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# ReSPA Newsletter

December Issue, 2012

## ReSPA in Focus, December 2012

### Training Workshops



Group Discussion at the Workshop on HRM

### Tailored training on Human Resource Management: Recruitment and Selection Interviewing

*Danilovgrad (Montenegro),  
16-18 October 2012*

24 participants attended this training which highlighted present responsibility for the work of public administration officials primarily focusing on effective recruitment, selection and promotion of staff within a Ministry, Department or Government Agency. This training was delivered in a way that combined classroom lessons and practical work. During this event the participants developed stronger relationships between one-another, engaged in ongoing dialogues, and discussions. This training was organized in collaboration with Institute of Public Administration of Ireland (IPA).



Group Photo during the Public Private Partnership Workshop Social Activity

### Workshop on Public Private Partnership

*Danilovgrad, (Montenegro),  
30 October - 1 November 2012*

24 participants attended the training in which they learned more about Public Private Partnership principles, Project identification, Project preparation, Public Procurement and Project Implementation. This workshop was characterized by the focus on shared practices from different countries, deepening efforts to grow knowledge through critical reflection, leading to new ideas and perspectives. This workshop was conducted in cooperation with the Agency of Croatia for Public Private Partnership.



Group photo on a social event outside ReSPA during the first Training of Trainers on EU Accession Negotiation

### **The first Training of Trainers” on EU Accession Negotiation**

*Danilovgrad, (Montenegro), 5-9 November 2012*

In this training 21 participants were trained to become experienced trainers on EU Accession negotiations. In a well defined programme organized in cooperation with College of Europe, through classroom lessons, individual presentations, working groups, practical experience and shared values from all the colleagues, the participants learned skills and techniques which would help them become skilful in communication and training, experienced professionals, how to independently design and lead a training course on EU accession negotiations, conduct simulation exercise for their peers and colleagues.

*“I would like to take this opportunity to express my sincere appreciation for the hospitality and technical guidance ReSPA provided during the period of November 5-9, as organizer of the Training of Trainers on EU Accession Negotiations. I believe the training program was both useful and productive as we all deepened our knowledge in the vast areas dealing with the EU Accession Negotiations. With this training RESPA has paved the way not only for closer relations between us, but also between our institutions. Majlinda Mejdia, participant at the workshop*

### **Workshop on Enforcement of Intellectual Property Rights**

*Danilovgrad (Montenegro)  
20-22 November 2012*

This workshop in which 23 participants attended, highlighted issues related to Intellectual Property Rights, providing concrete knowledge and information to the participants to enable them to enhance the understanding of the importance of protection and enforcement of Intellectual Property Rights. The workshop was divided into three workshops, with focus on Best Practice examples. The participants were encouraged to interrupt and ask questions during the interventions focusing on practical cases further developing the interaction among participants, as well as with the experts. The training was organised in cooperation with the Danish Institute of Intellectual Property Rights.



Participants socializing at the coffee break during the Workshop on Enforcement of Intellectual Property Rights

*“I want to thank ReSPA for the excellent job during the 3 days of workshop. We enjoy everything, the workshop and the content of the presentation performed by the three professors, the accommodation, the food, your hospitality. Those 3 days of workshop were really perfect”*

*Sonila Meka, participant at the workshop*





Group photo outside during the the Workshop on Enforcement of Intellectual Property Rights

## Training on Free Access to Public Administration

*Danilovgrad (Montenegro)*

*27-29 November 2012*

23 participants attended this workshop. The training provided the skills and knowledge on the increased awareness of the importance of information for democratic government, transparent decision-making process and public control; to become more familiar with the main sources of regulation in this area on the EU level. The training incorporated group work and presentations, and cases studies of court decisions. The training was organised in cooperation with the Slovak Institute of Public Administration AINova'.

## Change Management in Public Administration Institutions

*Danilovgrad (Montenegro), 27-29 November 2012*

This workshop provided to 20 senior officials the skills needed to plan and successfully implement sustainable change within their organization; to influence attitudes through listening, coaching, contracting and motivating; to build trust, confidence and self esteem; to develop the leadership skills and strategies that influence behavior; to be knowledgeable in managing barriers. This course was based on the participative use of case

study examples and discussions to make learning points relevant; shared experience. Practical group and individual exercises, individual action plans, action learning sets, structured discussions and presentations were the methods deployed to conduct this training. The workshop was organized in collaboration with Royal Institute of Public Administration International (RIPA) from UK.



