

ReSPA

Regional School of Public Administration (Phase 1)

A Joint Initiative of the European Union
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RESPA-NEWS, ISSUE No. 1
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Dear Reader,






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

This is the first issue of ReSPA-News. We will put out one more issue in 2007 and move to a regular cycle of 4 issues per year in 2008.

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

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TABLE OF CONTENTS

-  [Albanian Training Institute of Public Administration and its Activities](#)
-  [New Personnel Information System of the Montenegrin State Administration](#)
-  [ReSPA Agenda of Activities in 2007](#)
-  [Steering Committee Meetings](#)
-  [About the ReSPA Programme](#)

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.

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

Production Team:

Editor-in-Chief, Mina Vojinovic, HRMA, Podgorica

Production Assistant: Françoise Drouillon

Should you wish to contribute to our newsletter, please contact Mina Vojinovic at minavojin@yahoo.com

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ReSPA

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ALBANIAN TRAINING INSTITUTE OF PUBLIC ADMINISTRATION AND ITS ACTIVITIES

The [Albanian Training Institute of Public Administration](#) (TIPA) was established as a result of the Council of Ministers' Decree No. 315 of 23 June 2000 entitled 'Establishment and Functioning of the Training Institute of Public Administration and Training of Civil Servants'. It functions under the supervision of Department of Public Administration (DoPA), and is charged with the delivery of training for the public administration. The Training Institute implements the Strategy on Training of Public Administration, and co-ordinates and facilitates all civil service training.

On a practical level, TIPA works to a Training Plan for 2006-2008 which has two principle aims:

1. To improve civil servants' management and function related skills with regard to the modernization and reform processes in the Civil Service of Albania
2. To catalyze Euro-integration processes in Albania by upgrading and improving EU and especially Stabilization and Association Agreement related knowledge and skills for all civil servants and for special target groups

Furthermore, tailor-made courses responding to new developments are prepared on request from the institutions and agencies.

Some of the ongoing projects of TIPA are as follows:

1. Co-operation with Open Society Foundation for Albania (SOROS) – Tirana Office

TIPA co-operates with SOROS Foundation on two projects:

- "Good government through citizens' involvement and active participation". This project will cover on local level, 12 counties and 65 municipalities all over Albania. The project is aimed at strengthening the administrative capacities as well as raising the citizens' awareness of their rights and encouraging their involvement in local government administrative processes. The implementation of this project started in June 2007 and will be completed by the end of the year.
- "Local units and management of the small business tax". This project will help the staff dealing with taxation on the municipality level all over Albania in this moment of decentralization and transfer of the competencies from central level to local authority. The implementation of this project started in June 2007 and will be completed by the end of the year.

2. CARDS Programme 2004 / Technical Assistance for TIPA

The European Union through the CARDS Annual Programme 2004 funded the provision of technical assistance to TIPA during the period 2004-2006 under a wider public administration reform project entitled "Encouraging the Reform of Albanian Civil Service".

CARDS Programme 2004 supported the renovation of TIPA's premises and the

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development of its capacities, as well as the improvement in the quality of training system and methodology.

Expected results of the technical assistance for TIPA through CARDS Programme 2004 are as follows:

- Institutional Building and Human Resource Management:
 - Evaluate the present situation by reference to the Business Plan and a selected model for the organization analysis
 - Set up the management cycle that will include all previously taken steps to be repeated at least every year
- Training Systems Development:
 - Develop systems that ensure that all resources are managed effectively and efficiently with maximum economy
 - Develop a functional training system and improve training quality and methodologies, resulting in increased competence of civil servants
 - Set up a check-list of objectively verifiable indicators for monitoring effectiveness and efficiency
 - Develop systems and procedures that satisfy quality control standards established by international and national agencies and universities
- Awareness Raising & Confidence Building:
 - Introduce the quality tools in TIPA to compete in the training market
 - Prepare a new TIPA brochure or/and training catalogue
 - Organize a National Conference on quality of public administration in Albania

3. Co-operation with International Organization for Migration (IOM) - Tirana Office

Albania has recently signed a Stabilisation and Association Agreement (SAA) with the EU, which represents an important step forward on Albania's EU path. The country now faces the challenge of successfully implementing the SAA, which requires a very ambitious political, administrative and economic reform. The Albanian Government has placed the EU integration high on its agenda and set a list of priorities in the area of Justice and Home Affairs that are being reflected in the Action Plan for the Implementation of Association and Stabilisation Agreement. These priorities (for the period 2006 – 2009) highlight the need for improvement of administrative and financial capacities for the implementation of the migration and asylum legislation, and in particular for the implementation of the *national strategies and corresponding action plans*. In this context, it is clear that focus needs to be placed on the implementation of the National Strategy on Migration (including provisions on readmission), which could help Albania on its way to approximation to EU standards in the field of migration and asylum.

