

ReSPA NEWSLETTER

Year 2011 - Issue 5
April 2011

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Special points of interest:

- Second Governing Board meeting
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- IPA multibeneficiary contract
- Past and upcoming activities

Welcoming words

By SUAD MUSIC AND PETER GOLDSCHMIDT

Dear Reader,

In addition to reports from ReSPA training activities delivered since the last Newsletter was published, as well as announcements of upcoming training programmes, this edition reports on the 2nd meeting of the Governing Board - which was the first meeting of its kind to be hosted by the resident Director of ReSPA, Mr. Suad Music - and on the outcome of the first wave of recruitment and selection procedures for resident ReSPA staff positions.

The Newsletter further announces the launch of the second wave of recruitment and selection procedures for six resident ReSPA staff positions.



ReSPA premises in Danilovgrad
Source: www.rcpar.org

While the Newsletter will provide a brief summary of the available positions, detailed descriptions of the vacancies, minimum selection criteria as well as information about the contents of and deadlines for applications etc. can be found on ReSPA's website www.respaweb.eu.

If you feel that your profile matches one or more of the published vacancies, please do not hesitate to apply. Similarly, if you know someone whose profile and interests correspond to the said vacancies, please urge them to consult the vacancy announcements and submit their applications.

We hope you will find this April edition of the Newsletter both informative and enjoyable,

Suad Music
Director, ReSPA

Peter Goldschmidt
ReSPA Project Director
(Director, EIPA Luxembourg)



**Recruitment
complete for seven of
the open positions**

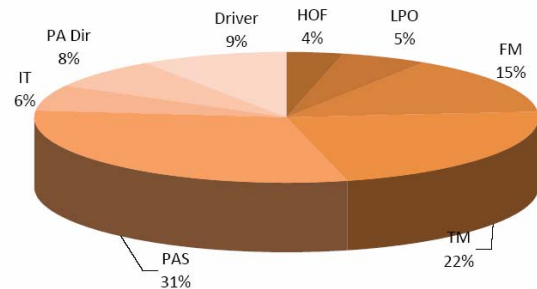
Update on recruitment

By SUAD MUSIC



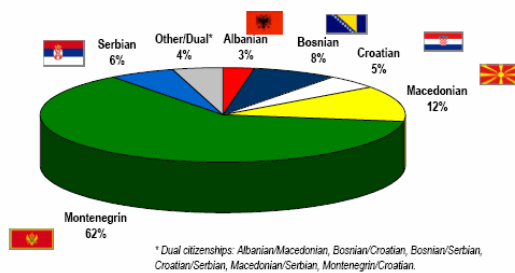
Since the last edition of this Newsletter, the selection process for the positions of Head of Finance (HOF), Legal and Personnel Officer (LPO), Facility Manager (FM), Training Manager (TM), Personal Assistant to the Director (PA Dir), Programme Assistants (PAS), IT Technician, and General Services and Driver has been launched - and successfully completed for seven of these positions.

A total of 299 applications were received. The candidates came from the six ReSPA member states, evidently with a majority from Montenegro, and their applications were assessed on the basis of merit. A first selection was made according to the formal requirements decided at Governing Board level. The Selection Committee (SC), consisting of four to six members drawn from amongst Governing Board Senior Official members or substitutes, representatives of the various countries, the ReSPA Secretariat, staff of the EU delegation in Podgorica as well as international experts, then ranked the candidates according to the quality of their applications and competencies for each position, and interviewed the four to six best applicants during the period from 24 February to 21 March 2011 at ReSPA's premises in Danilovgrad.



Distribution of applicants per open position

The Governing Board and myself have accepted the recommendations of the SC for the staff and technical positions respectively, and offered the positions to the most highly-ranked candidates. The Governing Board decided however to re-launch a recruitment process for the position of HOF.



Distribution of applicants per nationality

In the next edition, it will be my pleasure to introduce the new ReSPA team in detail. The website will also be updated accordingly, as the successful candidates start to take up their respective posts.

Based on the same structure and process, we will now launch the second round of recruitment, and hope to be as successful in finding well-qualified and extremely motivated candidates as in the first round.

ReSPA Vacancies

SUAD MUSIC
is ReSPA Director.

Below is the list of open ReSPA positions for which recruitment is already in progress. Full details on tasks and responsibilities, requirements and the application and selection process are available on the ReSPA website.

Vacant positions	Application deadline
Head of Finance	18 May 2011
Training Manager	18 May 2011
Receptionist (2)	18 May 2011
Public Relations and Documentation Officer	18 May 2011
Financial Assistant	18 May 2011

2nd meeting of ReSPA Governing Board

By PETER GOLDSCHMIDT



*A well prepared,
constructive and
successful meeting*

On 23 March 2011, the 2nd meeting of the ReSPA Governing Board at the level of Senior Officials took place at ReSPA's seat in Danilovgrad.

The meeting was chaired by Albania and the agenda comprised a number of salient issues, the most important of which were the confirmation of the results of the first wave of recruitments of resident staff for ReSPA, the approval of the launch of the second wave of recruitments and the approval of a provisional Programme of Work (POW) for the next six months.

