Building the Capacity to Co-ordinate Training and Professional Development**
4. **Managing the Quality of Training Delivery**
5. **Funding Training and Professional Development**

In order for these policy proposals to work effectively it is important that they are accepted and implemented by the key stakeholders in the government, the municipalities and other state bodies employing civil servants.

Provided by Irena Stameska
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NEW LAW ON SALARIES FOR BOSNIA AND HERZEGOVINA CIVIL SERVANTS

Civil servants salaries in the BIH institutions have not been increased since 1999, which has caused problems with recruitment and retention of qualified employees and the reform of the remuneration system will be key to the reform of the BIH public administration. Salaries of civil servants and employees of BIH institutions such as BIH Council of Ministers, ministerial departments and BIH Presidency were addressed by a special statement voted by the Council of Ministers. The decision related to ministers, counsellors and civil servants and government employees that are “under supervision of the Council of Ministers”. This way of arranging government employees’ salaries may cause disproportions in salary levels of the employees working in the same or similar occupational area, but in different institutions. This situation and the fact that salary increases have been long awaited by the BIH civil servants were the crucial reason for adopting the Law on the Salaries and Reimbursements of Civil Servants in the Institutions of BIH. This law regulates salaries and remunerations of employees, appointed and elected persons in the BIH institutions, which are financed from the budget of the institutions of BIH and international obligations of BIH, except for the salaries and reimbursements of the judges and prosecutors, and certain categories of expert



personnel in judicial institutions which are regulated by the special law.

Solutions provided by the new law on salaries in the institutions of BIH are very satisfactory for the civil servants. According to the new salary law, determining base pay should be 85% of the average monthly net pay which is approximately 500 KM (EUR 250). New salary coefficients are between 2.1 for specialist and 3.25 for head of department, which means an increase from 30% to 50% in comparison to the previous salaries. Salaries of civil servants at managerial level are increased even more, the coefficient for assistant minister being 4.2, going up to 6.5 for General Secretary in BIH Presidency.

In the first year of application of this law, salary of appointed civil servants in the COM BIH will be calculated by multiplying salary base with the “zero coefficient” depending on the salary group. There are nine payrolls /salary groups established. To the civil servants in the first salary group (expert associate) zero coefficient is 2.10 and goes up to 2.37, and in the eight group (director of administrative organization, director of permanent body of Council of Ministers of BIH) zero coefficient is 5.51 and it may increase up to 6.70. In the ninth group (General Secretary of BIH Presidency) salary coefficient is not progressive, and it is 6.50. In the following two years the “zero coefficients” will be applied. From the beginning of 2011 other coefficients from the same payroll group can be applied on the basis of performance appraisal. Salaries of the employees in the state institutions will mainly remain the same, while some salaries will be slightly increased.

According to the new law, BIH Presidency members’ salaries would be calculated on the basis of 10% coefficient, which means that each member of the BIH Presidency would receive more than 5000 KM (EUR 2 500) in salary. President of the Council of Ministers and the Head of the State Auditor’s Office would receive around 4 500 KM. This would mean that members of the BIH Presidency and of the President the Council of Ministers would receive almost eight times the average salary.

In the situation of high unemployment and generally low wages (average 315 EUR last year) this Law has caused a lot of controversy.

There is a difference in opinion among BiH political parties. Parliament representatives did not deny the need for the new Law but unrealistically high salaries were a matter for discussion. On the other hand, some representatives think that government employees' salaries should be increased and that employees working for Canton or Entity cannot be paid more than these at the state level. At the same time, the salaries of 22 000 government employees should cost 55 million KM a year if the law is implemented, even though 70 % of the budget is already spent on salaries.

The police employees were among the openly disapproving of the new law saying that the law "disrespects their work" and that following eight years without salary increases, while the cost of living was in constant growth, higher salaries were well deserved.