With the support and funding of the European Commission (CARDS 2004 Programme), IOM Tirana will implement an intervention aimed at fostering the implementation of the National Strategy on Migration through the provision of technical assistance and expertise to the Government of Albania.

The direct beneficiaries of this action will be:

- Officials in ministries responsible for the implementation of the National Action Plan on Migration.
- Directorate for Migration Policies within the Ministry of Labour, Social Affairs and Equal Opportunities (MOLSAEO).

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- National Employment Service (NES) within MOLSAEO.
- Albanian diplomatic service in Italy, Greece, UK, Belgium, Germany.
- National Institute of Diaspora.
- Directorate for Border and Migration within the Ministry of Interior.
- Migrant families in Albania, migrant communities and Albanian Diaspora in Italy and Greece.

Indirect beneficiary of this action will be the Inter-Ministerial Committee on Migration while the final beneficiary will be the Government of Albania responsible for the implementation of the National Strategy on Migration.

4. Co-operation with High Inspectorate for Incomes Declaration

This co-operation focuses on training of high authorities on central and local level for preventing the conflict of interest in public administration. This co-operation includes training activities for the period September-December 2007. A group of experts in the field were trained to be trainers within the framework of an USAID project carried out in 2006.

EVENTS organized by TIPA within the period from September to December 2007:

❖ Forum on “**Quality training of public administration in Albania**”. The aim of this forum is to discuss quality training offered to the civil servants and public administrative staff on central and local level. The participants will be trainers and training experts working with TIPA, training managers, international experts, TIPA’s co-operators and other beneficiaries or interested persons. This event will be organized by TIPA within the framework of strategic priorities 2006-2009.

Working language: English - Albanian

Date and place: Tirana, November 2007

Contact person: Emira Mitrushu, Bul. Zogu I-re;
tel/fax: +3554240759

E-mail: e.mitrushi@itap.gov.al

❖ Media campaign for “**promotion of the reform in public administration and the role of Department of Public Administration and the Training Institute of Public Administration in this process**”. The initiative for the campaign was launched by the cabinet of the Minister of Interior.

Period: The campaign is foreseen to be delivered during September–October 2007

Contact Person: Fatmir Demneri, Director, TIPA

E-mail: f.demneri@itap.gov.al

Prepared by:
Emira Mitrushu
Albanian TIPA

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Regional School of Public Administration (Phase 1)

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NEW PERSONNEL INFORMATION SYSTEM OF THE MONTENEGRIN STATE ADMINISTRATION

The Law on Civil Servants and State Employees in 2004 which was amended in 2005, prepared the ground for the formation and launching of a new and important body in the Montenegrin state administration system – Human Resources Management Authority (HRMA). This agency has two important functions in the state administration system: human resources management (HRM), and the function of developing the system and performing permanent functional education and training of civil servants and state employees. However, the two systemic functions could not be performed in a professional and organized manner by the HRMA without its using modern information technologies. That is why the European Agency for Reconstruction accepted to provide both financial and technical support for the project of developing and establishing a modern information system for the HRMA i.e. a new **Personnel Information System** (PIS). Presently, the project is at its final stages; once it has been fully implemented and in use, Montenegro will become one of few, if not the only country in the region with such an advanced and efficient personnel information system.

The Human Resources Management Authority, in cooperation with the experts engaged on the project "Support to Public Administration Reform – Central Government / PARiM II", which is financed by the EU and managed by the European Agency for Reconstruction, developed PIS Conceptual Design in April 2005, on the basis of which the supply of necessary hardware and software including user training went out to tender in June 2006. By the end of 2007, the final stage of the project implementation i.e. the training of PIS end users is expected to be completed, while a major part of state

authorities will have commenced feeding the central database and utilising the system.

The training of PIS application end users from all state authorities started in May 2007. The software supplier "Montora" had initially trained 15 employees coming from the HRMA and from other state authorities (Ministry of Health, Labour and Social Welfare, Ministry of Finance, Ministry for Economic Development, Ministry of Defense, Ministry of Internal Affairs and Public Administration, Police Administration, Tax Administration, Customs Administration, Bureau for International Scientific, Educational, Cultural and Technical Co-operation) who are now trainers in the ongoing training of PIS application end users. The selection of trainers was based on the survey conducted by the HRMA's IT Department.

