

# ReSPA

**Regional School of Public Administration (Phase 1)**

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



**ReSPA-NEWS, ISSUE NO.6  
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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 the area of civil service and the broader public administration issues in the region and to keep you informed about past and future activities of ReSPA itself. Each subsequent issue features a number of topics 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 in 2009.

**We look forward to your visit at [www.respaweb.eu](http://www.respaweb.eu)**

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## NEWS FROM THE REGION

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### NEW STEPS TOWARDS INSTITUTIONALISATION OF ReSPA 2008/2009



In June 2008, under the auspices of the Slovene Presidency of the EU, all ReSPA members signed a **Letter of Intent** to reconfirm their resolve for further development of ReSPA. Consequently, the process of signature of the **International Agreement** establishing ReSPA was launched on 24 November 2008 in Podgorica, Montenegro. The majority of signatories of the ReSPA Protocol of Cooperation, but Kosovo (under UNSCR 1244/99) and Bosnia & Herzegovina, have signed the Agreement by the end of 2008. In 2009, all members are expected to sign and ratify the Agreement. It will enter into force, allowing launching of the operations in Danilovgrad, once five out of seven members have completed the ratification procedures. Montenegro, as the host country, has to be among these first five members.

According to the Agreement, ReSPA is established as an international organisation with the **objectives** to:

- *improve co-operation in the field of public administration amongst the Members of ReSPA;*
- *strengthen exchange with the Member States of the European Union and the European Economic Area;*
- *strengthen administrative capacity in the public administrations of the Members of*

*ReSPA as required by the European integration process;*

- *develop human resources in the public administrations of the Members of ReSPA in line with the principles of the European Administrative Space.*

ReSPA main **activities** will include conducting of the Regional needs analysis to identify those training needs which can be effectively undertaken at a regional level and training of the public servants from the member administrations, including through the seminars and summer/winter schools or training-by-mobility schemes allowing public servants to gain experience from different contexts.

Importantly, ReSPA will also act to improve the institutional framework for the management of quality training and education for its members and seek to improve the availability and quality of training and education systems. It will facilitate the development of methodological guidelines for effective training and encourage innovation, the co-operative development of training materials, and the strengthening of the research base of training and education for public administration.

As done so far, ReSPA will continue to support the sharing of information through its website, the publication of a newsletter, the creation of a joint electronic library and the issuing of specialised publications.

An important part of its activities will also be devoted to building of networks, exchanges and communities of practice, in order to stimulate co-operation between public administration institutions of its members and similar institutions of the European Union Member States. To this end, it will continue holding its regular conferences.

#### **Remaining Steps**

In September 2008, ReSPA initiated the drafting process of the three **ReSPA by-laws**, including the Financial Regulations, Staff Regulations and the Rules of Procedure. These

by-laws will be essential for ReSPA's functioning once the International Agreement enters into force.

The ReSPA Steering Committee has worked on the three by-laws throughout the second half of 2008 supported by the ReSPA team at the OECD and experts in the relevant areas. It should allow a validation of the texts of the by-laws in the January 2009 session of the Steering Committee and the subsequent adoption by the Governing Board of ReSPA.

The process of recruitment of the **ReSPA Director** has also already been initiated. A recruitment procedure and the terms of reference have been developed and the recruitment subsequently launched. The Steering Committee appointed the Steering Committee Member of Montenegro as chair of the Selection Committee and also asked the ReSPA team at the OECD to provide secretariat support to the recruitment process. An indicative calendar for the recruitment process of the ReSPA director has been agreed upon by the Steering Committee, which on its part has committed to ensure the widest possible circulation of the Terms of Reference in their respective public institutions.

Based on the International Agreement, the appointment of the ReSPA director will be the responsibility of the Board, and should take place at the first session of the ReSPA Governing Board. Nevertheless, the entire recruitment procedure can be accomplished in advance allowing for a swifter proceeding once the Governing Board is ready to convene for the first time.

The Director of ReSPA will be appointed for a term of five years, which can be renewable only once. The Director will head the ReSPA Secretariat and ensure the regular and efficient functioning of ReSPA according to the Financial Regulations and Staff Regulations. The Director will report to, and be accountable to, the Governing Board.

