

ReSPA Newsletter

Year 2010 - Issue 2
January - April 2010

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ReSPA closer to achieving its objectives

Those of you who have followed ReSPA's development over the years will know that on 1 January 2009, ReSPA moved from Phase 1 (establishment of a virtual regional school of public administration) to Phase 2 (establishment of a legal entity with own premises and campus and delivery of 2,500 participant days of training within a 12-month period).

While the former objective has been fully achieved, the latter objective (establishment of a legal entity with own premises and campus) has only been partially achieved: In the course of 2009, the construction and renovation of the buildings which will house ReSPA's offices, training facilities and campus, was completed in Danilovgrad (Montenegro), but even as these lines are being written, only four ReSPA Partners have ratified the International Agreement, which constitutes the basis for establishing ReSPA as a legal entity.

Having said this, fortunately every cloud has a silver lining: It now seems likely that by the end of July 2010, six of the seven ReSPA Members will have ratified the International Agreement; the first Governing Board meeting will have been held, formally establishing ReSPA as an autonomous legal entity; ReSPA's first director will have been appointed; and the furniture and other equipment necessary for the actual functioning of ReSPA as a training institution will have been delivered.

At the end of March 2010, EIPA was awarded a second contract to support the transformation of ReSPA from a virtual to a fully-functioning Regional School of Public Administration, as well as the continuous organisation of training activities.

In the following pages of this issue of the ReSPA Newsletter you will find, among other items, statistics concerning training events delivered since 1 January 2009, pictures and reactions from participants of some of the training courses delivered since the last issue of the Newsletter, as well a list of upcoming ReSPA training activities and networking events. You will also be able to update yourself on ReSPA institutional news and - once again - be invited to contribute with "Letters to the Editor".

Peter Goldschmidt
ReSPA Project Director
(Director, EIPA Luxembourg)

Harry List
ReSPA Project Manager
(Senior Expert, EIPA Maastricht)



*Rates of participation
exceed expectations*

Training Statistics 2009

During the period 1 January 2009 - 31 March 2010, a total of 509 officials from the ReSPA Members registered for ReSPA training activities. In addition, 178 regional officials and representatives of NGO's as well as national schools of public administration from throughout Europe registered for combined networking and learning events organised by or with the support of ReSPA (such as Learning Europe, Communities of Practice and the Annual Conference).

In terms of "participant days", these in all 689 participants represent 2878 participant days.

These figures include three training activities which were originally scheduled for 2009 but transferred to the first three months of 2010 in order to ensure continued training in the beginning of this year.

This total of 2678 participant days not only meets but exceeds the objective of 2500 participant days which EIPA acting as Secretariat for ReSPA was given in the first contract under ReSPA Phase 2.



**Participants at Conference in Tirana,
November 2009 / E. Taska**

The various ReSPA Partners were represented at the training activities (excluding the Learning Europe and the Communities of Practice events, but including the Annual Conference) as follows:

ReSPA Member	Participants	Female	Male
Albania	76	54	22
Bosnia and Herzegovina	74	35	39
Croatia	82	67	15
former Yugoslav Republic of Macedonia	69	51	18
Kosovo under UNSCR 1244/99	74	28	46
Montenegro	74	38	36
Serbia	60	48	12
Total	509	321	188

Note: The figures given in this schedule are based on participants having registered for ReSPA activities.

Unfortunately ReSPA experienced a number of cases where registered participants cancelled their participation the day before or even on the day of the training event. We even saw (very few) instances where confirmed participants simply did not show up.

This is a highly unfortunate trend for several reasons: First of all, such late cancellations render it impossible to replace the cancelling participant with a colleague on the waiting list and with equal interest and reason to attend.

Secondly, ReSPA – and therefore the European Commission and in turn EU taxpayers – are exposed to wasted expenditures (e.g. travel costs and in some cases hotel cancellation fees), which cannot be recuperated.

Thirdly, this gives a negative image of the administrations which the officials in question represent.

Coming Soon: EIPA Luxembourg MEIR Summer School 2010

Registering for EIPA Luxembourg's 2010 Summer School on the Law of the European Union may provide credits to participants who register for our updated Master Programme on European Integration and Regionalism, MEIR NewLine (2011-2012).

EIPA Luxembourg is organising its 2nd annual Summer School on the Law of the European Union to be held on 5-16 July 2010.



EIPA Luxembourg / C. Lisboa

The course is based on a module on the same topic organised by EIPA Luxembourg within the framework of the Masters on European Integration and Regionalism (MEIR).