Finding solutions during the Change Management Workshop

## Practical workshop on Regulatory techniques and processes based on EU's regulatory practices

*Danilovgrad (Montenegro)*

*11-13 December 2012*

This workshop provided to 21 participants understanding on the concept of regulation, the number of actors that intervene in such processes, improved knowledge on the use of various techniques. The workshop had a very practical nature, with the involvement of all

the participants sharing views and intercepting, build as a framework of numerous discussions, rather than a series of predefined list of lectures. This workshop was organized in cooperation with European Centre for Judges and Lawyers (EIPA Luxembourg).



## Networking Events

### Experts on EU Integration Affairs from Western Balkans gather in Zagreb, to share knowledge and experience, from 30-31 October 2012



The EU Integration Affairs high level officials from the Western Balkans met in the Second networking Meeting organised by ReSPA and the Ministry of European Integration Affairs of Croatia, in Zagreb, as Croatia is the newest country to join the European Union.

This event was officiated by Minister of Foreign and EU affairs of Croatia, Ms. Vesna Pusic, who in her magnificent speech motivated the participants to work harder and devote themselves towards European Union Integration process.

**Her main message was for Western Balkan Countries to pursue towards customer oriented public administration, underlying that Public administration work is seen as a product which requires immense efforts and continues contribution.** The network members had firsthand experience in the EU Affairs and the integration process that Croatia underwent to in their road towards becoming part of the European Union. Coming from this region, the network members had the chance to learn in person from the Minister of European and Integration Affairs about the challenges and difficulties that Croatia had to overcome in reaching this status. The meeting gathered 14 participants from all ReSPA Member States and Kosovo\*.

### First Networking Event of the Community of Practice (CoP) on Human Resource Management in the Civil Service

*Danilovgrad (Montenegro),  
4-5 December 2012*

Following the handing over of the management of this activity from UNDP RCPAR, ReSPA has taken active part in the design and continuation of the same. This initiative is undertaken in order to provide ReSPA with an effective instrument for professional networking, knowledge management and development of demand-driven cooperative activities among the civil servants and others concerned with the human resources management in the context of civil service reform in



the Western Balkans. This forum is used as a discussion forum between professionals to discuss issues that

require immediate action/revision. 12 high ranking officials from Western Balkans attended this workshop.

\*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





## 2nd Networking Event on Ethics and Integrity

*Danilovgrad (Montenegro), 10-11 December 2012*

This networking event focused on three main areas which derived from the selection of the topics that were identified and compiled at the first Meeting. These areas were

Independence and best practices of Anti-Corruption Agencies, Integrity Plans and Income and Asset Declarations. The theoretical input for each topic was accompanied by presentations

of examples of good practices from members of 2-3 countries, which will. Each set of presentations was followed by a plenary discussion. 15 high ranking officials attended this workshop.

## Secretary Generals from the Western Balkan countries meet in Riga (Latvia) for the Third Network meeting of the Secretary Generals from 13-14 December 2012

In this event organized by ReSPA in collaboration with the Cross-Sectoral Coordination Centre of the Government of Latvia, secretary generals and other high ranking officials from the Western Balkans exchanged their views, experience with their Latvian counterparts, and discussed the possibility of cooperation with their Latvian colleagues. The meeting explored past and ongoing trends in roles, institutional set-up and practices of centers of government (Secretariat General like structures) in promoting and coordinating major developmental reforms and carrying out day-to-day policy coordination function. 10 high ranking officials attended this workshop.



*In all the workshops, ReSPA provided social events to the participants, thus giving them the opportunity to socialize outside the ReSPA premises, by offering them the possibility to visit the City of Podgorica, city of Danilovgrad, and their vicinities, visiting the cultural and historical sites, areas of interest and more. It is here that the participants learn more about the culture and history of Montenegro as the host country, establish stronger ties with one another, socialize, learn new things about one-another, build stronger ties and establish relationships that last beyond the trainings.*



## Public Administration Reform in ReSPA Member States

### Montenegro

#### Government Program ensures Professional Development of students with the university degree



Program for Professional Development, has given the opportunity to all interested Montenegrin employers to identify their specific needs, while on

the other hand, interested students with the university degree could choose 5 employers they were interested in. Private enterprises submitted applications to the Employment Agency of Montenegro, while employers from public sector submitted applications to the Human Resources Management Authority of Montenegro (HRMA).