According to the International Agreement, "recruitment, selection, promotion and all other aspects of personnel management shall be based on merit and shall respect the

requirements of equal access to employment, fairness, transparency, diversity and representation from all Members of ReSPA".

According to the International Agreement for the Establishment of ReSPA, the **Governing Board** will be its decision-making body. It will be comprised of one representative from each Member of ReSPA. Representatives will be from ministries or equivalent responsible for public administration, human resources development or European integration.

The first Chair of the Governing Board will be from Albania, according to the rule set in Article 16 of the Agreement, by which, the Governing Board will be chaired, for one-year terms, by each of the Members of ReSPA in turn, according to a list following the order of citation in the first paragraph of the Preamble (it is, in the alphabetical order).

The first session of the Governing Board will take place within two months from the entry into force of the International Agreement.

#### ***ReSPA Site Development in Danilovgrad***

Only 15 km away from Podgorica, the capital of Montenegro, Danilovgrad is to become the seat of the first international organisation in Montenegro. The fact that this institution is located in this small but historically important town, which was the seat of the first educational institution on the Montenegrin territory, is not accidental. Danilovgrad continues its tradition of an educational centre by already being the host of the Police Academy, Military Academy, Forensic Centre and now, of the Regional School for professional training of Civil Servants from the region.

Danilovgrad is located on the silent and crystal-clear river Zeta. Its construction was initiated in the XIX century by Prince Danilo. The municipality of Danilovgrad is of a medium size and occupies the central part of Montenegro on the area of 505km<sup>2</sup>. Its population is 16400, while there are about 3000 habitants in the centre of the town. The location is in a mild climatic zone where the influence of the Mediterranean climate prevails. Summers are long and hot and winters short and mild. There are a number of

interesting historical Monasteries in the vicinity of the town, as well as the Art and History Museum and a (partially open-air) Gallery where the famous artists from the Region and abroad expose their sculptures.



According to the words of the Mayor of Danilovgrad, Mr. Branislav Djuranovic "ReSPA belongs to the most important institutions in the Region and its seat in Danilovgrad marks this small town on the map of Europe." It is precisely in recognition of its importance that the Municipality of Danilovgrad offered to host ReSPA and it intends to further support it on the ground.

"The town is open to host all the future international staff of this institution, the trainees of the School coming from the Region as well as the experts who will participate in its further development", he added. It is to the great satisfaction of Mr. Djuranovic to host ReSPA in Danilovgrad, especially because it will contribute to the educational tradition of the municipality and strengthen it as a national and regional centre.

It is planned for the ReSPA Secretariat to be placed in an old stone building constructed at the time of Prince Danilo. This impressive building is now undergoing reconstruction and adaptation to the needs of a modern training centre.

### **Reconstruction of the Secretariat Building**

The final stage of renovation started at the end of 2008, after all the structural works have been finished (including the installations, partitioning of the rooms and offices, placing the windows, etc.). The finishing works of the building interior (flooring, painting, installing sanitation equipment) are ongoing and are scheduled for completion by the end of December, while all works should be completed in January 2009. In order to keep up with the schedule the works are carried out in two shifts.



### **Construction of the Accommodation Building**

Construction of the accommodation building also proceeds in accordance with the plan. It has three floors and a basement and given the very tight deadlines for the construction, an extra effort was required to stick to the schedule. The structural construction works are now completed (including necessary installations, partitioning of the rooms and offices, placing of the roof and the windows, etc.) and the internal works are taking place (flooring, installing the sanitation equipment, partitioning of the internal space, etc.). Finalisation of the works on this 3.000m<sup>2</sup>-big building is foreseen for the beginning of March 2009.





## Landscaping of the Site

Because of the recent bad weather conditions, the landscaping of the site (green area, sidewalks, parking places, etc.) has slowed down. The rain does not permit to carry out the landscaping works in parallel with other works and so the finalisation of the site landscaping is expected during March 2009 when the ReSPA complex is finished.

The Human Resources Management Authority (HRMA) expert team in charge of monitoring of the construction of the ReSPA premises regularly visits the site and communicates with the Constructors and the Directorate of Public Works.

The HRMA currently works on the necessary documentation for ReSPA to obtain the electrical network, plumbing and PTT installation connections.