This two-week Master-level course targets civil servants from local, regional and national administrations and EU Institutions as well as representatives from non-governmental organisations etc., who need to gain a better understanding of – or have an interest in – how European law is adopted and implemented at the EU and national levels.

The programme is divided into three parts, all taking into account the changes brought about by the Lisbon Treaty. Firstly, it provides a comprehensive overview of the constitutional organisation of the European Union and introduces fundamental concepts and principles of EU law in general. Secondly, it offers an insight into specific policy areas. Lastly, it gives a practical overview of the implementation of EU law and the consequences thereof for the EU Member States in terms of administrative capacities, human and budgetary resources. The course language is

English.

A combination of learning methodologies will be applied, including presentations, simulations, workshops and study visits. Following suggestions by participants of the 2009 Summer School, participants will have the option of focusing on the internal market or alternatively the area of Freedom Security and Justice and Common Foreign and Security Policy during the second part of the course programme, depending on their professional or personal interests.

This course is also part of the future updated MEIR Master programme (MEIR NewLine) to be launched in September 2011, for which participants of this Summer School can obtain credits, subject to certain conditions.

Officials from the ReSPA Members can obtain additional information about registration for the MEIR Summer School from the ReSPA Liaison Officers, and about the programme and the conditions for credits from Nadja Long, Lecturer at EIPA Luxembourg (n.long@eipa.eu).



Luxembourg

A combination of learning methodologies to better understand how European law is adopted and implemented at the EU and national levels

The Ongoing Ratification Process

Below you will find a table indicating the status of the process of ratification of the International Agreement at the time of writing.

ReSPA Member	Ratification Status
Albania	Ratified
Bosnia and Herzegovina	Ratified 3 September 2009
Croatia	Ratification expected May-June 2010
Former Yugoslav Republic of Macedonia	Ratified
Kosovo under UNSCR 1244	Not yet signed
Montenegro	Ratified 13 October 2009
Serbia	Ratification expected May-June 2010

ReSPA Past Activities

The following is a list of all ReSPA seminars, training events and other activities that have taken place during the first quarter of 2010 .

Drafting Legislation	26 - 29 January	Skopje
13th Session of the Steering Committee Meeting	2 February	Podgorica
Application of HR Instruments	16-19 March	Zagreb
The Lisbon Treaty & the Area of Freedom, Security and Justice	23-25 March	Podgorica
Managing the Administration: A comprehensive approach (module I)	7-9 April	Sarajevo

Seminar: Managing the Administration A Comprehensive Management Training

By SANJA GACO

This three-day seminar was organised by the European Institute of Public Administration (EIPA) and held at the hotel Garni Astra in Sarajevo on 7-9 April 2010.

The seminar constituted the first Module of a series of two and targeted predominantly those participants with managerial responsibility and particularly those responsible for defining strategic aims, goals and objectives and ensuring their effective implementation. During this module these participants were provided with specific knowledge and skills related to modern strategic planning as well as management techniques and methods in public administration for leadership and people management.

The main part of this first Module was delivered by means of presentations, group work, workshops and plenary discussions. Lessons were drawn from best practices as well as from participants' own experiences. All of the participants, from Bosnia and Herzegovina, Croatia, Serbia, Montenegro and the former Yugoslav Republic of Macedonia, were included in the process of presentation and discussion of this item, and they took the opportunity to communicate their own experiences and to exchange relevant practices in this field.

This Module was a general element in the series, with the next module on this topic (Module 2) planned for 18-21 May 2010, in Sarajevo.

SANJA GACO
is Liaison Officer for Bosnia and Herzegovina.

**Seminar: Managing the
Administration**
Sarajevo, 7-9 April 2010.

*Modern strategic
planning, management
techniques and methods
in public administration
for leadership and people
management*

Training: Theory and Practice of the Policy Cycle: From Drafting to Evaluating Policies

By GAZMEND KUQI

Bringing together public sector managers and senior civil servants

This seminar covered the entire policy cycle, and brought together public sector managers and senior civil servants. The seminar started by focusing on the new trends and demands of public management in Europe resulting from demographic and environmental changes, urbanisation, globalisation and Europeanisation. This was followed by presentations on the policy cycle and national coordination; fulfilling Stabilisation and Association Agreement (SAA) and EU accession requirements; the process of law-making and of consultation; and impact assessment, monitoring and evaluation.

A variety of training methods were used during the seminar, ranging from presentations and interaction with the participants, Q&A and discussions, to group work and debriefing. There was also a lot of interaction among the participants themselves, bringing different experiences from different ReSPA Members.