Applications were exclusively submitted on-line through the e-portal. This website included generated electronic list, and the average score of students defined their position on the final list.

Within the Government Program for Professional Development, 3.962 students (i.e. 93 % of applied students) were given their respective employers.

This Program will last for the period of 15 January 2013 - 15 October 2013.

The candidates of this Program will receive the payment in the amount of 50 % of the average income grade in Montenegro, for the previous year. The Government of Montenegro ensured 10 million euros for this Program.

Besides gaining practical experience, practitioners during this programme, are also going to fulfill the conditions for passing the Professional Exam for the work in State Authorities (exam for the work in courts, State Prosecution, public executors or public notary).

*Prepared by Liaison Officers*

*Blazenka Dabanović and Dina Dobardžić*

### Albania

#### Common Assessment Framework (CAF), the European quality instrument in the public sector presented in Albania

##### Interview with Milena Sauku Coordinator for jobs classification, job description policies and individual performance appraisal



##### *What is the Common Assessment Framework (CAF) method?*

The Common Assessment Framework (CAF) is a total quality management tool developed by the public sector for the public sector, inspired by the Excellence Model of the European Foundation for Quality Management (EFQM®). The CAF is available in the public domain, is free of charge and is offered as an easy-to-use tool to assist public sector organizations across Europe in using quality management techniques to improve their performance.

##### *When was the first time you heard about this method?*

The CAF method was launched in May 2000 as the first European quality management instrument specifically tailored for and developed by the public sector itself. First time I personally heard about CAF as at a training event in ReSPA. After that moment, I learned more on CAF by going through the EIPA (European Institute of Public Administration)'s website.

##### *When was the first time that CAF was presented to Albania?*

The Institute for Training of Public Administration is the first Albanian public institution that has implemented CAF (2006 version) as a total quality management tool in September 2007 – February 2008.

The introduction of instruments that enable performance evaluation of the public institutions is a necessity, especially the need for building an efficient and effective, transparent accountable, and responsible public administration and public services. Application of such instruments also are in line with the strategic vision for Public Administration, as defined in the "Intersectoral Strategy of Public Administration Reform 2009 – 2013" (SNRAP).

During 22-24 October 2012, the Department of Public Administration presented a concrete CAF model in a three-day training held in Tirana, under expert supervision of Mr. Patrick Staes and Mr. Nick Thijs from CAF Resource Center of EIPA. The purpose of this training was to better inform the staff of DoPA of this quality model, scoring system and method of self-assessment process development for the Department of Public Administration. This was an initiative of the senior managers of the Department of Public Administration, which aims that very soon CAF model to be applied in the other public institutions in the country.

*Prepared by Liaison Officer Evis Taska*



## Bosnia and Herzegovina

### Journalists learn about the public administration reform in BiH

A two-day workshop for journalists on “Public Administration Reform - where we are today,” was organized by the Public Administration Reform Coordinator’s Office in Bosnia and Herzegovina and the German Society for International Cooperation (GIZ) in Doboj city. The aim of the workshop was introducing and familiarizing the media with the process and its achievements in the reform of public administration, and key challenges and further activities.

“The process of public administration reform in BiH should be much more visible to the public, so that citizens learn why reforms are needed and what benefits they carry. The goal of the reform of public administration in BiH is to create a more open, efficient and transparent public administration that is accountable to the citizens along with the businesses that would offer better services in order to become the true instigator of continuous and sustainable socio-economic development,” said Semiha Borovac, National Coordinator for public Administration Reform in BiH.

She reminded that the implementation of public administration reform in BiH is very important for the improvement of administrative structures for successful fulfilment of conditions for BiH’s membership in the European Union.

“Media and non-government sector can support the implementation of reforms, but also contribute to the efficiency of the Coordination Office” said Borovac.

Stojanka Ćulibrk, Coordinator for Public Administration Reform in



Republic of Srpska spoke about the strategic documents without which the implementation of the reform and its follow-ups would not be possible. She further spoke about the activities carried out so far, as well as the key challenges faced by the Coordination Office, one of them being better cooperation with the media and non-government sector in BiH.

Aneta Raić, the head of the Unit for Donor Coordination, said that the implementation of the objectives of the reform of public administration facilitates the support of international donors gathered in the Fund for the Public Administration and therefore provides a harmonized approach to implementing the measures set out in the Revised action Plan 1 at all levels of government in BiH.