Subject to the entering into force of the International Agreement on Establishing the Regional School of Public Administration, which is expected in the first half of 2009, and the finalisation of the afore-mentioned works (March 2009), ReSPA will open its doors to the international staff, participants and experts who will work on its further development. From then on ReSPA should develop as a professional European Institution for professional training of Civil Servants from the Region and beyond

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View of the site before the reconstruction

**BiH CIVIL SERVANTS LEARN  
„THE ART OF LOBBYING THE EU“ AND  
THE „EU NEGOTIATIONS“**

For the purpose of enabling the BiH civil servants to cope with the future obligations arising from EU membership, Civil Service Agency of Bosnia and Herzegovina determined European Integration as the most important topic for the civil servants of BiH.



Therefore, thanks to the support of the Brussels Office (a public affairs agency specializing in the EU and the European Economic Area) and the Ministry of Foreign Affairs of Norway, two very important seminars regarding the European negotiations process were organized in Sarajevo, at the end of November.

The focus of these seminars was to strengthen capacities of the civil servants in the institutions of BiH in order for them to better understand “Brussels”, to refresh their existing knowledge, explore the exact roles of the different committees in the fields of policy making and policy implementation and the ways to influence the processes. Generally speaking the project was intended for those civil servants who needed to develop important tools for communication and cooperation with the EU and international community. One of the preconditions for the participation in this programme was to speak the English language fluently and to have certain experience with the EU. Therefore these seminars were intended especially for the heads of the BiH EU negotiation teams, heads of working groups and members of coordination boards for negotiating with the EU, as well as for civil servants who are in a position to negotiate with the EU or to lobby for the BiH interests.

Participants of the seminar „The Art of Lobbying the EU“ were trained on how to better represent and lobby for their country’s national interests towards the EU. Besides exploring the practical

aspects of the EU decision making process (decision shaping, decision making and decision taking), the participants learnt important tools for lobbying in the EU. They acted as lobbyists themselves during the interactive case studies, where they had to develop a strategy for lobbying a specific legislative proposal. This programme also included training in other practical work such as how to write position papers.

The structure of the seminar „Negotiating in the EU“ was based upon the precondition that participants are familiar with the decision making process in the EU system. Therefore, it was recommended that the participants take the lobbying course first before attending this one. Participants of this seminar simulated committee meetings in the European Commission and the Council. This seminar included lectures and language coaching on how to prepare, conduct and participate in an international committee meeting, as well as tips related to argumentation, negotiation techniques and correct use of the English language. A large part of this seminar was devoted to a simulation game where each participant was representing a country.

The participants had to defend their country's interests and try to reach a compromise agreement. A language coach was present and individual feedback on the English language and negotiating techniques was given during the stimulation.

All thirty six participants, representatives from different BiH institutions, evaluated seminars as very useful for their future work and supported the Civil Service Agency of BiH to continue the organization of such seminars/trainings in the future.



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## THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA: AN EU CANDIDATE COUNTRY

The citizens of the former Yugoslav Republic of Macedonia view its future within the big family of European countries. It is for this reason that the former Yugoslav Republic of Macedonia submitted application for EU membership on 22 March 2004, demonstrating its strategic commitment to be part of the EU and its readiness to undertake the related obligations.

On 17 December 2005 the European Council granted Macedonia the status of a candidate country, along with Turkey and Croatia. The Council concluded that it “welcomes the considerable progress that the former Yugoslav Republic of Macedonia has made towards fulfilling the political criteria adopted by the European Council in Copenhagen 1993 and the requirements deriving from the process of stabilization and association concluded in 1997 by the Council.”

And further on: “Having in mind the analysis of the Commission, the European Council decided to grant the former Yugoslav Republic of Macedonia the status of a candidate-country, considering the significant progress it made with the rounding off of the legislation framework related to the Ohrid Framework Agreement, as well as its achievements in the implementation of the Stabilization and Association Agreement (including trade provisions) of 2001.” The former Yugoslav Republic of Macedonia is the first country to have signed the Stabilization and Association Agreement (SAA) with EU and the first country in which SAA entered into force as of 1 April 2004.

