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ReSPA
Regional School
of Public Administration



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ReSPA Newsletter

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ReSPA in Focus, April - September 2013

ReSPA organized its 7-th Annual Conference on “Effective Policy Making: How to Ensure Desired Changes through Successful Implementation of the Policies”

Danilovgrad (Montenegro), 29-30 January 2013

The Regional School of Public Administration (ReSPA) organized its 7th Annual Conference from 18-19 of April 2013. ReSPA’s 7-th Annual Conference was organized on “Effective Policy Making: How to Ensure Desired Changes through Successful Implementation of the Policies”. During the two days of the conference, experts and specialists from more than 20 countries provided their expertise and shared their country’s experience on issues related to the main theme of the conference.

This year’s conference took a deep look at the policy implementation in the overall policy cycle as a general, overarching concept. It explored the challenge of successful policy implementation in the context of the Western Balkans and identified good practices in the region itself as well as in the new and old member states of the European Union as sources of inspiration for the Western Balkans.

The papers that were presented at the Conference as well as the number and seniority profile of the presenters and participants reflected the relevance and attraction of the topic for the

representatives of the Western Balkan countries and beyond.

The facts and figures presented demonstrated also the increased visibility and reputation of ReSPA in its capacity as a Centre for Regional Policy Dialogue. As a genuine regional institution, ReSPA has followed the situation and trends in the public governance of the countries in the region and the new developments in Europe. It has adjusted its activities to meet the needs of its beneficiaries.

With this Conference ReSPA has offered a learning platform, fostering exchange of the experience and lessons learned within the region and from European Union member states. The identification of good practices in this and other areas of administrative affairs will help facilitate the identification and recognition of the standards of performance of public institutions in the region. Once published, further disseminated and contextualised, the lessons derived in the conference will also facilitate the identification and recognition of the standards of performance of public institutions in the region.



Mr. Music, director of ReSPA speaking during the ReSPA's 7-th Annual Conference



The Minister of Public Administration of Croatia Mr. Arsen Bauk who is at the same time the Chairman of ReSPA Board, The Deputy Prime Minister for Political System, Foreign and Interior Policy of Montenegro Mr. Dusko Markovic, Minister of Justice of Bosnia and Herzegovina Mr. Barisa Colak, and Mr. Gerhard Schumann-Hitzler, Director of IPA (Instruments for Pre-Accession) Strategy and Regional Cooperation Directorate within the European Commission attended the conference.



Round Table session



ReSPA's 7-th Annual Conference in progress

80 participants from the Public Administration and civil society, Members of Parliaments, international organizations, embassies, expert speakers from the EU and non EU countries made ReSPA conference a truly international one.

Change Management and Negotiating Skills course in ReSPA

Danilovgrad (Montenegro), 23-25 April 2013



Group photo from Change Management and Negotiating Skills course

This workshop that took place from 23-25 April 2013, in ReSPA's campus in Danilovgrad, was organised around the issues related to leading and managing change; negotiating and influencing skills; key human resource policies and practices and key interpersonal skills for line managers. The Programme provided participants with an effective framework, knowledge and skills to manage change effectively. It also focused on the key interpersonal skills for

managers in negotiating, managing and resolving potential conflicts between management and staff in implementing key human resource policies in their workplace.

The teaching will be supplemented by video material and practical role plays and will incorporate specific input on the styles and behaviours of effective communication, negotiating and influencing. Participants at this workshop consisted of civil servants

and Public Administration Staff of the Western Balkans at mid to senior managerial level.

The workshop was delivered through a combination of short lectures, PowerPoint presentations; videos classroom discussion and one-to-one role plays of appraisal interviews. This workshop was organized in collaboration with Institute of Public Administration (IPA) of Ireland and was attended by 20 participants.



14 prominent high level public officials from the Western Balkans exchange experience on Public Governance in the Western Balkans at ReSPA event

Tirana (Albania), 9-10 May 2013

ReSPA member countries face serious challenges in building their public administrations to serve their new democracies and market economies. All of them have generally weak governance systems, according to most assessments by various international organisations, including the European Commission. Weak public governance systems equals to weak states.

14 prominent high level public officials gathered in Tirana from 9-10 May 2013, in Tirana, Albania for the 2nd ReSPA Networking Event on Human Resource Management for Western Balkans, Community of Practitioners from 9-10 May 2013.

During this two day event a new framework for cooperation in the region was discussed defining the role and strategy of ReSPA in institutionalizing a regional policy dialogue on public governance and European integration. Methodologies to operationalise the framework were also defined such as the upgrade of activities for RESPA Network and the creation of technical groups to support the activities of Public Administration Network in the Western Balkans.