In summary, the majority of the population is said to be in favour of salary increases for civil servants, police officers and employees in the state institutions, but the issue of ministers' and Parliament representatives' salaries remains controversial. Parliamentarians' salaries are not regulated by the newly adopted salary law and it remains to be seen how this very controversial issue will be solved.

Provided by Sandra Malesic
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THE NATIONAL PROGRAMME FOR THE INTEGRATION OF SERBIA INTO THE EUROPEAN UNION

The working version of the National Programme for the Integration of Serbia into the European Union (NPI) was adopted by the Serbian Government on 29 May 2008. This main strategic document in the European integration (EI) process is now undergoing public debate, after which the results of the public debate will be integrated into it and the final document adopted. The public debate is followed by intense promotional activities, which address the civil society, local self-governments, the businesses, etc.

The process of production of the NPI and the new coordination structure in the Serbian EI process was already the topic of an article published on the ReSPA website in February 2008 (www.respaweb.eu, section "Latest in the Region").



The part of the NPI dealing with the political criterion for EU membership outlines the Serbian political system, across the branches of government, and treats the questions of human rights, minority protection, regional cooperation and international obligations of Serbia. The chapter on economic criteria details the economic policy and reforms in the country, as well as the capacities for coping with the competitive pressures and market forces in the EU. The third (and the largest) chapter goes into the specifics of each of the policy areas covered by the negotiations on EU membership (33 chapters) and outlines plans for the transposition

of EU legal texts into national law. The document also contains a separate chapter on administrative and judicial capacities for the implementation of the *Acquis Communautaire*, which includes sections on public administration reform, sector-specific capacity building in the public administration, presentation of the civil service training system, as well as capacity building of the judiciary. Finally, the document outlines the agenda for the production of the national version of the *Acquis Communautaire*, which entails the creation of a complex coordination system for the translation of the EU legal texts, as well as the general financial estimate of the reforms

All of the bodies of the Serbian public administration were directly included in the production of this 800-page document. The Serbian European Integration Office coordinated the production of the contributions by the different institutions responsible for the different sections of the document and compiled them into a single coherent text. Each of the public administration bodies was requested to include in their contribution a capacity development plan, which contains estimates of the necessary increases of staff dealing with various EU-related tasks. The sum of those estimates reveals that there is a need for around 3 700 more civil servants dealing with EU issues by 2012. However, the strategy for securing the necessary human resources in the EI process is to work primarily on internal reorganisation of existing staff in the institutions as well as its training and prequalification, rather than opt for employing new people. The reason behind this is two-fold. Firstly, the Serbian public administration is already in need for rationalising, given that it currently employs around 28 000 people (only in central state administration). Secondly, the labour market cannot provide the profiles needed for the specific EU-related tasks, which means that the newly employed staff would first have to be trained in any case.

The unofficial English translation of the Serbian NPI can be downloaded at:

<http://www.seio.sr.gov.yu/code/navigate.asp?Id=20>

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SERBIA: TOWARDS A BETTER REGULATORY MANAGEMENT SYSTEM

Achieving better regulation, which will assist the private sector in conducting business, instead of being a burden, has been an important topic in the Serbian reform context since the democratic changes of 2000. Though action has lagged behind the identification of problem, significant efforts have been invested in improving regulatory management in the recent years. In 2003, with the objective of assisting the improvement of the business climate in Serbia through better regulation, the Government formed a Regulatory Reform Council.

Together with the formation of the RR Council, the Government of Serbia introduced Regulatory Impact Assessment (RIA) into the Serbian legislative system. RIA, the main internationally recognized tool for ex ante assessment of potential market impact of new regulation, thus became a compulsory element of each draft law. The RCC Council was endowed with the authority for coordinating the system and quality control.

The OECD/EC report on the implementation of the European Charter for Small Enterprises, issued in 2007, revealed that Serbia is the most advanced country in the Western Balkan region in the actual implementation of RIA.¹ In the overall scores for better legislation and regulation Serbia ranks second, right after Croatia.

