

# ReSPA

## Regional School of Public Administration (Phase 1)

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



RESPA-NEWS, ISSUE NO. 3  
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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 subsequent issue will have a special focus, suggested by ReSPA Members, to share experience and encourage your feedback.

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

ReSPA

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## RESPA WEBSITE

ReSPA's new website went on line in July 2007. It now includes more information on how ReSPA works, our partner institutions, and our activities and outputs. We have also added a Documentation Centre, which all ReSPA members contribute to and benefit from, as well as a separate section tracking the progress of Danilovgrad Project in Montenegro where ReSPA Headquarters will be located as of 2009.

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

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### ❖ NEWS FROM THE REGION

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#### MONTENEGRO – THE HOST OF RESPA PHASE 2

*As decided by the ReSPA Steering Committee in its 6th session held on 31 January in Paris under the auspices of European Commission, Montenegro shall be the host of the Regional School of Public Administration as of 2009. A small Montenegrin town, Danilovgrad, competed with other towns in the region, like Belgrade and Ohrid, but managed to receive a majority of votes hence becoming the host of the first regional and European institution in Montenegro.*



Future location of ReSPA Headquarters in Bralenovica-Danilovgrad

#### SELECTION PROCESS

The „[Protocol of Cooperation on the Creation of Regional School of Public Administration](#)“ signed in May 2006 foresees a phased development of ReSPA. To move from Phase 1, when ReSPA operates as a network providing training for public administration professionals from across the Western Balkans region in co-operation with

the Schools of PA in the Region and EU Member States, to Phase 2 when ReSPA becomes a fully fledged professional school with its own structures, it was necessary to identify the seat of ReSPA.

**In its 5th session held in Pristina in November 2007, the SC unanimously agreed that ReSPA should be located in the Western Balkan region, in one of the beneficiary countries/entities.** Shortly afterwards, the European Commission invited the Signatories to submit candidacies to host ReSPA by 7 January 2008. The deadline for preparing and submitting proposals was relatively tight, however ReSPA team at the OECD received **5 candidacies**: Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro and Serbia. No candidacy was received from Croatia or Kosovo (under UNSCR 1244).

Even though Croatia announced its readiness to host ReSPA on two previous occasions (in 2004 and in 2006), at the time of submission of proposals for hosting ReSPA, there was no authority which could formally take a decision in this matter. Due to the Parliamentary elections in November 2007 and the formation of the new Government, Croatia could not submit its proposal within the given period. Croatian ReSPA SC Member notified ReSPA SC in advance (at the SC Meeting in Pristina) that this could happen, but the deadline for submission of proposals could not be extended.

#### TOP THREE CANDIDACIES

On 16 and 17 January 2008, the expert meeting composed of representatives of ILO-ITC, EIPA, NISPAcee, and the College of Europe took place

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at the OECD. The experts evaluated the proposals according to a set of criteria (accessibility, premises and draft host agreement) and short-listed **3 candidacies**: Serbia-Belgrade, Montenegro-Danilovgrad and FYR Macedonia-Ohrid.

The Republic of Serbia proposed a historical building located in the core of the old part of Belgrade, appraised by the Expert Committee as “prime location”, with very good accessibility. However, the proposal offered no solutions to the feasibility, timing or cost issues relating to the renovation of the old building.

Montenegro’s proposal included two buildings: a renovated building dating from early 20th century in Bralenovica near Danilovgrad for ReSPA Secretariat and a new building for the dormitory with very good accessibility. As the main drawback, the Expert Committee pointed to the consequences of potential delays in delivering the premises in time.

Macedonia offered an existing culinary school in Ohrid and a nearby dormitory, however accessibility was noted as an important drawback.

The absence of campus or other organised accommodation in Albania’s and B&H’s proposal significantly contributed to their low ranking on the Expert Committee’s list.