While the results of the first wave of recruitment procedures are reported elsewhere in this Newsletter, this article will focus on the other points covered by the agenda.

Firstly, it was gratifying to note that the Governing Board members clearly take their responsibility seriously. The Board members were well prepared, which allowed the meeting to take place in an open, frank and constructive atmosphere. This, in turn, allowed the Governing Board to adopt a number of operative decisions. In particular, the Governing Board:



- approved an increase in the number of resident staff from a total of 13 (approved at the Board's first meeting in September 2010) to 15 (including the Director) and, as a consequence of this;
- approved the launch of the second wave of recruitment and selection procedures for the following positions:
 - * an additional Training Manager
 - * two Receptionists (mainly for the Campus reception)
 - * a Financial Assistant, and;
 - * a Public Relations and Documentation Officer.
- annulled the first recruitment and selection procedure and approved the re-launch of the same for the position of Head of Finance;
- agreed on a provisional POW for the period 1 May – 30 September 2011, which sets out a number of training and networking activities to be carried out within the framework of a new grant agreement between the European Commission and ReSPA. These activities will consist mainly, but not exclusively, of updated editions of the most successful ReSPA activities carried out in 2010, including the summer schools in Bruges and Luxembourg. However, a few innovations will also be presented;
- agreed on the launch of and methodology for an analysis of training needs among the ReSPA member states and fixed a deadline for its completion;
- agreed on the preparatory methodology and new deadlines for the submission of the 2012 Business Plan for ReSPA, as well as for a proposal by the Secretariat for the member states' financial contributions to ReSPA in 2012;
- agreed on dates for the upcoming Governing Board meetings, as follows:
 - * 29 June 2011 – Senior Officials Level in Danilovgrad
 - * 26-27 September 2011 – Senior Officials and Ministerial Levels in Tirana

At the end of the latter meeting, the Chairmanship of the Governing Board will be assumed by Bosnia-Herzegovina for the next 12 months.

PETER GOLDSCHMIDT
is ReSPA Project Director and
Director, EIPA Luxembourg.

**Look for detailed vacancy announcements at
www.respaweb.eu**

IPA Multibeneficiary Contract entered between ReSPA and EC



By PASCAL HERRY

The signing of a Grant Agreement on 30 November between the European Commission and the Regional School of Public Administration (ReSPA) is an event of great significance for the development of public administration systems in the Western Balkans. Several steps had led up to this achievement: the entering into force of the International Agreement establishing ReSPA in 2010, followed by the inaugural Governing Board meeting and the opening of the premises in Danilovgrad.

In 2009, a Commission Decision was adopted – and amended in 2010 – on multi-beneficiary support from the Instrument for Pre-accession Assistance (IPA) for an amount of €2,4 million. The purpose is to assist ReSPA in providing training and upgrading the civil service in the Western Balkans.

Activities planned include an annual programme of training and other capacity-building activities; the creation of a resource centre aiming to strengthen the research base of training and education in the area of public administration; mobility schemes for civil servants; and the setting-up of various networks and partnerships in the region and beyond.

"ReSPA Talents" is another interesting modality offered by this Grant Agreement, consisting of a regional pool of local trainers and lecturers of schools and institutes of public administration in the region or experts from public administration systems of the ReSPA members.

ReSPA is also looking for a corporate identity, including its own logo and other communications products: this is also a key strand of the grant support provided by the EU.

In late 2009, the European Commission's Directorate-General for Enlargement consulted stakeholders and beneficiaries to agree on IPA Multi-Beneficiary support for 2011-2013 in a number of priority areas, including public administration and governance. In this context, continued and increased support to the activities of ReSPA was planned as of 2012, including the setting-up of targeted work packages to be opened to non-ReSPA members.

As the region's flagship initiative in the area of public governance, ReSPA has a mission to steer its members on their way to EU accession. Multi-Beneficiary IPA support aims to provide ReSPA with the necessary means to help improve the quality of the civil service in the Western Balkans through the development of human resources, emphasising commitment to excellence and innovation.

PASCAL HERRY

is part of the EU Commission—DG Enlargement.

ReSPA upcoming activities

The following is a list of upcoming ReSPA seminars, training events and other activities that will take place until the end of the year.

Management Concepts and Skills for Senior Civil Servants (Module II)	11–13 Apr 2011	Zagreb
Assistance for Working with IPA Funds	18–20 Apr 2011	Danilovgrad
Towards Quality Management with the Common Assessment Framework (CAF)	19–21 Apr 2011	Danilovgrad
Training on Anti-Corruption in Public Administration	26–29 Apr 2011	Danilovgrad

“An event of great significance”

Seminar “Managing the Administration (Module I)”

By VALENTINA MILICIC

This first training module on ‘Managing the administration’ was entitled “A Comprehensive Management Training”. The programme was meant for participants with managerial responsibility who are in a position of defining strategic goals and their implementation.

The programme was implemented through a variety of training methods, including presentations, group work and discussion. The seminar was conducted in English and simultaneous interpretation was provided.