ReSPA Substitute GB Member Ms. Jadranka Djurkovic speaking at the event

As part of the discussions and brainstorming sessions were also the positioning of the Community of Practitioners in this new framework, update on the development of tools for exchange and forums to be used by CoP members (IT platform, e-library, etc).

2 members from each country (Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia as Member States of ReSPA and Kosovo* are represented in this network as permanent members.

ReSPA provides advanced knowledge and skills on Intercultural Communication, Lobbying, Negotiation, and Effective Communication to Western Balkans senior officials

Danilovgrad (Montenegro), 14-15 May 2013



Participants during a presentation

The three day highly intensive seminar on Advanced intercultural Communication is a follow-up training of the Workshop on "Interest Representation and Intercultural Communication" held in ReSPA in January 2012. This workshop took place in ReSPA from 14-15 May 2013. The 20 participants from the public administrations and civil service in the Western Balkans who attended this seminar have received knowledge, skills and information on intercultural communication lobbying, negotiation, and effective communication within the framework of public administration and the European Union (EU).

During the course the participants have been able to learn the difference between national culture, professional culture and organizational culture; recognize key cultural differences and be aware of the basics of intercultural communication; be able to work with, or adapt to, cultural differences and understand the EU working culture. A short pre-training questionnaire was used to tailor the needs of the participants.

The workshop was organized in collaboration with Clingendael Academy of the Netherlands.

Interactive lectures; group assignments and discussions, cultural case analysis and other methods were deployed throughout the training.



Participants sharing opinions and views

*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



ReSPA enables 17 trainees from Western Balkans at the workshop on EU negotiation techniques

Danilovgrad (Montenegro), 15-17 May 2013



Participants in action during the workshop

The EU negotiation and pre accession techniques workshop that was organized from 15-17 May 2013 in ReSPA, Danilovgrad, provided to the 17 participants from the Western Balkans knowledge, insight and skills for effective national interest representation, especially the EU negotiation skills. It also offered information on how to prepare the public administration in the Western Balkans administratively for accession negotiations. The “lessons learned” from Croatia during the accession negotiations, were used to showcase the concrete aspects of such techniques from a regional perspective.

The training addressed mainly mid to senior civil servants from Western Balkans working in the Ministry for public administration, Central Institution for EU integration/ EU affairs, Ministry of Foreign affairs and other similar institutions willing to optimize their EU negotiation skills. This workshop was organized in collaboration with Ecorys Academy of Netherlands and two regional experts. Interactive lectures, group and individual assignments, simulation games etc were deployed throughout the entire course.

ReSPA provides Accredited Diploma in Public Service Leadership for 14 senior level officials from the Western Balkans

Danilovgrad (Montenegro), 20 -24 May 2013

The two of the most consistently identified competency needs for managers working in the public sector are:

1. The ability to effectively manage the performance of staff – ensuring alignment of the public service organisation, team and individual objectives, and motivating and managing staff.
2. The ability to understand and meet the requirements of diverse groups of stakeholders and customers

ReSPA structured the content of this programme around these key themes. 13 participants that attended this course from 20-24 May 2013 in ReSPA’s training center in Danilovgrad, were asked to write an assignment in which they demonstrated their understanding by discussing the underlying concepts and theories in relation implemented within, their own work context. The successful training participants received recognised qualification accredited by the Chartered Management Institute.



Participants exchanging views

By the end of the programme, participants are able to understand the organisational structure in Public Administration Institutions as determining factor to deliver services, identify and apply improvements to service provision, deliver an improvement in service provision, Identify and agree performance objectives Assess performance and provide feedback etc.

The course attendees were mostly experienced middle or senior managers such heads of departments in various ministries and other public administration institutions seeking to review their skills and gain a fresh perspective on current management thinking.



20 mid and senior public officials from Western Balkans receive training on Competency Framework in ReSPA

Danilovgrad (Montenegro), 04-06 June 2013



Group photo from training on Competency Framework

20 mid and senior public officials from Western Balkans took part in this training organized by ReSPA from June 04-06, 2013. Participants who attended this workshop, were able to understand the useful function of the competency framework and develop a Competency Framework Plan to use with teams across their institutions in their respective countries.

The course attendees consisted mainly of senior public officers in the Western Balkans currently working in human resources management with a special interest in developing competency frameworks in their organisations, in particular from: Ministry of Public Administration, Ministry of Economy, Ministry of Justice, Ministry of EU integration etc.

The course was organized as a combination of practical exercises and discussions, analysis and feedback, both from the trainers and the trainees. Royal Institute of Public Administration (RIPA) UK was the partner organization of ReSPA for this workshop.