Mirsada Jahić, a Coordinator for Public Administration Reform in Federation of BiH, spoke about certain activities on the implementation of the reform in this entity.

At the end, it was emphasized the importance of the public awareness on issues such as public hearings when drafting laws in BiH, the assessment of civil servants, the involvement of the media in the process of budget drafting, breaking prejudices that reform only provides a reduction of jobs and influence of politics in the Human Resource Management area. This was the fourth workshop organized by the Office for the media and representatives of the non-government sector in BiH.

*Prepared by Liaison Officer Zlatan Sirić*





## Bosnia and Herzegovina

# Conference on the Municipal Training System in Bosnia and Herzegovina



The first annual conference “Good training-good administration” took place on December 21, at the Holiday Inn in Sarajevo, within the framework of the Municipal Training System project. Supported by United Nations Development Program (UNDP) and co-hosted by the Federal Ministry of Justice and the RS Ministry of Administration and Local Self-Government, the event was aimed at illustrating some of the main results achieved in the course of the year 2012. The Municipal Training System project was created with the aim of improving local government performance through practical training targeting knowledge and skill gaps identified through regular training needs appraisal. Thus far, more than 3000 local government employees have made their way through the system, benefiting from one or more programs on offer. New training structures have been created at both

operational and policy levels with entity training strategies endorsed by the two governments.

The conference highlighted two themes in particular. Human resources management, as the key prerequisite for training, was tackled in practical terms through the presentation of new standards for local governments, developed by the practitioners themselves. The state of the training market was also addressed through a discussion of the demand and supply sides of training focusing on the need to be selective with diminishing training budgets.

Speaking at the conference, the Federal Minister of Justice, Zoran Mikulić, described the System as “a natural institutional response to mounting challenges faced by local governments in Bosnia and Herzegovina.” He called for renewed focus on future sustainability.

Minister Mikulić’s words were echoed by the RS Minister of Administration and Local Self-Government, Lejla Rešić, who also noted the considerable success praising the excellent cooperation between local and international partners.

Speaking on behalf of the Kingdom of Sweden, Ambassador Bosse Hedberg acknowledged the challenges posed by the current climate of austerity but called on mayors to safeguard their training budgets as “experience tells us that organizations staffed with skilled workers tend to be much more efficient and actually cost less to run.”

The Director of the Civil Service Agency of the FBiH, Sead Maslo, the Director of the Association of the Cities and Municipalities of the FBiH, Vesna Travljanin, and representative of the Association of the Cities and Municipalities of RS, Sanja Krunic, highlighted the achieved results in training and development of municipal employees in 2012.

The event was attended by more than 100 senior representatives of partner institutions, local governments, international organizations and members of the media.

The System was originally established by the UNDP, but is now managed by local institutions with financial and operational support by the SIDA-Swedish International Development Agency and UNDP. In addition to the two ministries, the Local Government Training System is made up of the entity municipal associations as well as the two civil service agencies.





## Bosnia and Herzegovina

Interview with Mr. Mikan Davidovic, Head of Department for the Public Administration Reform and Legislative Affairs, Ministry of Administration and Local Self-Government of the Republic of Srpska, as a participant of the training “HRM: Recruitment and Selection Interviewing”

### 1. Tell us a little bit about yourself

My name is Mikan Davidovic from Banja Luka, Republic of Srpska, Bosnia and Herzegovina. I work in the Ministry of Administration and Local Self-Government of the Republic of Srpska, as Head of Department for the Public Administration Reform and Legislative Affairs. I am a lawyer with more than twenty years of experience in the administration.

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

This is not my first visit to ReSPA, I have attended training courses organized under ReSPA. I must commend the good organization of trainings that are organized within ReSPA. It specifically refers to an excellent organization and coordination of participants, then the excellent organization of workshops through strict adherence to a well-planned agenda. ReSPA campus can be compared to the most luxurious tourist hotel facilities. As far as food is concerned, it is difficult to find words to describe the excellent work done by chefs, except that there is a risk that the stay in campus will turn into a weight gain of each trainee.

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

As for the organization and contents of the training organized from 16 to 18 October 2012, on the topic “Human resource management: recruitment and interviewing,” I must say that it was at a high level. The theme itself was very interesting to all participants of the training, which could be seen through their active participation in the training, and expressed the need to improve the current situation. It should also be noted that the selected experts in this subject were up to the task, as reflected through their training

presentation where they expressed their high quality as experts in the subject area, and as qualified trainers and facilitators in training. I am fully satisfied with the acquired knowledge during the training.