The seminar was delivered by trainers from EIPA (Tore Malterud, Senior Expert and Head of Unit for European Public Management, Peter Ehn, Seconded National Expert from the Swedish Ministry of Finance, and Peter Goldschmidt, Senior Lecturer and Director of the European Centre for Judges and Lawyers, EIPA Luxembourg) as well as national experts from

public administrations of old and new EU Member States (Leno Saarnit, Lecturer and Chair of Governance, Institute of Public Administration, Faculty of Social Science, Tallinn University of Technology).

GAZMEND KUQI
is Liaison Officer for Kosovo
under UNSCR 1244.

**Seminar:
Theory & Practice of the
Policy Cycle**

**Prishtina,
23-27 November 2009.**

Interview: Ms. Nejla Peka, Legal Expert, Legal and Coordination Department, Council of Ministers, Albania

What were your expectations when applying for the course?

I expected to gain deeper understanding of the legislation drafting process in the case of member states as well as implementation of *acquis communautaire*, how to transpose, how to apply and how to enforce laws.

To what extent would you say these expectations were met?

To a very large extent, they were met.

How has the attendance to the training influenced your work – how far has the knowledge you acquired during the course been transferable to or useful for your daily work?

The topics that were covered during this seminar correspond to my duties as a legal expert at the Council of Ministers.

Have you kept in contact with the other participants?

Of course I do. Trainings with ReSPA are new experiences every time.

Do you have any other comments or feedback regarding the course?

Each country (depending on the status of its relationship with the EU) should participate in trainings related to the legal framework and to the policy cycle.

Interview: Mr. Jasmin Pilica, Secretary of the Legislative Commission, Parliament of Bosnia and Herzegovina

What were your expectations when applying for the course?

I wanted to learn a bit more about the policy cycle in the EU, to meet some colleagues and to see Pristina .

To what extent would you say these expectations were met?

It went beyond my expectations, because I learned not only about the policy cycle but also revised my knowledge on the various elements of EU law.

How has the attendance to the training influenced your work – how far has the knowledge you acquired during the course been transferable to or useful for your daily work?

It would have been more relevant if I worked in the Directorate for EU Integration, although the Parliament is also included in the harmonisation process and it will be included even more in the future. These topics are personally interesting to me, and civil servants should be more educated in EU law and the functioning of EU institutions.

Have you kept in contact with the other participants?

Yes, of course.

Do you have any other comments or feedback regarding the course?

I strongly encourage projects like this one.

The importance of quality in the legislative cycle & how to draft national laws transposing EU legislation

[N]ew knowledge regarding methods and techniques of drafting legislation.

Seminar: Drafting legislation

By IRENA STAMESKA

This 4-day seminar was attended by civil servants involved in the process of preparation of legislation from all but one of the ReSPA Members. The aims of the seminar were firstly to provide the participants with an understanding of the quality of legislation relating to all phases of the legislative cycle, with a view to improving their ability to transpose an EU Directive into national law; and, secondly, to expand their knowledge on the implementation and enforcement of EU legislation in national jurisdictions, as well as on the systematic method of drafting.

The programme began with an introduction to the principles of legislation and legislative quality:

from theory to practice. This was followed by the concept of regulatory impact assessment and the legislative cycle. The second part of the seminar covered the principles of drafting legislation, including methods of drafting and drafting techniques. Finally, the seminar concluded with an exercise designed to put into practice the knowledge acquired during the previous days. The participants were asked to transpose a part of an EU Directive in groups, by drawing up a transposition plan, discussing it and then making a draft on this basis.

The seminar was implemented by Simone Hendriks-De Lange, Ministry of Justice, EALL; Anne Meuwese, University of Antwerp; and Helen Xanthaki, Institute of

Advanced Legal Studies, University of London. The methodology consisted of learning by doing, discussions and exchange of tips and information. The entire last day of the training was devoted to a comprehensive exercise.

As regards the participants' evaluation of the seminar, both the contents and methodology were highly appreciated, although many participants did feel that more time could have been spent on completing exercises, thereby allowing them to focus on how to transfer their knowledge into practice.

IRENA STAMESKA
is Liaison Officer for the former Yugoslav
Republic of Macedonia.

Seminar: Drafting Legislation
Skopje, 26-29 January 2010



Interview:

Ms. Krenare Sogojeva
Dërmaku

Director of Legal
Department, Ministry of
Kosovo Security Force

Photo: I. Stameska

What were your expectations when applying for the course?

My expectations when applying for the course were to gain new knowledge regarding methods and techniques of drafting legislation.

To what extent would you say these expectations were met?

I think my expectations have been met, especially the last part of the seminar presented by Helen Xanthaki.

How has the attendance to the training influenced your work – how far has the knowledge you acquired during the course been transferable to or useful for your daily work?