The candidate status of the former Yugoslav Republic of Macedonia has opened a few doors. The former Yugoslav Republic of Macedonia received access to all 5 components of IPA and to the increased financial and institutional assistance from the EU; representatives from Macedonian institutions were granted the right to take part in the work of important meetings of the EU bodies; and the contacts between the Macedonian institutions and those of the EU have intensified and deepened in essence.

Prior to this decision of the Council a few key steps needed to be taken. The Questionnaire of the European Commission arrived on 1 October 2004 and the answers to it, given on about

14 000 pages of text, were submitted to the European Commission on 14 February 2005 in Brussels. Subsequently, the European Commission published the Opinion recommending to the Council to grant the former Yugoslav Republic of Macedonia the status of a candidate country on 9 November 2005.

The process of European integration contains reforms to be made in the economic and political system. These reforms should prepare the former Yugoslav Republic of Macedonia to meet the new reality which the EU membership offers. This reality implies undisturbed flow of goods, services, capital and people on the market, including intensive exchange of ideas and know-how. The joint market is one of the greatest challenges and motif for the Macedonian economy to become more competitive and more stable in conquering new economic areas. The approximation towards the EU also implies improvement in the operation of the public sector, as well as maximum guarantees of rights to each citizen.

The fulfilment of these standards means not only internal stabilization of the country, but also a bigger mobility of our young intellectual potentials and more secure ambient for foreign investments.

The process of becoming an EU member shall continue towards the negotiations for EU membership. The former Yugoslav Republic of Macedonia will take this path for the sake of economic and political progress and its re-integration with Europe. We consider it our historic responsibility to once again prove that THE SUN, TOO, IS A STAR! It will soon shine on the European firmament.



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## ***INSTITUTIONAL PROFILES***

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### **KOSOVO INSTITUTE OF PUBLIC ADMINISTRATION**

Kosovo Institute of Public Administration (IKAP\_KIPA) was established as an executive agency under the Ministry of Public Services, in October 2003. The main purpose of its establishment was to support the Kosovo's (under UNSCR 1244/99) public administration and civil service, and in particular provide training to the public administration employees through quality training programs.

KIPA, as a newly established institution, initially received most of the support for its consolidation from OSCE, followed by other EU assistance projects that transformed it into an institution which would later have a leading role within the government, in training of the domestic civil servants in the process of development of new administrative structures.

KIPA aims at contributing to the establishment of a modern public administration which is professional and accountable, thus supporting the economic and social development.

The pace of reaching these ambitious objectives has so far been satisfactory, taking into consideration that KIPA has carried out its activities in difficult circumstances and with a limited budget. Its human resources, management and professional skills reflected a serious commitment leading to an evident success. Thousands of public service employees have received training within a five year period.

KIPA started its work by developing its organization chart, based on two main pillars; Administration and Training Department. The Administration plays an

important role in the preparation, organization and technical management of the training process, whereas the Training Department, which operates in seven action areas, has carried out the task, which also constitutes the KIPA mission, of preparing training programs within KIPA.

KIPA aims at achieving the establishment of a strong public administration in the country through the use of up-to-date training methodologies, consulting, research and publications. KIPA training programs are focused on increasing the knowledge and skills of public service employees, in the areas of management, legislation, human resources, budget, finance, information technology and communal issues.

The training programs have been developed in close cooperation with Kosovo's (under UNSCR 1244/99) Civil Service in order to fulfil the administration needs, and to ensure the quality of training and a continuous improvement.

At KIPA, the training methodology is based upon learning through experience in order to ensure participation and an exchange of ideas and experiences. Successful completion of different training programs has also been supported by the use of state-of-the-art training technologies and functional and spacious premises, owned by KIPA.

The new programs at KIPA, such as; Distant Learning or PIP programs, increased the demand for KIPA services, during this year. Results have been included in the semi-annual report (details reflected in the tables).