Before the location of ReSPA seat could be identified, it was necessary to take one more step: the short-listed candidacies were to be presented by the respective SC Members and proposed to the vote of the Steering Committee in its 6th session. On 31 January 2008, the first round of vote on the location of ReSPA in the region gave the absolute majority to Montenegro and Danilovgrad became the future

seat of ReSPA. The Steering Committee decided to confirm this result by consensus.

### WHY DANILOVGRAD?

Future location of ReSPA premises – Bralenovica is situated on the outskirts of Danilovgrad, a small town 19 km away from Podgorica. Close enough to the administrative capital of Montenegro and its urban rush, and yet remote enough to offer a lot of space, peaceful working conditions and beautiful view of the surrounding landscape. Aware of tough competition, Montenegro wanted to offer something different and quite unique.



Danilovgrad

In addition, political and territorial stability of Montenegro and good relations it fosters with all the ReSPA countries, as well as its central position in the region which makes it easily accessible by practically any means of transport combined with favourable visa regime and climate, allowed Montenegro to eventually gain advantage over the other candidatures. This was reinforced by the fact that Montenegro offered administrative assistance for the initial stages of ReSPA operations in the region.

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Although a small town with a population of only 5.208, Danilovgrad was founded in the 19th century with the purpose of being the capital of Montenegro, however later its significance diminished. Nowadays Danilovgrad Municipality offers great opportunities for religious and mountain tourism. Main tourist attraction is Monastery Ostrog, famous orthodox pilgrimage site and one of the most frequently visited monasteries on the Balkans. The town is also a host to a number of training institutions, such as Police Academy, Military Training Centre etc.



Danilovgrad – Artists' Colony Building

At the location of future ReSPA seat, there is an existing 1.600 m<sup>2</sup> building built in early 20th century which underwent reconstruction in 1980-ies. This building, located on a parcel of land of approx. 23.000m<sup>2</sup>, is suitable for accommodating ReSPA School. Upon reconstruction, the building will have the necessary modern infrastructure and will be able to accommodate about 200 persons at the same time. A new 2000m<sup>2</sup> dormitory with approx. 70-bed capacity will have all the necessary contents, such as dining room, lounge, library etc. The Government of Montenegro has decided to invest €2 million

from the State Budget in the project of reconstruction and customisation of the existing building to the needs of ReSPA and construction of the new dormitory.

### LAUNCHING OF THE DANILOVGRAD HEADQUARTERS PROJECT



Bralenovica building

The selection of Montenegro for the host of ReSPA entails a number of obligations and activities that Montenegro has to undertake as soon as possible and complete by the end of 2008. During February and March 2008, some of them have already been finalised. These include:

- Taking steps for the preparation of General Architectural Design and specification of furniture and equipment based on which the European Commission can put the equipment and furniture supply out to tender (for this purpose the EC is prepared to invest €1 million).
- Preparing a draft budget on operational cost of the premises.

The activities which are in progress/yet to be launched include:

- Signing an agreement between the Human Resources Management Authority and the Municipality of Danilovgrad defining the grounds and terms of site utilisation.

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- Taking steps for the preparation of project documentation for the development of Final Design, selection of contractor and execution of construction works by the end of 2008. According to the project timeline, the construction works are expected to start in mid May 2008.
- Signing an agreement with the governments of other ReSPA signatories which is a prerequisite for ReSPA to move on to Phase 2.
- Updating the ReSPA Secretariat and EC on the project implementation progress.

Information on [project implementation](#) can be found online on the ReSPA website.

## **ReSPA BEYOND 2009**

Regional School of Public Administration seated in Danilovgrad is to become operational and open the door to civil servants from Western Balkans as of January 2009. ReSPA Phase 2 will be established as a regional learning Platform of EIPA, while the ReSPA signatories will be granted an observer status in EIPA's Board of Governors.