A session in the computer lab

Participants at ReSPA Workshop learn from Comparative Experiences on Public Policy Evaluation

Danilovgrad (Montenegro), 4-6 June 2013

The workshop on Evaluation of Public Policies: Learning from Comparative Experiences was organized in ReSPA's Campus in Danilovgrad from 4 – 6 June 2013. This seminar has broadened the knowledge about evaluation systems of public policies in Europe and improved the skills in designing, managing and monitoring evaluation activities of the 21 participants from the Western Balkans that participated in the course,. The main aim of this workshop has been to put trainees in a position to manage evaluations and understand the basics of certain tools and approaches in order for them to competently interact with (external or internal) evaluators and assess the quality of their work.

Head of departments, civil servants responsible for designing, managing and monitoring evaluation systems, evaluations etc attended the workshop. The seminar combined a series of presentations experience, debates with a practical perspective. The event was organized in collaboration with lecturers from European Institute of Public Administration (EIPA) Barcelona.



Group session



: Course participants sharing a laugh



14 public servants from Western Balkans experience the Croatian Public-Private Partnership Projects in the field

Croatia, 05-06 June 2013



Group photo from the visit in Croatia

ReSPA organized a follow-up visit and training session, in Croatia with the country's Public Private Partnership (PPP) Agency from 05-06 June 2013. This activity was organized following two successful trainings in the related field which have been delivered at ReSPA in close cooperation with the PPP Agency from Croatia. The event will gathered mostly participants who have previously participated at the two training sessions held in ReSPA at different times.

During this training/visit participants had the opportunity to visit on-site the PPP projects (Gimnazija Koprivnica and the Sport Hall - as two projects developed under the Public-Private Partnership aura) in the implementation phase, linking the theory (received during the training sessions) with the practice in the perspective of Croatian PPP experience. It provided participants with the Croatian experience in project planning, preparation, delivery and monitoring. Also, they were informed about new PPP cycles based on the previous experience and at the same time absorbed these new practices and experiences which they will share in their own institutions.

The local government representatives presented their experience and lessons learned to enable participants to better understand the PPP planning process compared to the traditional public infrastructure procurement as well as the forthcoming PPP cycles.

14 public servants from the Western Balkans (2 from each country) were part of this unforgettable experience.

ReSPA organized the first Regional event on the "Europeanization of the Western Balkan Laws on General Administrative Procedure"

Belgrade (Serbia), 10 – 11 June 2013

ReSPA in close consultations with the Governing Board organized the regional event devoted to the Western Balkan Laws on General Administrative Procedure from 10-11 of June 2013, in Belgrade. A total of 23 participants from Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Kosovo*, attended.



Conference in session

The event analyzed the fundamental development trends in the field of administrative procedural law in the EU and Council of Europe framework within the good administration and good governance doctrines as a ground to pursue redefinition of basic elements in national legislation in the Western Balkan area.

During the event participants shared best practices and experiences on the innovations in legislation in efficiently protecting public interest and rights of the parties in administrative relations by offering short presentations on every country's experience. Three representatives from each ReSPA beneficiary country participated at the event.



Participants during the event



RESPA offers European Union's best practices on Regulatory Techniques and Processes to 21 civil servants from the Western Balkans

Danilovgrad (Montenegro), 12 – 14 June 2013

21 participants from the public institutions and civil service of Western Balkans participated in the advance course on Regulatory Techniques based on European Union's best practices from 12 – 14 June 2013, in ReSPA's premises, in Danilovgrad.

Participants were able that during the course to understand the concept of regulation, the necessity for a regulatory intervention in certain fields of public policy, potential actors that intervene in regulation, the choices and dilemmas that a regulator confronts. A toolkit of the various techniques and tools to set regulatory standards was introduced and elaborated at the workshop. During the workshop, participants were informed about the awareness on the EU proceedings to regulation and the capacity to take EU regulatory requirements into consideration in the law approximation's efforts of the administrations in each of the countries of the region. This comparative stance



Group photo from the course on Regulatory Techniques

enabled participants to measure the extent of the EU experience and how it can be extrapolated to the ongoing regulatory efforts in their respective countries. The target group for this workshop were mainly public officials working in the area of regulation as decision-makers, in the enforcement of public policies, administrative or legal follow-up and control. The training was quite practical. Participants were invited to intervene and to share their views and experience. The event was organized in collaboration with European Institute of Public Administration (EIPA) Luxembourg.