I find my attendance to the training very useful for my job since I am working on drafting laws.

Have you kept in contact with the other participants?

Having in mind that our cultures are very much alike and that we have almost the same problems, I most surely will keep in touch with the other participants.

Do you have any other comments or feedback regarding the course?

I think the duration of the training should have been longer in order to be able to go more in detail with the explanations of the topics.

Interview:
Mr. Nikola Mirković
Senior Advisor
Ministry of Economy and
Regional Development,
Serbia



Photo: I. Stameska

What were your expectations when applying for the course?

My expectations when applying for the course were to learn more about EU laws and institutions.

To what extent would you say these expectations were met?

My expectations have been met to a great extent.

How has the attendance to the training influenced your work – how far has the knowledge you acquired during the course been transferable to or useful for your daily work?

The attendance of the training will help me in the process of drafting laws, by-laws and subordinate regulations.

Have you kept in contact with the other participants?

Yes, I will stay in touch with the other participants.

Do you have any other comments or feedback regarding the course?

The overall concept and organisation of the training were very useful, and the accommodation provided was comfortable and adequate.

Conference: Managing Performance in the Work of Civil Servants

By EVIS TASKA

The Fourth Annual Conference of the Western Balkans HRM Community of Practice in the Civil Service on Managing Performance in the Work of Civil Servants was held at the Hotel Tirana International in Tirana, Albania, on 17 and 18 November 2009.

The Conference was co-organised by the Albanian Government Department of Public Administration (DoPA), the Training Institute of Public Administration (TIPA) and the Western Balkans Community of Practitioners on HRM in the civil service (HRM CoP). The event was supported by the Regional Centre for Public Administration Reform (RCPAR), a project implemented by the United Nations Development Program (UNDP) in Bratislava Regional Centre (BRC) with funding from the Greek Government, as well as the Regional School of Public Administration (ReSPA), which is currently administered by the European Institute of Public Administration (EIPA).

The event was attended by around 100 participants from six different civil service structures in the region (Croatia, Bosnia and Herzegovina, Montenegro, Kosovo under UNSCR 1244, the former Yugoslav Republic of Macedonia (fYROM) and Albania). Unfortunately, the delegation from Serbia had to withdraw their participation due to the declaration by the Serbian Government of the Swine Flu epidemic in Serbia only a few days prior to the event. Nevertheless, the colleagues from the Serbian Department of Human Resources forwarded their presentation to the organisers.

All in all, the event served to demonstrate that the willingness of the participants to discuss issues of mutual interest and to collaborate with each other for the mutual benefit of all is as strong as ever. In due course, the Resource Group will have an extensive discussion as to how to improve both the format of as well as the proceedings related to the annual HRM CoP Conference.

The overall success in the organisation of workshop was largely due to the dedicated engagement of the Albanian Department of Public Administration. Logistical support was also extended by the UNDP country offices in the Western Balkans via coordination provided by the RC PAR Project staff. It also goes without saying that the whole event benefited

greatly from the engagement and support of EIPA.

The main topics discussed during the Conference were as follows: "Managing HR-Performance in the National Civil Services"; "The Evaluation System of Annual Individual Performance of Civil Servants - Albania"; "Appraisal, Promotion and Establishment of Capability - Montenegro"; "Performance Management of Civil Servants' Works - Kosovo under UNSCR 1244"; "Performance Appraisal in the Croatian Civil Services"; "Civil Servants Performance Management - fYROM"; and "Performance Management in the Public Administration Structures in Bosnia and Herzegovina".

It was also reported in the Conference that following the decision of the UNDP Bosnia and Herzegovina to transfer the HRM CoP initiative to the UNDP Bratislava Regional Centre due to the conference

organiser's inability to continue providing any meaningful support to the HRM CoP (the offer to do so having been subsequently accepted), the HRM CoP Coordinator together with the RC PAR Team Leader have intensified activities to develop a strategic alliance between the HRM CoP and ReSPA. For this reason, the representatives of EIPA took part in the organisation of the Fourth HRM CoP Conference both by providing EU expertise and also by increasing the number of participants from the region using ReSPA's network. At present, the two parties are working on the terms of an agreement to establish formal cooperation between them.

This is the fourth Conference organised by the HRM CoP. The first Conference entitled "Constitute Resource Group Meeting" was held on 2-3 July 2007 in Sarajevo, Bosnia and Herzegovina. The second was organised on 11-12 October 2007 in Budva, Montenegro, on "Toward a Professional and Apolitic Civil Service", and the third was held on 4-5 November 2008 in Zagreb, Croatia, on "How to attract the most qualified people in the Civil Service"..