For the purpose of PIS application user training, state authorities have been divided into eight groups. So far the training of two groups has been completed: Ministry of Culture, Sports and Media, Ministry of Agriculture, Forestry and Water Management, Ministry of Tourism and Environmental Protection, Ministry for Human and Minority Rights Protection, Ministry of Education and Science, Ministry of Transportation, Maritime Affairs and Telecommunications, Secretariat for Development, Anti Money Laundry Authority, Secretariat for European Integration and Veterinary Administration.

The significance of PIS is evident on several levels. Primarily, the PIS supports and facilitates the registration and administration of all information on personnel stipulated by the existing laws (Law on Civil Servants and State Employees, Law on State Administration, Law on Labour, Law on Salaries of Civil Servants and State Employees and relevant subsidiary legislation) and provides for recording, keeping and analysing the recorded data.

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Regional School of Public Administration (Phase 1)

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Accordingly, the Personnel Information System provides for efficient keeping of the **Central Personnel Register** and the **Internal Labour Market Register** (as stipulated by the Law on Civil Servants and State Employees) for all state administration authorities.

The Central Personnel Register includes all the state administration employees. Its main features are:

- centralised human resources management at the level of all state authorities;
- timely updating of all relevant information on employed civil servants and state employees by the respective state authority;
- facilitated enforcement of the Law on Civil Servants and State Employees;
- the only central, updated source of information on all human resources in the state administration;
- complete overview of human resources currently employed in various state authorities;
- reliable information on available human resources.

The Law on Civil Servants and State Employees (Art. 116) stipulates that the Central Personnel Register should comprise information about the following:

- person – full name, address, unique citizen's number etc.;
- employment – type of employment (permanent/temporary...) and date of its commencement etc.;
- work post and career record;
- appointment/nomination, promotion and current title;
- degree of education, functional and special skills, training and exams;

- length of service, years of service calculated for pension and privileged pension;
- special functions and participation in project tasks and groups as well as in special tasks of importance to the state authority;
- performance appraisal;
- recognition/rewards;
- disciplinary and material liability;
- termination of service;
- authorization for access to confidential information;
- personal incomes and allowances;
- other information in accordance with the law.

According to the Law on Civil Servants and State Employees, the data in the Central Personnel Register should be updated not later than within eight days from the occurrence or change of circumstances to be recorded. The data from the Central Personnel Register can be obtained by the head of a state authority or other authority that decides on rights and obligations of a civil servant or state employee. The data from the Central Personnel Register may also be available to the trade union when it participates in the procedure of protection of rights of a civil servant or state employee.

The Law on Civil Servants and State Employees also defines that the Internal Labour Market Register should contain particularly information on:

- vacant posts within state authorities;
- civil servants and state employees who wish to be transferred to another post;
- trainees in state administration authorities.

ReSPA

Regional School of Public Administration (Phase 1)

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In addition, the PIS system will provide conditions enabling the development of organizational plans at various levels:

- Planning of internal organization and systematisation of state administration authorities;
- More efficient assignment and utilisation of human resources;
- Uniform overview of data on personnel in the state administration;
- Efficient system of continuous education and training;
- Monitoring of all procedures related to human resources in state administration: entering service, assignment/transfer of personnel, performance appraisal, promotion of personnel, assessment of qualification, termination of service.

In light of the above, the establishment of Personnel Information System is aimed at achieving efficient recruiting, adequate career planning, strengthening of motivation, effective system of appraisal, promotion and rewarding of civil servants and state employees or, in other words, an efficient and effective management of human resources at the overall state administration level. Not only will the human resources management be carried out in a modern way using state-of-the-art technology, but the system will also enable IT connection among all relevant administrative authorities that will be elements of a single IS network.

In technical terms, the computer network of state authorities works as a *Virtual Private Network* that utilises the Internet for the interconnection of remote locations and users. All protection mechanisms providing confidentiality and authenticity of data are used so that on one hand, the computer system is logically closed and protected from unauthorised access while on the other hand, it is efficient, flexible and relatively low-cost. The

technical requirement of having a centrally installed system but limiting user access according to their privileges has been met by allowing the HRMA to “see” the information on the employees of all the other state authorities, while every other state authority can have access only to the information on the employees of their own authority. However, only the personnel performing analyses and planning of human resources within the HRMA will be granted access to the information on the employees of all the state authorities, with no possibility of making changes to the information allowed.

The complexity and significance of this project for the HRMA and the Montenegrin state administration can be fully appreciated only if we know that until recently the information and communication technologies in HR departments of State Administration had suffered from several major deficiencies, such as: insufficient hardware with relatively modest capacities, unequal or even incompatible system software, non-existence of either a unified IT network of the HRMA or unified application for maintaining personnel records, personnel training programs, technical literature. The new Personnel Information System as an important government systemic mechanism will push the planning and development of human resources to new levels.