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

Bearing in mind that I work on tasks of monitoring the process of public administration reform and the development of normative documents of the ministry, which is primarily the area of human resource management, and that recruitment and interviewing is an inevitable part of human resource management, surely we gained knowledge in these areas which will be helpful in my work, both in the near and the distant future. Since the orientation of Republic of Srpska is to, after fulfilling other pre-conditions, bring recruitment and interview up to the highest level, it is certain that the knowledge gained in this and similar trainings and exchange of experiences with representatives of other countries in the region, is of immeasurable importance in my future work.

*It specifically refers to an excellent organization and coordination of participants, then the excellent organization of workshops through strict adherence to a well-planned agenda.*

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

Besides the undoubted quality of the ReSPA training, learning and sharing experiences with colleagues from other countries working at the same or similar jobs is equally important, since we face the same or similar challenges in our

work. In addition to participants from Bosnia and Herzegovina, who I knew before, I met a lot of colleagues from other countries, with which I established and still maintain contacts. It specifically refers to contacts with colleagues from Montenegro, Serbia and Croatia, a little less, probably because of the language barriers, the other fellow participants.

*knowledge in these areas which will be helpful in my work, both in the near and the distant future*

### 6. What would you suggest to ReSPA?

Besides all the words of praise at the expense of the ReSPA training, I noticed that the training program of two working days can be very short for specific topics to elaborate them properly. In my opinion, if feasible, trainings should be longer, three or possibly four days. Also, in my opinion, one afternoon should be reserved for a tour of some sights near Danilovgrad and Podgorica, with the aim to better familiarize participants among themselves and with the beautiful landscapes of the host country.

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

Anyone who asks me about ReSPA, in general or on the trainings, I suggest that they should take the opportunity, if it arises, to participate in such training. So far, those who have participated in ReSPA trainings expressed positive reactions. Also, an invaluable contribution of a training is meeting the colleagues working in the same or similar jobs in the region, exchange of experiences and long-term contacts.

Prepared by Liaison Officer  
Dalibor Copič



## Croatia

# Public Debate on Novelties in the proposals of the Local Elections Act and the Act on Amendments to the Local and Regional Self-Government Act

The Ministry of Public Administration and GONG organised a round table on the proposals of the Local Elections Act and the Act on Amendments to the Local and Regional Self-Government Act, which took place in the Croatian Parliament on 12 November 2012. The aim was to encourage a public debate on the novelties introduced by the legislative proposals.

Mr. Arsen Bauk, Minister of Public Administration, presented the key legislative amendments, while Mr. Nenad Zakošek, Dean of the Faculty of Political Sciences and Member of the GONG Council, presented GONG's comments to the proposed amendments to the Act. An opening speech was delivered by Mr. Vojko Obersnel,



President of the Association of Cities and Towns and Mayor of the City of Rijeka.

"Novelties brought by the legislative proposals on local self-government should affect the behaviour of directly

elected mayors and councils, and compel their cooperation and political responsibility", Mr. Bauk said.

*Prepared by Liaison Officers  
Gordana Zoretic and Duska Bosnjaković*

## Croatia

# International Conference on General Administrative Procedure Act

On 4 December 2012, an international conference entitled "GAPA and the Protection of Citizens' Interest: Novelties, Benefits, Challenges" took place at the Ministry of Public Administration. The conference was organised under the IPA 2008 project "Support to the Implementation of the General Administrative Procedure Act", worth EUR 1,601,000 and financed by the EU. The project aims to support the Republic of Croatia to reinforce the reliability, openness and transparency of a citizen-oriented public administration, which is an integral part of a quality business environment and contributes to ensuring a higher standard for all citizens. It includes the development of a methodology for monitoring and reporting on GAPA implementation, and a systematic training of public servants, a certain number of whom will have the opportunity to become certified GAPA trainers.

Participants were addressed by Mr. Arsen Bauk, Minister of Public Administration,

and Mr. Paul Vandoren, Head of the EU Delegation to Croatia. The conference was attended by numerous national and international experts, who discussed the benefits of the new GAPA for Croatian citizens. "In the public administration modernisation process, the Republic of Croatia is oriented towards protecting the interests of citizens, economy and society in general, its main goal being the provision of services of the best possible quality and the creation of an efficient and transparent public administration. One of the most important instruments in that process is the General Administrative Procedure Act and its implementation in practice", the Minister of Public Administration emphasized.