Scores in sub-dimension 3.3.3: Regulatory Impact Analysis (RIA) ²							
	ALB	BIH	HRV	UNK	MKD	MNE	SRB
Regulatory Impact Analysis (RIA)	1.50	1.50	4.00	1.50	1.50	1.50	4.50
Overall weighted average for 3.3.3: Regulatory Impact Analysis (RIA)	1.50	1.50	4.00	1.50	1.50	1.50	4.50

The process of improving the conduct of RIA, as well as the process of the ministries getting accustomed and comfortable with this new instrument is, naturally, still ongoing. Efforts through the support of the Swedish International

Development Agency (SIDA) and the World Bank continue, which is done in the framework of the project “Improving Regulatory Environment in Serbia – Implementation of RIA”. With this support, the RR Council and the Human Resources Management Office organize training on RIA for civil servants involved in law drafting.

With the view to further improving regulatory environment in the country and helping businesses operate more easily through the system, the RR Council is currently initiating the so-called “guillotine” system of regulatory reform, which represents a government-wide, rapid, systematic and transparent process for counting, reviewing, repealing and/or reorganizing a large number of regulations in a limited period of time. Similar systems have been introduced in numerous countries around the world, using different approaches in terms of scope, organization, age of laws/regulations affected, etc. During the one-day conference on introducing the “guillotine” system in Serbia on 30 June 2008, Croatian, Italian as well as some other countries’ experiences were presented. It was stressed, however, that Serbia needs to develop its own approach to this complex matter and dedicate much time and effort to preparatory activities, as failure to conduct the “guillotining” process carefully may result in great legal gaps and disturbances for the economy, instead of the originally envisaged better business climate.

The Third Annual ReSPA Conference on Regulatory Management in the Balkans will be held in Belgrade, in September 2008, which will give the ReSPA members a new opportunity to discuss their latest achievements and experiences in this area.

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¹ “Enterprise Policy Development in the Western Balkans: a report on the implementation of the European Charter for Small Enterprises”, OECD, http://www.oecd.org/document/23/0,3343,en_35424885_35425005_38312343_1_1_1_1,00.html.

COUNTRY PROFILES

POSITION AND INTERNAL ORGANISATION OF THE CROATIAN CENTRAL STATE OFFICE FOR ADMINISTRATION

I. INTRODUCTION

After Croatia declared independence in 1991, state and local administration affairs pertained to the competence of the Ministry of Justice and Administration. The Ministry of Justice and Administration was divided in two individual ministries in 1993 – the Ministry of Justice and the Ministry of Administration. The latter lost the status of a ministry and became the State Directorate for Administration and Local Self Government which, after Parliamentary elections in 2000, merged with the Ministry of Justice into Ministry of Justice, Administration and Local Self Government.

The Central State Office for Administration (CSOA) of the Republic of Croatia emerged as a part of reshuffling of the organizational and institutional set-up following the change of Government after Parliamentary elections in autumn 2003.

The CSOA was established in 2004 as the main institutional body responsible for promoting and implementing the reforms transferring a selection of tasks, which previously was under the Ministry of Justice, Administration and Local Self Government

CSOA is one of four Central State Offices in the Republic of Croatia. Besides Central State Offices, other Civil Service bodies in the Republic of Croatia are:

- Ministries (15)
- State Administrative Organisations (9) and
- State Offices at County level (20 + in the City of Zagreb).

Scope of work of CSOA is related to administrative and specialized services that include:



- system and structure of state administration;
- planning of employment in state administration;
- legal provisions for ensuring gender equality;
- vocational training for civil servants;
- political and election system;
- registration of political parties and foundations;
- civil status affairs;
- usage of modern work methods, in particular IT and communication system and introducing them in state offices in counties;
- general administration tasks;
- system and structure of local and regional self government;
- administrative inspection affairs;
- international cooperation in the field of administrative law, state administration and local self-government.

II. INTERNAL ORGANISATION

CSOA is headed by the State Secretary who is appointed by the Government of the Republic of Croatia and responsible directly to the Prime Minister.

