

# **“FUTURE-PROOFING PUBLIC SERVANTS: LEADING THROUGH CRISES WHILE DELIVERING RESULTS”**

**DIRECTORS OF INSTITUTES AND SCHOOLS OF PUBLIC ADMINISTRATION  
(DISPA) MEETING**

**15–17 OCTOBER 2025**

Hotel Budva, Budva, Montenegro

Provisional Agenda



# PROVISIONAL AGENDA

## Wednesday, 15 October 2025

19:00 – 21:00	<b>Welcome Cocktail Reception</b>
	Venue: Hotel Budva, Budva, Montenegro We are happy to invite you to a semi-formal welcome networking cocktail—a perfect opportunity to connect, exchange ideas, and build new relationships while rekindling old ones in a relaxed and friendly atmosphere.

## Thursday, 16 October 2025

Join Zoom Meeting: Meeting ID: 874 5152 7149 Passcode: 866110

<https://us06web.zoom.us/j/87451527149?pwd=tvHRCOWLmy8wsbQXa9xbTI06B79Q02.1>

8:30 - 9:00	Registration and welcome coffee
09:00 – 09:30	<b>Opening Remarks</b> <ul style="list-style-type: none"><li>• <i>Marash Dukaj</i>, Minister of Public Administration, Montenegro</li><li>• <i>Maja Handjiska-Trendafilova</i>, Director, ReSPA</li><li>• <i>Anna Mitelman</i>, Head, European School of Administration and <i>Christiane Keutgens</i>, Deputy Head, European School of Administration</li><li>• <i>Bernard Brunet</i>, Head of Cooperation Section, Delegation of the European Union to Montenegro</li></ul>
09:30 – 10:45	Keynote Address: <b><i>Designing Leadership for the Unknown: Building Public Institutions That Learn, Adapt, and Deliver</i></b> A systems-thinking approach to future-proofing the civil service through leadership, experimentation, and human-centered design. <ul style="list-style-type: none"><li>• <i>Christian Bason</i>, Co-founder, Transition Collective, former CEO of Danish Design Centre; former Director of MindLab</li></ul> <i>Followed by an immersive discussion with participants</i>
10:45 – 11:15	Group photo and coffee break
11:15 – 12:15	Panel Discussion: <b><i>Leading While Delivering: How Do We Build Leadership Capacity in Times of Crises and Uncertainty?</i></b> <ul style="list-style-type: none"><li>• <i>Daniel Gerson</i>, Public Governance Directorate, OECD (online)</li><li>• <i>Biljana Papović</i>, State Secretary, Ministry of European Affairs, Montenegro</li><li>• <i>Małgorzata Bywanis-Jodlińska</i>, Director of KSAP, Poland</li><li>• <i>Jacqueline Brown</i>, Institute of Public Administration, Ireland</li><li>• <i>Pavel Ivanov</i>, Executive Director, Institute of Public Administration, Bulgaria</li></ul> Moderator: <i>Christiane Keutgens</i> , Deputy Head, European School of Administration
12:15 – 13:15	Lunch Break

13:15 – 14:45	<p><b>World Café Discussions</b></p> <p><i>Participants will be divided into 4 groups and each group will rotate through all four thematic tables, spending about 20 minutes per discussion before moving to the next theme:</i></p> <p><b>1. Designing future-ready learning - How to anticipate skills for tomorrow's public service</b></p> <p><i>This theme explores how schools and institutes can better forecast and develop the competencies needed in a rapidly changing world. It looks at methods to align training and curricula with the evolving demands of governance, digitalisation, and societal expectations.</i></p> <p><i>Moderator: Ioana Melenciuc, President, Institutul National de Administratie, Romania</i></p> <p><b>2. Data-driven people management</b></p> <p><i>This theme focuses on using evidence and analytics to support more effective human resource decisions in public administration. It examines how data can enhance workforce planning, performance management, and organisational development.</i></p> <p><i>Moderator: Marillette van As, Coordinator International Affairs, Ministry of the Interior and Kingdom Relations, DG Digitalisation and Government Organisation, Netherlands</i></p> <p><b>3. Mentoring and Coaching for Leadership and Innovation</b></p> <p><i>This theme considers coaching as a powerful tool for developing leaders who can inspire innovation and navigate complexity. It will highlight practices for embedding mentoring and coaching into public service leadership development.</i></p> <p><i>Moderator: Abel Carreira, Member of the Board of Directors, National Institute of Administration, Portugal</i></p> <p><b>4. Executive Trainings and Mobility Schemes: What is the Added Value?</b></p> <p><i>This theme examines the contribution of high-level training programmes, in-country and international exchanges, to leadership capacity-building. It seeks to identify the benefits, challenges, and long-term impacts of such initiatives for individuals and institutions.</i></p> <p><i>Moderator: Marija Grga, Head of International Cooperation and Projects Department, National School for Public Administration, Croatia</i></p>
14:45 – 15:00	<p><b>Plenary Reflections</b></p> <ul style="list-style-type: none"> <li>• Short wrap-up of key insights from the World Café</li> </ul>
15:30 – 18:00	<p><b>Cultural Visit</b></p> <p><i>Guided tour of Kotor – Experience Montenegro's cultural heritage</i></p>
18:00 – 20:00	<p>Dinner at the <a href="#">Restaurant "Galion"</a> in Kotor</p>
21:00	<p>Arrival in Budva by bus</p>

## Friday, 17 October 2025

Join Zoom Meeting: Meeting ID: 894 8943 4673

Passcode: 668251

<https://us06web.zoom.us/j/89489434673?pwd=HIF2uENT2bME5pIEEEGYPVZGgdW0b9.1>

8:30 - 9:00	Morning coffee
09:00 – 10:15	<p><b><i>Building Collaborative Action Around the Four World Café Themes</i></b></p> <p>In this interactive session, participants will build on insights from the four World Café discussions to brainstorm and prioritize ideas for future joint initiatives, with the goal of developing concrete concepts and fostering partnerships both among EU Member States and between EU Member States and enlargement countries.</p>
10:15 – 11:00	<p><b><i>2025 Strategic Foresight Report: Resilience 2.0: Empowering the EU to thrive amid turbulence and uncertainty</i></b></p> <ul style="list-style-type: none"><li>• Piotr Kwieciński, Policy Officer- Strategic Foresight, Secretariat-General, European Commission</li><li>• <i>Lydia Caldana</i>, Joint Research Centre, European Commission</li><li>• <i>Dr Eleftheria Ftaklaki</i>, Special Secretariat of Foresight, Hellenic Republic</li></ul>
11:00 – 11:30	Coffee Break
11:30 – 12:30	<p><b><i>Innovative Training Practices Across the EU and Western Balkans</i></b></p> <ul style="list-style-type: none"><li>• <i>Pavlina Stoykova</i>, Deputy Programme Director &amp; Head of Resource Mobilisation, European Institute of Public Administration</li><li>• <i>Abel Carreira</i>, Member of the Board of Directors, National Institute of Administration, Portugal</li><li>• <i>Radmila Tomović</i>, Head of International Cooperation Department, National Academy for Public Administration, Serbia</li></ul> <p>Moderator: <i>Anna Mitelman</i>, Head, European School of Administration</p>
12:30 – 13:00	<p>Closing Session</p> <ul style="list-style-type: none"><li>• Words by the upcoming DISPA Presidency</li><li>• Closing remarks from ReSPA and Montenegrin hosts</li></ul>
13:00 – 14:00	Lunch
14:00 – 16:30	Informal Programme: Guided Tour of Old Royal Capital Cetinje (Optional)