Table 1. Training results according to the training areas at the Central government level

Training Area	Training Sessions	Training Days	Groups	No. of Participants	Participation	Certified Participants
General Management	5	27	9	128	333	113
Human Resources	4	19	5	112	337	79
Legislation	4	19	11	147	236	88
General Administration	4	18	9	127	252	125
Budget and Finance (PIP 2)	8	50	18	175	700	0*
<b>TOTAL</b>	<b>17</b>	<b>55</b>	<b>20</b>	<b>409</b>	<b>1062</b>	<b>160</b>

Table 2. Training Results at Local government level

Training Area	No. of Training Sessions	Training Days	Groups	No. of Participants	Participants	Certified Participants
Communal Issues	10	34	13	214	575	160
PIP 2	7	21	7	195	487	0*
<b>TOTAL</b>	<b>17</b>	<b>55</b>	<b>20</b>	<b>409</b>	<b>1062</b>	<b>160</b>

Kosovo's (under UNSCR 1244/99) Civil Service is undergoing a deep reform, which aims at achieving international standards in terms of professionalism, accountability, transparency, efficiency and quality of services provided to citizens.

Continuous training and development of the Civil Service employees constitutes one of the key conditions for the success of the public administration reform. The Ministry of Public Service has organized a series of activities in order to strengthen public servants capacities. These activities include domestic and international training and exchange of experiences, benefiting from cooperation with the countries with developed public administrations. Donor support for this purpose has always been present.

The activities of the Kosovo Institute of Public Administration have led to an intensification of the Ministry of Public Service work towards the training and development of the public administration.



The activities of KIPA to date, the quality and all-inclusive training programs, indicate that we are on the right path towards the establishment of an accountable and effective public administration in service of the citizens.

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## ON THE AGENDA



January	February	March	April
Expert meeting, on ReSPA location, Paris, 16-17/01 <a href="#">6th SC</a> , Paris, 30-31/01	Option B resources meeting, Paris, 14-15/02  NISP Acee/ReSPA, "How to be a Better Policy Advisor", Zagreb, 26-29/02	NSPA/ReSPA, European Civil Servant, Caserta, 3-7/03	2 <sup>nd</sup> meeting of the ReSPA SC with representatives of the EU schools of Public Administration Maastricht, 23/04  <a href="#">7th SC</a> , Maastricht, 24/04
May	June	July	August
<a href="#">8th SC</a> , Podgorica, 26-27/05	EKKDA/ReSPA (Training Management), Athens, 17-20/06  Signature of the ReSPA <a href="#">Letter of Intent</a> , Jable Castle, Slovenia, 12/06  College of Europe/ReSPA (European Integration), Bruges, 30/06-18/07	2 <sup>nd</sup> Meeting of Heads of Schools and Institutes of PA (Training Needs Analysis Methodologies : towards a Regional TNA for ReSPA), Tirana, 10/07  Option B resources meeting, 11/07, Tirana  Meeting of legal representatives (draft ReSPA International Agreement), Paris, 28-29/07	
September	October	November	December
EGPA Annual Conference, Rotterdam, 3-5/09  Delegates Meeting on the Financial Aspects of the International Agreement (ReSPA institutionalisation), Paris, 11-12/09  3 <sup>rd</sup> Annual ReSPA Conference (Managing the Stock of Legislation), Belgrade, 23-24/09	CEF/ReSPA (Expenditure Management), Ljubljana, 13-17/10  Baköv/ReSPA (Law-drafting), Bonn, 20-24/10	<a href="#">9th SC</a> , Sarajevo, 4-5/11  Baköv/ReSPA (Law-drafting), Berlin, 10-14/11	Delegates meeting on ReSPA by-laws, Podgorica, 10-11/12  Selection Committee of the ReSPA Director, Podgorica, 16-17/12  style="text-align: center;"> 

**In 2007** ReSPA (co)-organised 10 modules of training, for a total of 205 different trainees. 37 training days were delivered in total. Altogether, ReSPA has delivered 722 Man/days of training in 2007. This calculation included not only the training modules per se but also other ReSPA activities where experiences of the participants from the region were exchanged.

**In 2008**, 763 Man/days of training will have been delivered in total, under 10 different training programmes and ReSPA events. They included this year two meetings of the ReSPA operational resources/contacts, one 3-week summer school and the two ReSPA expert fora: the Annual Conference and the Meeting of the Heads of Schools of Public Administration from the Western Balkans.