Hopefully, in near future ReSPA will develop into an institution providing academic education, apart from professional training. Looking at the ReSPA project as a whole, the choice of Danilovgrad for the ReSPA seat is a milestone in the progress of the project, but also a privilege for Montenegro whose great potential and willingness to cooperate have been recognised by the neighbouring countries and the EU.

by **Mina Vojinovic & Adela Golub**

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### RESULTS OF THE 2004 CARDS PROJECT “TECHNICAL ASSISTANCE ON TRAINING QUALITY SYSTEM IN ALBANIA”

(SEPTEMBER 2007-FEBRUARY 2008)

The overall purpose of this project was to develop the internal capabilities and capacity of the [Albanian Training Institute of Public Administration](#) (TIPA) and improve the methodology and quality of the training system.

Following a thorough analysis of the terms of reference, in close consultation with TIPA staff, the project work plan was developed and the approach detailed on the basis of priorities, needs and points of particular interest of TIPA. In the course of implementation of the work plan, the following activities were carried out:

#### TIPA’s Quality Workgroup

Project team analysed the full institutional process of designing and delivering training by TIPA. A workgroup composed of TIPA’s middle level managers and selected training staff was gathered to perform the analysis and evaluation of TIPA’s procedures and processes.

#### Institutional Building and Human Resource Management:

- Improving training delivery and management skills: the project assisted TIPA in developing methodologies to better deliver training and management tools and drafted a Guidance Manual entitled “Recommendations for Modifying, Improving and Better Use of TIPA’s Procedures and Methodologies”.

- Developing resource management systems: the project assisted TIPA in improving its standard procedures and developed recommendations for improving its human resource management system.

#### Training Systems Development:

- Designing quality standards and indicators: the project assisted the Institute in drafting quality standards and indicators for better institutional and training cycle management.

During the project period, 8 workshops/work-sessions were held with the TIPA staff to discuss all institutional and training cycle management procedures, their current strengths and weaknesses and to identify the needs for improvement.

#### Study tour

A study tour to Portugal was organised for 5 staff members of TIPA and two representatives of the Ministry of Interior who were acquainted with the training model Portugal has developed for its civil service.

#### Publications

The project provided financial support for the publication of Guide to TIPA’s Quality Standards in Albanian. The project also assisted TIPA in issuing a Guidance Manual on practical issues arising from the implementation of new or improved training cycle management procedures.

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### Common Assessment Framework (CAF) and Training Evaluation.

The CAF logic has been used as a main methodological tool to analyse and assess the current training cycle management procedures and to define the needs for improvement.

The results of this project were presented at the event organised by Project Team and TIPA on 26 February 2008, in Tirana.

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by **Emira Mitrushi**



Closing event of the Project, 26 February 2008

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### ❖ COUNTRY PROFILES

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#### SERBIAN EUROPEAN INTEGRATION OFFICE (SEIO)

The [Serbian European Integration Office \(SEIO\)](#) is a Service of the Serbian Government, i.e. a centre-of-government institution, in charge of overall coordination of the European integration process in Serbia. SEIO was established in 2004 and has since then been repeatedly evaluated by the European Commission in its annual progress reports on Serbia as a rather “proactive” institution.

The legal basis for its establishment is contained in the Article 31 of the Law on Government which allows for the creation (by means of a decree) of Government services to perform expert or technical tasks for the Government’s purposes or for the tasks common to all or several public administration institutions.

According to the Government Decree through which it was established, SEIO’s tasks cover expert, administrative and operational tasks, as well as those for the Government purposes, related to coordination of the work of the ministries, special organisations and Government services pertaining to:

- Coordination, monitoring and reporting on the process of EU integration;
- Coordination of negotiations with the European Union;
- Coordination of the implementation of the Stabilisation and Association Agreement and of the work of joint bodies established by that Agreement;

- Coordination of the preparation of strategic documents related to the EU integration process;
- Coordination of public administration institutions’ cooperation with the European Commission and other expert bodies of the EU, as well as expert and technical cooperation in the integration process with member states, candidate states and potential candidates, in cooperation with the Ministry of Foreign Affairs;
- Support and monitoring of the harmonisation of the Serbian legislation with the regulations and standards of the EU as well as informing the EU and the public regarding this issue;
- Monitoring of the execution of the ministries’ and special organisations’ obligations in the EU integration process;
- Coordination of translation and preparation of the national version of EU regulations and of translation of Serbian legislation into one of the official languages of the EU;
- Informing the public and promotion activities in the EU integration process;
- Cooperation, through the Ministry of Foreign Affairs, with the Serbian mission in the EU in the EU integration process;
- Organisation of training on EU-related topics in cooperation with other public administration institutions and Government services.