The State Secretary has two deputies, who have the civil servants status (since 2008).

At this moment CSOA has 140 job positions divided in 15 departments:


1. Cabinet of the State Secretary
2. Internal Audit Department
3. Ethics Department
4. Department for General Administration
5. Department for Civil Status Matters
6. Department for Legal Issues in the Civil Service System
7. Department for Planning, Development and Management of Human Resources in the Civil Service
8. Department for State Examination
9. Department for Education and Training of Civil Servants
10. Department for the State Administration System and Adjustment of the Legislation to the European Legal System
11. Political System Department
12. Department for the Supervision of Local and Regional Self-Government and Cooperation
13. Department for National Minorities
14. Department for Administrative Inspection
15. Department for Financial, IT and General Tasks

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ON THE AGENDA



January	February	March	April
Expert meeting, Paris, 16-17/01 6th SC, Paris, 30-31/01	Meeting of Option B resources, Paris, 14-16/02 NISPAAce, Policy Advisors, Zagreb, 26-29/02	European Civil Servant, Caserta, 3-7/03	7th SC, Maastricht, 23-24/04
May	June	July	August
8th SC, Podgorica NISPAAce Annual Conference, Bratislava, 15-17/05	EKKDA Training Management, Athens, 17-20/06 Signature of the ReSPA Phase 2 Agreement	Meeting of Schools of PA, Tirana, 09/07 European Integration, CoE, Bruges, 28/06-18/07 IASIA Annual Conference, Kampala, 14-18/07	
September	October	November	December
EGPA Annual Conference, Rotterdam, 3-6/09 ReSPA Annual Conference, Belgrade	Expenditure Management, CEF, Ljubljana	9th SC, Sarajevo, 5/11	TBC

The **2008 Programme of Work** has been produced and launched on the basis of the indicative analysis of training needs in the region and the experiences of cooperation and implementation of the ReSPA multiple activities so far. It was adopted at the 6th SC meeting in January 2008.

It foresees cooperation with the training institutions, with which ReSPA has already collaborated in the past, and makes certain new proposals. Importantly, this year's Programme of Work will be marked by the important institutional developments in view of the upcoming Phase 2, which ReSPA will enter as of 2009.

Among the training activities, having been delivered in Sarajevo last year in cooperation with **NISPAAce**, training on **How to be a Better Policy Advisor** took place in Zagreb on 26-29 February 2008.

The **European Civil Servant Project** combining e-learning with class work was organised in cooperation with the Italian School of PA in Caserta on 3-7 March.

The Greek School of PA delivered another week-long course on **Management of Training Programmes** in June 2008 in Athens.

The second **Meeting of Schools and Institutes of Public Administration** took place in Tirana in 10 July.

The **European Integration Summer School** has been organised by the College of Europe in June/July 2008 in Bruges. It provides a general and up-to-date overview of European affairs, as well as a specific understanding of EU structures, policies and working practices.

Third Annual Conference of ReSPA, modelled on the two previous conferences, is to be organised in Belgrade in September.

The Centre for Excellence in Finance (CEF) in Ljubljana will provide training on **Expenditure Management** for non budget specialists in October.

Apart from training courses and conferences, a most important item of the agenda is a foreseen signing of the International Agreement for ReSPA Phase 2.



STEERING COMMITTEE MEETINGS

The **Steering Committee of ReSPA** was established in accordance with the Protocol of Cooperation on the Creation of the Regional School of Public Administration signed in Brussels on 2 May 2006.

The Steering Committee consists of the representatives of the Protocol signatories from Albania, Bosnia and Herzegovina, Croatia, Kosovo (under UNSCR 1244), Former Yugoslav Republic of Macedonia, Montenegro and Serbia. The Member appointed by the European Commission chairs the Steering Committee.

The role of the Committee is to provide guidance and review progress in the implementation of the ReSPA institutionalization, training and networking agendas. According to article III.3 of the Protocol, the Steering Committee holds at least two and no more than four formal sessions in each calendar year (of which the calendar can be consulted). The sessions are as a rule held in the Western Balkan region.