11 Senior Civil Servants from Western Balkans learn firsthand on experience and best practices from other countries of the Region

Western Balkans, 10th May – 21st June 2013

11 Civil Servants from the Western Balkans witnessed firsthand a unique experience by participating in ReSPA 2nd round of the "Mobility Schemes Programme" from 10th May – 21st June 2013. This programme consists of designing and organizing a detailed tailor-made 5 day plan in which a civil servant from one country goes

to another country to learn about the handling of the similar job related tasks, institutional issues from his/her colleagues, absorb from best experiences in the work place and bring such experiences back home and implement them in the local context. The Mobility Programme is thus contributing to the establishment

of an accountable, effective and professional public administration in the region. Besides all the preparations and arrangements, ReSPA supported financially these 11 civil servants (from ReSPA Member States and Kosovo*) who spend 5 working days in another country of the Western Balkan region.



21 participants from Western Balkans learn about the anti-corruption measures at ReSPA Workshop

Danilovgrad (Montenegro), 30 September-October 2, 2013



A moment of break during the course



During the workshop the civil servants and state employees that participated at the course have learned about the anti-corruption measures and how to integrate these measures in their daily work routine. Participants at the course were informed how to use prevention instruments (e.g. how to conduct a risk analysis). Furthermore, the participants have been enabled to identify and apply anti-corruption measures taking into consideration their specific working environment in the public administration. Also the participants have

been given with the necessary knowledge and skills through which they will be able to develop further expertise in laying the foundation to fulfil functions related to integrity management. The workshop was organized in such a way that combined perfectly the presentation and discussion among the participants with case studies, dilemma situations and group exercises. The participants also had the possibility to exchange different perspectives and experience. This workshop was conducted in collaboration with DBB from Germany.

20 Civil Servants learn about Building Effective Dialogue and Cooperation between Government and Civil Society Organizations in the Policy-Making Process

Danilovgrad (Montenegro), 30 September-2 October 2013

The training workshop organized by ReSPA, gathered mid to senior level public officials and civil servants from the Western Balkans. During the course, the participants have received knowledge, information and skills in developing effective and meaningful dialogue with civil society, creating a permanent dialogue and strengthening the dialogue and cooperation. These elements are crucial to create an enabling environment for the development and sustainability of the civil society organizations. The workshop was conceptualized as a combination of interactive lectures, discussions, examples of good practices and small group work. The three day training was conducted in cooperation with the Office for Cooperation with Civil Society of the Government of the Republic of Serbia.



Group photo



Public Administration Reform in ReSPA Member States

Achievement in the training system of the Federation of Bosnia and Herzegovina

The Government of the Federation of Bosnia and Herzegovina, one adopted the Decree on the Criteria for Obtaining the status of trainer in the implementation

of professional education and training of civil servants. This has been done in order to set quality criteria for trainers in the FBIH.

The Federation of Bosnia and Herzegovina organized a Workshop on Quality Assurance Training System with TAIEX

The Civil Service Agency of the Federation of Bosnia and Herzegovina in cooperation with TAIEX – Technical Assistance and Information Exchange organised the Workshop on Quality Assurance Training system for the representatives of the cantons, civil service agencies

at the Federation/Republika Srpska and state level in May 2013, in Sarajevo. This workshop shared best practices related to the procedures of training evaluation framework and accreditation of training programmes and trainers in the EU countries.

*Prepared by Liaison Officer
Samra Ljuca*

General Secretariats of the Council of Ministers of BiH, Entities and Brcko District to operate according to the same methods and standards

Bosnia and Herzegovina (BiH) started the implementation the “Outline of Development of Central Bodies of Governments in BiH”, at the conference held on 29 May 2013 in Sarajevo. In this Outline, the General Secretariats of the Council of Ministers of BiH, Entities and Brcko District will operate according to the same methods and standards, thus fitting them into the European administrative space. The project is expected

to strengthen the capacity of many of these bodies, and thus restore confidence in the “public authority“. When This is one of the most important projects in the field of public administration reform, which combines general secretariats in all four administrative levels with reference to strategic planning, coordination and preparation of the program.

*Prepared by Liaison Officer
Zlatan Siric*

Excellence in Legislative Drafting – Emerging Trends in Europe and Croatia

The Croatian Government Legislation Office in cooperation with SIGMAO/ECD, and the European Union organised in Zagreb the Conference on the Development and Use of Legislative Drafting Manuals. The conference presented principles and good practices of the EU and

the states from the region in the implementation of guidelines for legislative drafting as well as the methods of developing and enhancing legislative drafting in Croatia.