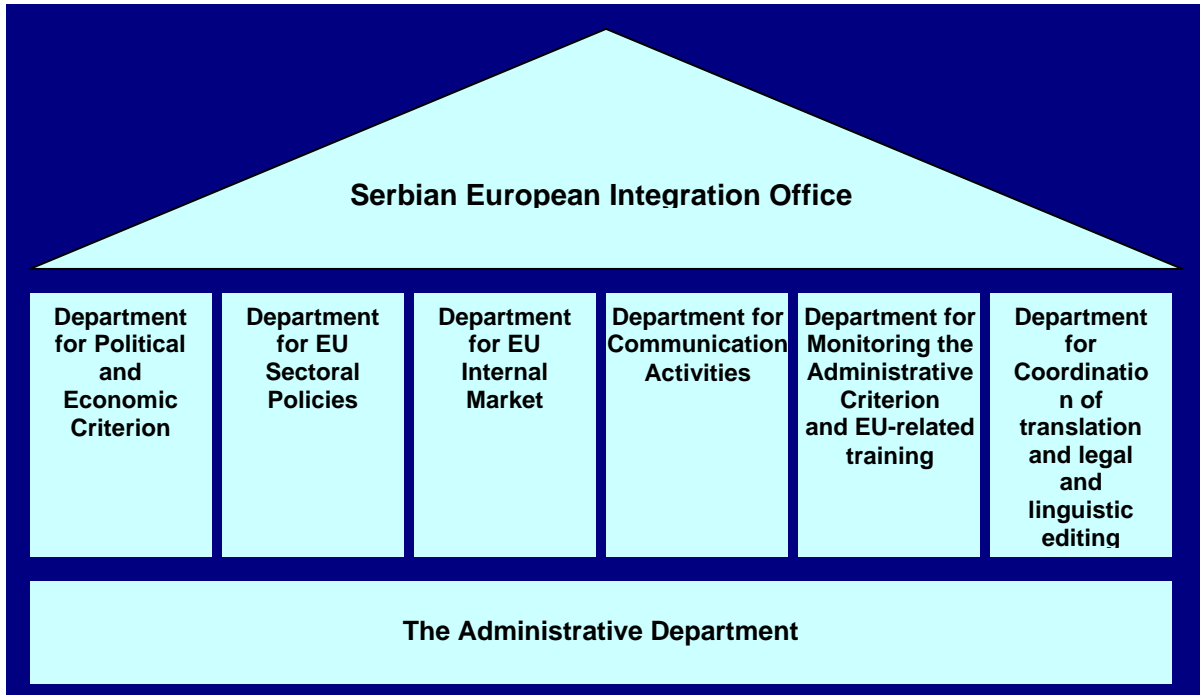
As SEIO is currently undergoing internal reorganisation, the following graph presents its proposed new structure:



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### New structure of SEIO

In addition to being the main European integration coordination institution of the public administration, SEIO is also the main provider of training for civil servants on EU-related topics. SEIO's training activities have already been presented in the article "Serbian European Integration Office and its Training Activities" (please see [www.respaweb.eu](http://www.respaweb.eu), under "Latest in the Region"). Due to its very intensive activities in the field of training, SEIO has come to be recognised as the leading institution in human resources capacity building regarding EU matters.