Prepared by:
Mina Vojinovic
Human Resources Management Authority of
Montenegro

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ON THE AGENDA



January	February	March	April
3 SC Podgorica			4 SC Brussels Meeting with EU Schools of PA Brussels
May NISPA conf Bucharest conf Negotiations in EU Skopje	June Diplomatic School Tallinn conf Ljubljana conf	July Negotiations in EU Podgorica Abu Dhabi conf	August
September Training mngt Athens Policy Advice Sarajevo EGPA conf Madrid	October Durrës conf Budget process Paris Negotiations in EU Pristina	November 5 SC Pristina Procurement Turin Civil Servant Caserta	December Negotiations in EU Belgrade

First Half of 2007

Following an organisational phase ensuing from the decisions of the 3rd SC Meeting, an intensive programme of activities has been launched.

The first **Meeting of the ReSPA Schools and Institutes of Public Administration** took place in Ljubljana in June. The meeting introduced ReSPA to a wider audience and gathered feedback for further ReSPA activities.

The first two **EIPA modules of training of trainers on Negotiation Techniques** in a European environment took place in Skopje (May 2007) and Podgorica (July 2007).

The 2007 **Dubrovnik Diplomatic Summer School** was co-organised by Croatia, Denmark and ReSPA in June. It addressed economic diplomacy and was attended by representatives of Ministries of Foreign Affairs and of Economy.

Second Half of 2007

In cooperation with **NISPAcee**, training on **How to be a Better Policy Advisor** took place in Sarajevo in the second week of September 2007.

Second Annual Conference of ReSPA is to be organised in cooperation with the Albanian TIPA in Durrës, on 3-4 October. Following the first conference on Regulatory Management held in Skopje in November 2006, it will explore the ways of Making Strategies Work.

Following the 4th Steering Committee, additional training has been developed in cooperation with partners in **the EU**:

The Greek School of PA delivered a week-long training on **Management of Training Programmes** in September 2007 in Athens.

The French ENA will provide training on **Expenditure Management** for high level public finance officials on 15-19 October.

The Italian School of PA extended its invitation to ReSPA participants to the **European Civil Servant training** on 26-30 November in Caserta.

A module on **Public Procurement** is jointly developed with the ILO-ITC and Sigma, including a seminar for practitioners on 19-23 November.

The remaining two sessions of the **EIPA training on Negotiation Techniques** will be delivered in Pristina (24-25 October) and Belgrade (5-6 December).

You may also consult our [online calendar](#).

ReSPA

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STEERING COMMITTEE MEETINGS

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

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

The role of the Committee is to provide guidance and review progress in the implementation of the ReSPA institutionalization, training and networking

agendas. According to article III.3 of the Protocol, the Steering Committee holds at least two and no more than four formal sessions in each calendar year (of which the calendar can be consulted). The sessions are as a rule held in the Western Balkan region.

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

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.

Nomination of New Members of the Steering Committee of ReSPA

Member

Substitute Member

Albania

Ms Blerta Selenica

Director
Department of Public Administration (DoPA), Council of Ministers
Blvd. "Deshmoret e Kombit" 1, Tirana
Tel: +355 4 23 59 37
Fax: +355 4 25 12 41
bselenica@moi.gov.al

Mr Marjel Mejdini

Head of Sector
Sector for Management and Human Resources Development
Department of Public Administration (DoPA)
Skenderbej Square 3, Tirana
Tel: +335 4 25 12 41
mejdimarjel@yahoo.com

Serbia

Ms Milica Drazic

Assistant Minister
Ministry of Public Administration and Local Self-Government
6 Bircaninova, 11000 Belgrade
Tel: +381 11 334 56 71
Fax: +381 11 334 55 32
milica.drazic@mpalsg.sr.gov.yu

Ms Mila Bestic

Head of the Division for Institutional Building and Training
EU European Integration Office
Government of Serbia, Nemanjina 34, Belgrade
Tel: +381 11 306 11 12
Fax: +381 11 306 11 10
mbestic@seio.sr.gov.yu

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REGIONAL SCHOOL OF PUBLIC ADMINISTRATION (ReSPA)

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

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

ReSPA Members

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

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

ReSPA Networking

Representatives of ReSPA participate in meetings of prominent professional networks:

NISPAcee Annual Conference (Kiev, May 2007), NSPSPA Conference on the Impact of Europeanisation on the Public Administration (Bucharest, May 2007), XIX International Conference on Training and Development of Senior Civil Servants (Tallinn, June 2007), International Congress of Administrative Sciences (Abu Dhabi, July 2007) and EGPA Annual Conference (Madrid, September 2007)