Visit of the Bosnia and Herzegovina Delegation to the Croatian Ministry of Public Administration

On 11 June 2013, the Union of Municipalities and Towns of Bosnia and Herzegovina visited the Ministry of Public Administration of the Republic of Croatia lead by Ms. Vesna Travljanin and Mr Slaven Lekić. Mr Boris Milošević, Assistant Minister, presented the public administration

reform and novelties concerning the Croatian local and regional self-government system, with an emphasis on the development of relations between the central and local levels of public administration during the EU accession process.

Novelties in Customs Procedure upon Croatia's Accession to EU

Ministry of Finance, Customs Directorate, Central Office, made a presentation with the topic Republic of Croatia – 28th EU Member State – Novelties in Customs Procedure on 14 June 2013. Assistant Minister in

the Ministry of Finance and Director of the Customs Directorate Mr Zlatko Grabar informed the public on novelties in the customs procedure upon Croatia's accession to the EU as of 1 July 2013.

*Prepared by Liaison Officer
Gordana Zoretic*

Macedonia - IPA project for technical assistance for strengthening the national training system

In May 2013, in Macedonia, started the technical assistance for strengthening the national training system as part of Instrument for Pre Accession (IPA) project. It aims to improve training coordination, supporting Human Resource Management activities of state institutions and supporting the Ministry of Information Society and

Administration in legal and public administration reform activities.

“The project involves experts of companies from Austria, Spain and Italy. We expect in the next 18 months numerous trainings projected in the PAR Strategy”, Minister Ivanovski was quoted saying.

Macedonia - Law on Quality Management System and CAF in state institutions

The Parliament of the Republic of Macedonia has adopted the Law on Introducing Quality Management System and Common Assessment Framework (CAF) in the state institutions. The goal is to implement international quality management standards in the administration, which will have positive impact

on building more efficient administration and administrative services. The institutions are obliged to implement at least ISO 9001 and CAF. The Government will form a Coordinative Body to monitor the process of implementation of this law, and will submit annual reports to the Government.

*Prepared by Liaison Officer
Martin Todevski*



Montenegro's negotiation process, differs from other EU Member States' experience

Montenegro officially started pre-accession negotiations on 29 June 2012. According to the statements of Branka Lakočević, Deputy Minister of Justice and Head of the Working Group for Chapter 23, the new methodology for negotiations prescribes first opening negotiations for chapters 23 and 24 which shall stay open throughout entire negotiation

procedure. The starting benchmark is the drafting the five-year action plans for these chapters. The Action Plan envisages the measures for improving the conditions in the field of justice, basic rights and fight against corruption. It was adopted at the Government session on 27 June 2013 and is be found on the Ministry of Justice's web-site.

*Prepared by Liaison Officers
Blazenka Dabanovic and Dina Dobardzic*

Republic of Serbia - Public debate on PAR Strategy Proposal

The "Working group for the development of Public Administration Reform (PAR) Strategy and the Action plan for the strategy implementation for 2013-2016" has been established in the Republic of Serbia. The aim is the creation of a reliable, responsible, effective and cost-effective public administration

to provide high quality service to citizens and businesses. The project Group adopted the working version of the PAR Proposal which was submitted for public debate on May 10, 2013. The adoption of the document is planned for August 2013.

Republic of Serbia - Draft Law on General Administrative Procedure

Ministry of Justice and Public Administration of the Republic of Serbia has prepared the Draft Law on General Administrative Procedures which aims to simplify and expedite the administrative procedure, and to enable citizens and businesses to fully and more easily achieve protection of their rights and interests. The draft introduces the

institute of Administrative Contract which strengthens the position of administrative bodies and protects the public interest. It also introduces the institute of Guarantee Act, as well as legal conditions for the opening of the Offices for quick answers and electronic means of communication between administration and citizens.

Republic of Serbia - Draft Law on Inspection Supervision

The Ministry of Justice and Public Administration of the Republic of Serbia established a Working Group for preparation of the Draft Law on Inspection Supervision. The Law will solve the existing problems in this area and enable the efficient control

of work and quality of products and services, thus curbing corruption and grey economy. The first meeting of the Working group was held on June 26, when the concept paper was adopted.

*Prepared by Liaison Officer
Dragana Brajovic*

About ReSPA

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

ReSPA Mission

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

Vision of ReSPA

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



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Upcoming Events

October-December 2013:

1. Launching of the ReSPA Regional Comparative Study on Ethics and Integrity & Fourth Meeting of the Network on Ethics and Integrity

October 7 – 8 2013, Sarajevo, Bosnia and Herzegovina

2. Pay and Reward System training Workshop

October 16/18 2013, Danilovgrad, Montenegro

3. Training “Towards Improved Service Delivery and User-oriented Public Administrations

5-7 November 2013, Danilovgrad, Montenegro

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

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