Mr. Peter Kolfertz, Project Team Leader, presented the results of the opinion poll conducted in July 2012 by the agency Ipsos Puls on a sample of 1,000 citizens across Croatia. The poll aimed at assessing general awareness and knowledge of citizens about administrative procedure, GAPA

and administrative procedure reform, and at assessing their general satisfaction with state and public administration. The results showed that nearly half of the respondents had previously not been informed about the administrative procedure reform or GAPA, and that most respondents did not know to which areas GAPA applied. The findings confirmed the additional benefit of such projects, which, inter alia, serve to inform citizens about their rights. Furthermore, the poll indicated that the respondents' perception of public administration was focused precisely on the segments envisaged for improvement in the public administration modernisation process: speeding up the resolution of administrative matters, improving reliability, reducing costs and improving communication with citizens with a view to creating a citizen-oriented public administration.

*Prepared by Liaison Officers  
Gordana Zoretic and Duska Bosnjaković*



## Macedonia

### Conference on “Quality Management in the Public Sector using Common Assessment Framework - CAF”



In December 2012, in Skopje, the Ministry of Information Society and Administration (MISA) of the Republic of Macedonia in cooperation with the German Society for International Cooperation – GIZ organized a conference on the topic “Quality Management in the Public Sector using Common Assessment Framework - CAF”. The subject of the Conference was presentation of experiences in introduction of CAF, as well as the benefits which the institutions can gain by it. Special attention was focused on the completed implementation of CAF in MISA, and the development of the Ministry as a support centre for introduction of CAF in other institutions. The target participants were representatives of the state institutions of the Republic of Macedonia who are potential users of the CAF model.

The Deputy Minister of Information Society and Administration, Marta Arsovska Tomovska, addressing the participants, announced the open call on which state institutions can apply to implement the CAF model with support of the MISA.

“In the period that follows, with the support of the European Institute of Public Administration - EIPA and GIZ, this internationally recognized standard will be introduced in other institutions in the country. Thus, the Republic of Macedonia will join the European countries which are already using this tool for modernization of their public service. Interested institutions can submit an application in order to apply for implementation of CAF. Submissions will be reviewed by a special committee in MISA.” - said Deputy Minister Arsovska Tomovska.

For the implementation of the Common Assessment Framework in the Ministry of Information Society and Administration also spoke State Secretary Mr. Jahi Jahija.

“One of the most important aspects with the implementation of this project was strengthening the capacity of the Ministry in order it to become a centre in the public sector in Macedonia which has expertise in CAF. A “train the trainers” program was conducted to civil servants from MISA, who will continue to support other institutions in introduction of CAF.” - said the State Secretary in his speech.

Mr. Patrick Staes and Mr. Nick Tijds from the European Institute of Public Administration, who were supporting MISA, participated on the conference as well, sharing European experiences on the implementation of this model.

The Common Assessment Framework is a tool to assist organisations in the public sector to improve their performance by conducting a self-assessment with involvement of all staff. Based on the identified weaknesses and areas of improvements in the self-assessment process, an action plan is drafted in order to implement activities which will further improve organisational performance through leadership driving strategy and planning, people, partnerships and resources, and processes.

*Prepared by Liaison Officer  
Martin Todevski*



## 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.



# ReSPA

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## Upcoming events:

**1st ReSPA Regional CAF Conference**  
“Improving the functioning of  
the public sector”

*29-30 January 2013 Danilovgrad, Montenegro*

**Workshop on**  
**Job analysis, competency frameworks**  
**& performance management systems**

*05-07 February 2013 Danilovgrad, Montenegro*

**Workshop on**  
**Institution building for EU**  
**membership and law approximation**

*12-14 February 2013 Danilovgrad, Montenegro*

**Launching of**  
**the ReSPA Regional Comparative**  
**eGovernment study and holding**  
**eGovernment networking event**

*21-22 February 2013 Skopje, Macedonia*

**Third meeting of Ethics and**  
**Integrity Network**

*28 February – 1 March 2013 Vienna, Austria*

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

*for ReSPA Staff*

**<http://respaweb.eu/32/staff>**

*for ReSPA Governing Board Ministerial Level and Senior Level*

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*for ReSPA Budget Committee Members*

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