EVIS TASKA is Liaison Officer for Albania.

Conference: Performance in the Work of Civil Servants

Tirana, 17-18 November 2009.

"[T]he willingness (...) to discuss issues of mutual interest"



Participants at Conference in Tirana, November 2009 / E. Taska

Intensifying activities to develop a strategic alliance between the HRM CoP and ReSPA

Upcoming ReSPA Activities

The following is a list of upcoming ReSPA seminars, training events and other activities that will take place during the period 15 April - 30 October 2010. The programmes, dates and locations not yet defined will be announced in due course.

Managing the Administration: A comprehensive approach (module II)	18-21 May	Sarajevo
Theory and practice of the Policy Cycle: from drafting to evaluating policies	18-21 May	Tirana
Communicating with the European Commission and negotiating EU membership	1-4 June	Skopje
The development of legislation	15-18 June	Zagreb
Impact of EU policies on domestic policy fields (topic t.b.d.)	15-17 June	Prishtina
Fighting corruption	22–25 June	Belgrade
Training Methodology	28-30 June	Skopje
Summer School Bruges	28 June -16 July	Bruges
Summer School Luxembourg	5-17 July	Luxembourg
HR concepts and practices	14-17 September	<i>t.b.d.</i>
Managing the Administration: A comprehensive approach (module I)	28-30 September	<i>t.b.d.</i>
Communicating with the European Commission and negotiating EU membership	12-15 October	<i>t.b.d.</i>
Annual Conference	20-21 October	<i>t.b.d.</i>

If you wish to receive further information on the upcoming activities, please contact your Liaison Officer:



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First International Conference: Best Administrative Experiences and Practices

By GAZMEND KUQI

Dr. Arsim Bajrami: "The Process of reform is among the priorities of the government, aiming to create a modern, functional, professional, politically impartial and accountable administration, in order to meet the requirements and needs of citizens" .

The International Conference 'Best Administrative Experiences and Practices', held in Prishtina on 14 December 2009, focused on challenges and achievements of European countries as regards administrative practices.

The Conference was opened by Dr Arsim Bajrami, Minister of Public Administration of Kosovo under UNSCR 1244, and attended by representatives from various European countries, bringing with them the experiences of their respective administrations. Different models of good functioning of public administration were presented, and this was followed by discussion of the challenges faced by public administration resulting from the need for permanent reform. Among the panelists were:

Mr Musa Xhaferi, Minister of Local Government Administration of the former Yugoslav Republic of Macedonia (fYROM), who spoke about the Administration Reform Strategy, the decentralisation process known as the 'Ohrid Agreement', and the approximation of laws with European legislation.

Ms Tina Terzhan, State Secretary for Public Administration of Slovenia, who recounted the experiences of Slovenia both before and after EU accession.

Mr Davor Lubanovic, State Secretary for Public Administration of Croatia, who gave an account of the experiences and practices of his country, which in the period 2003-2007 managed

successfully to reduce costs, increase efficiency and heighten quality in public administration.

Mr Sadri Ferati, Minister of Local Government Administration of Kosovo under UNSCR 1244, who presented the measures that have been taken in the process of decentralisation and local government reform.

In addition, a number of other presentations were delivered by various experts from the European Commission (Support for Improvement in Governance and Management in Central and Eastern European Countries, SIGMA), Croatia, Estonia, fYROM, Germany, Kosovo under UNSCR 1244 and Slovenia, which dealt with the legal basis and structure of the operation and functionality of electronic public administration and governance as a relevant factor in the modernisation of administration.

This Conference, which was the first of its kind to be organised in Kosovo under UNSCR 1244, raised the importance of public administration reform and modernisation, with all its parameters such as professionalism and political impartiality, affordability, functionality, effectiveness and efficiency as key factors for European integration.

**First International Conference:
Best Administrative Experiences
and Practices**

Prishtina, 14 December 2009.

The challenges and achievements of European countries as regards administrative practices

Public administration reform and modernisation as key factors for European integration

ReSPA Newsletter Editor:
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Letters to the Editor

Dear Sir,

I am writing with a question regarding ReSPA training activities and events. Is it possible for anyone who is interested to register directly for ReSPA seminars and other ReSPA activities?

Yours faithfully,

A prospective participant

Thank you for your query. Unfortunately the answer is no - this is not possible under the current contractual regime. If you are interested in attending a ReSPA event and work in the public administration of a ReSPA Member, you should contact the appropriate Liaison Officer, who will be able to give you more information about registering, including eligibility and conditions.

Kind regards,

The Editor

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