by **Milena Lazarevic**

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### ON THE AGENDA



January	February	March	April
Expert meeting, Paris, 16-17/01 6th SC, Paris, 30-31/01	Meeting of Option B resources, Paris, 14-16/02  NISPAcee, Policy Advisors, Zagreb, 26-29/02	European Civil Servant, Caserta, 3-7/03	7th SC, Maastricht, 23-24/04
May	June	July	August
8th SC, Podgorica NISPAcee Annual Conference, Bratislava, 15-17/05	EKKDA Training Management, Athens, 17-20/06  Signature of the ReSPA Phase 2 Agreement	Meeting of Schools of PA, Tirana, 09/07  European Integration, CoE, Bruges, 28/06-18/07  IASIA Annual Conference, Kampala, 14-18/07	
September	October	November	December
EGPA Annual Conference, Rotterdam, 3-6/09  ReSPA Annual Conference, Belgrade	Expenditure Management, CEF, Ljubljana	9th SC, Sarajevo, 5/11	TBC

The **2008 Programme of Work** has been produced and launched on the basis of the indicative analysis of training needs in the region and the experiences of cooperation and implementation of the ReSPA multiple activities so far. It was adopted at the 6th SC meeting in January 2008.

It foresees cooperation with the training institutions, with which ReSPA has already collaborated in the past, and makes certain new proposals. Importantly, this year's Programme of Work will be marked by important institutional developments in view of the upcoming Phase 2, which ReSPA will enter as of 2009.

Among the training activities, having been delivered in Sarajevo last year in cooperation with **NISPAcee**, another training on **How to be a Better Policy Advisor** took place in Zagreb on 26-29 February 2008.

The **European Civil Servant Project** combining e-learning with class work was organised in cooperation with the Italian School of PA in Caserta on 3-7 March.

The Greek School of PA will deliver another week-long course on **Management of Training Programmes** in June 2008 in Athens.

The second **Meeting of Schools and Institutes of Public Administration** will take place in Tirana in July.

The **European Integration Summer School** will be organised by the College of Europe in June/July 2008 in Bruges. It will provide a general and up-to-date overview of European affairs, as well as a specific understanding of EU structures, policies and working practices.

**Third Annual Conference of ReSPA**, modelled on the two previous conferences, is to be organised in Belgrade in September.

The Centre for Excellence in Finance (CEF) in Ljubljana will provide training on **Expenditure Management** for non budget specialists in October.

Apart from training courses and conferences, one of the most important events on the agenda is a foreseen **signing of the International Agreement for ReSPA Phase 2**.

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

At the 5<sup>th</sup> session of the Steering Committee, the Chair informed the Steering Committee members of the steps taken by the EC and the ReSPA team at the OECD to institutionally link ReSPA with the European Institute for Public

Administration (EIPA), at least during the first years of ReSPA's activities, as well as the steps to identify the location of ReSPA in the region leading to physical development of the institution by late 2008/early 2009.

**In 2008**, four sessions of the Steering Committee have been scheduled.

The **6<sup>th</sup> SC meeting** took place in Paris on 30 and 31 January 2008. The decision on the future location of ReSPA was taken at this meeting with the absolute majority of votes given to Montenegro. The Steering Committee Members decided to confirm this result by consensus.

The **7<sup>th</sup> SC meeting** will take place on 23 and 24 April in Maastricht. This session will be devoted to meeting with corresponding EU Civil Service learning institutions, organisations sharing the same objectives. Further steps will also be taken on the institutionalisation path.

The **8<sup>th</sup> SC meeting** will then be held in the newly designated ReSPA seat in Montenegro in May to finalise the documents and decisions necessary in the institutionalisation process.

Finally, the last **9<sup>th</sup> SC meeting** this year will review the progress made in 2008 and provide outlook for 2009.

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.

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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 have established contacts with the relevant professional networks:

[European Group of Public Administration](#) (EGPA)

[International Association of Schools and Institutes for Administration](#) (IASIA)

[International Institute of Administrative Science](#) (IIAS)

[Network of Institutes and Schools of Public Administration in Central and Eastern Europe](#) (NISPAcee)

It is expected that full membership in these networks will be granted to ReSPA once it obtains its legal identity.