**The second Meeting of the ReSPA Schools and Institutes of Public Administration** took place in Tirana in July. The meeting decided about the process for development of the **ReSPA Training Needs Assessment Methodology**. The first results produced on the basis of this methodology were presented at the 9th session of the Steering Committee, in Sarajevo, in November 2008. The meeting was attended by the Option B resource persons to facilitate their further work on data provision for the ReSPA TNA.

The second Meeting of the ReSPA Steering Committee with the **representatives of the Schools of Public Administration of the EU Member states** took place in Maastricht back to back with the 7th session of the SC.

**The Third Annual Conference of ReSPA** was organised in cooperation with the Government of Serbia in Belgrade, on 24-25 September. Following the first conference on Regulatory Management held in Skopje in November 2006, and the second annual conference on Making Strategies Work, held in Durres in 2007, it explored the issues of management of the Stock of Legislation.

In cooperation with NISP Acee, a training course on how to be a **Better Policy Advisor** took place in Zagreb in February 2008.

In cooperation with the Italian School of PA, a module on **the European Civil Servant profile** was organised in March in Caserta. (There was a

first component of distance learning to the module).

In cooperation with the Greek School of PA, a training course on **Management of Training Programmes** was delivered in June 2008 in Athens.

In cooperation with the College of Europe, a 3-week **summer school on European Integration** took place in Bruges in July.

In cooperation with the Slovene CEF, a course on **Public expenditure management** for non budget specialists was organised in Ljubljana, in October 2008

Additional training developed in cooperation with partners in the EU included a 2-week training on **law-drafting skills**, organised in cooperation with the German Federal Academy of Public Administration in October and November 2008.

A representative of ReSPA also participated in the EGPA Annual Conference (Rotterdam, September 2008).

Beyond the training and networking activities, ReSPA has undertaken a number of tasks to provide its members with substantive support and information.

Since 2007 work has continued for the ReSPA publication on the **Civil Service Training Systems** in the Western Balkan region. The background information was collected from the region under the responsibility of the Steering Committee members and was further compiled under the responsibility of Croatia. The publication is foreseen at the end of 2008.

Research and synthesis work for the second ReSPA publication on the **Attractiveness of Civil Service in the Western Balkans: Salary systems and incentives** was launched in 2008 and is expected to be completed in early 2009.

This year has also seen the production of four **ReSPA Electronic Newsletters**, featuring articles and news from ReSPA and all its members. In particular, this 6<sup>th</sup> issue completes the series of the institutional profiles of the ReSPA members' organisations supporting the civil service development. The production of the Newsletter has been carried out with special support and in cooperation between Albania and Montenegro.

Finally, coordinated by the former Yugoslav Republic of Macedonia, the **ReSPA website** has been further developed with documents, articles and other interesting material collected from among the ReSPA members.



## 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 1244/99), the 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 3<sup>rd</sup> SC meeting took place in Podgorica in January and the 4<sup>th</sup> in Brussels in April. The 5<sup>th</sup> Steering Committee meeting of ReSPA took place on 7 November 2007 in Pristina.

At the **5<sup>th</sup> 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 **6<sup>th</sup> 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 **7<sup>th</sup> 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 on the institutionalisation path for the second phase or ReSPA.

The **8<sup>th</sup> SC meeting** was then held in Montenegro, where the future Headquarters of ReSPA will be, in May and mostly concentrated on the institutionalisation process.

The **9<sup>th</sup> SC meeting** was held on 4-5 November, in Sarajevo, to review the progress made in 2008 and provide outlook for 2009.

Three specialised delegate meetings were also organised in course of 2008 (in Paris, July 2008 on legal matters and in Podgorica in September and December 2008 on financial issues and regulations). A dedicated round of high-level missions was organised by the EC to additionally address the budgetary issues with the senior officials from the Ministries of Foreign Affairs/European Integration, Finance, and Civil Service Management / Public Administration Reform in the Region.

Finally, the agreement on the final text of the International Agreement establishing ReSPA and on the budget was reached based on the conclusions of the Podgorica budget meeting in September 2008.

The International Agreement establishing ReSPA was subsequently signed in Podgorica on 21 December 2008.

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 on [respaweb](http://respaweb.org)**





# ReSPA

**Regional School of Public Administration (Phase 1)**

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and the OECD, principally financed by the EU



## 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 1244/99),  
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.