In 2007, three meetings of the Steering Committee were held. The 3rd SC meeting took place in Podgorica in January and the 4th in Brussels in April. The 5th Steering Committee meeting of ReSPA took place on 7 November 2007 in Pristina.

At the **5th session of the Steering Committee**, the Chair informed the Steering Committee members of the steps taken by the EC and the ReSPA team at the OECD to institutionally link ReSPA with the European Institute for Public Administration (EIPA), at least during the first years of ReSPA's activities, as well as the steps to identify the location of ReSPA in the region leading to physical development of the institution by late 2008/early 2009.

In 2008, four sessions of the Steering Committee have been scheduled.

The **6th SC meeting** took place in Paris on 30 and 31 January 2008. The decision on the future location of ReSPA was taken at this meeting with the absolute majority of votes given to Montenegro. The Steering Committee Members decided to confirm this result by consensus.

The **7th SC meeting** took place on 23 and 24 April in Maastricht. This session was devoted to the meeting of corresponding EU Civil Service learning institutions, organisations sharing the same objectives. Further steps were also taken in relation to the institutionalisation path and on the budget of the second phase of ReSPA.

The **8th SC meeting** was then held in Montenegro, where the future Headquarters of ReSPA will be, in May to finalise the documents and decisions necessary in the institutionalisation process.

Finally, the last **9th SC meeting** this year will review the progress made in 2008 and provide outlook for 2009.

The working language of the Steering Committee is English and all related documentation and communication is thus in this language. All meetings result in the adoption of formal decisions, which are also published on the **ReSPA website** after their formal approval by the Steering Committee.

Activities of the ReSPA Steering Committee can be found online at www.respaweb.eu





Regional School of Public Administration (Phase 1)

A Joint Initiative of the European Union
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REGIONAL SCHOOL OF PUBLIC ADMINISTRATION (ReSPA)

The concept of the Regional School of Public Administration in the Western Balkans was developed with the objective to boost regional co-operation in the field of Public Administration, strengthen administrative capacity and develop human resources in line with the principles of the European Administrative Space. In the SAP perspective, ReSPA is one of the mechanisms through which countries and entities have agreed to develop co-operation in the perspective of, eventually, joining the European Union (EU).

The ultimate goal of ReSPA is to help the participating countries and entities meet the Copenhagen and Madrid criteria. To this end, on 2 May 2006, the ReSPA Protocol of Co-operation was signed at Ministerial level under the auspices of the EC Commissioner Rehn, demonstrating a high degree of commitment and ownership of all regional stake-holders and of the EC to the long-term development of ReSPA.

ReSPA Members

Albania, Bosnia and Herzegovina, Croatia, Kosovo (under UNSCR 1244),
Former Yugoslav Republic of Macedonia, Montenegro and Serbia

ReSPA Phase 1 started as of 1 November 2006 and will last for about two years. During this phase, the European Commission chairs the Steering Committee composed of delegates from the seven countries and entities of the region and is assisted by the OECD based on the experience capitalised in the Sigma programme. In this phase, ReSPA's work programme consists of the training and networking activities, as well as of the activities to develop ReSPA's own institutional and management set-up with the objective of establishing the School in the Western Balkans at the beginning of *Phase 2 (2009)*. Finally, in *Phase 3*, from 2012 onward, ReSPA might develop into a more comprehensive model combining both academic education and professional training dimensions.

ReSPA Networking

Representatives of ReSPA have established contacts with the relevant professional networks:

[European Group of Public Administration \(EGPA\)](#)

[International Association of Schools and Institutes for Administration \(IASIA\)](#)

[International Institute of Administrative Science \(IIAS\)](#)

[Network of Institutes and Schools of Public Administration in Central and Eastern Europe \(NISPAcee\)](#)

It is expected that full membership in these networks will be granted to ReSPA once it obtains its legal identity.