The trainers were Prof. Arthut Novak-Far and Mr. Tomasz Szuba from Poland. The aim of the training was to provide the participants with modern strategic management techniques and methods used in Public Administration.

The participants' expectations were fully met, mostly thanks to the expertise that both the trainers and participants have in this area. Most of the participants have found this seminar to be very successful and have expressed their desire to continue participating in similar seminars in future.

Seminar: Managing the Administration—Module I.

Zagreb, 28–30
September 2010

“...modern strategic management techniques and methods ...”

VALENTINA MILICIC
is Liaison Officer for Croatia.

Interview: Mrs. Blerta Selenica, Director Department of Public Administration, Albania



What were your expectations when applying for the course?

My expectations were to upgrade my theoretical knowledge in the Strategic Management area and to learn more about good practices in this field in Europe and in the region too. This in general but more specifically I expected to learn more on the implementation and monitoring of the strategies, and how to use the results from monitoring and evaluation.

To what extent would you say these expectations were met?

These expectations were met successfully due to the expertise that both the trainers and participants have in the area.

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 learned some hints for good strategic management that I will use in my institution in the implementation of strategies such as connective action after the first evaluation of implementation.

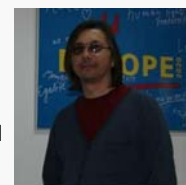
Have you kept in contact with the other participants?

Yes, increasing contacts in the region is an added value for our civil servants and for future cooperation.

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

The time dedicated to either theoretical or practical work (small working groups, experience-sharing etc), was balanced, which is good for adult learning.

Interview: Mr. Metodija Dimovski, Secretary General Civil Servants Agency



What were your expectations when applying for the course?

To refresh my knowledge on Strategic Management and if possible to extend it with some new perspectives.

To what extent would you say these expectations were met?

To quite a high level, as the lecturers offered an interesting approach.

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 certainly expect to strengthen the points of weakness that would be much more recognisable after this refreshment.

Have you kept in contact with the other participants?

Well in principle yes, as long as there is an interest to exchange experience.

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

Maybe about the materials, since I would expect more in terms of additional reading- the established minimum of providing the Powerpoint slides does not seem sufficient to me.

Seminar on planning and implementing Communications and Lobbying Campaigns

By SANJA GACO

“How to choose the right message and media channel”

The seminar on ‘Planning and Implementing Communications and lobbying Campaigns’ was organised by the European Institute of Public Administration (EIPA) and held in Danilovgrad on 25-29 October 2010.

The target group for this 5-day seminar consisted of civil servants involved in various communication roles. The overall objective was to improve the participants’ communication skills and to identify different means of communication as well as new ideas for the communication process. The trainers, Tony Bass and Frank de Grave, delivered many interesting presentations in this field and provided the latest perspective on communication skills using dynamic, pragma-

tic and enjoyable training methods.

The seminar programme began with comprehensive explanations as to how to choose the right message and media channel in order to ensure quality communication and information exchange. Nowadays changes in communication media are constant and the importance of defining a quality message cannot be underestimated. The media landscape is of particular significance in the EU when adopting messages concerning EU policy.

In addition, one part of the seminar was aimed at drafting effective communication plans and strategies, which constitute the next steps in the communication process. This gave the participating groups the opportunity to develop a communication plan and thereby to learn by doing. Furthermore, focusing on the Brussels media landscape, journalists’ percep-



Picture: Sanja Gaco

tions of public officials and their messages as well as problems with EU media relations and the ethical responsibilities of journalists were discussed. To approach this theme, the trainers set up and recorded a simulation of a press conference. This proved to be the most interesting part for all participants.

At the end of the seminar, new communication channels such as the internet and social networking media were considered and clarified, and additional knowledge and skills in preparing press conferences, press releases and short interviews were transferred.

Seminar: Planning and Implementing Communications and Lobbying Campaigns

Danilovgrad, 25–29 October 2010

SANJA GACO
is Liaison Officer for
Bosnia Herzegovina.

ReSPA Past Activities

The following is a list of all ReSPA seminars, training events and other activities that took place between October 2010 and April 2011.

Towards Quality Management with the Common Assessment Framework (CAF)	03–05 Nov 2010	Danilovgrad
Managing the Administration (Module II)	08-12 Nov 2010	Danilovgrad
Theory and Practice of the Policy Cycle: From Drafting to Evaluating Policies	29 Nov–03 Dec 2010	Danilovgrad
The role of Government in creating trust and security: Personal Data Protection in Europe	07–09 Dec 2010	Danilovgrad
Course on Legislative Drafting	21–25 Feb 2011	Danilovgrad
Management concepts and skills for senior civil servants (Module I)	28 Feb–04 Mar 2011	Danilovgrad
Theory and Practice of the Policy Cycle: From drafting to evaluating policies	14–18 Mar 2011	Danilovgrad
Course on International Protocol	28–30 Mar 2011	Danilovgrad
Managing Change in Public Administration	05–07 Apr	Danilovgrad

Course on Legislative Drafting — EALL

By *IVICA IVANOVIĆ*

“Legislation that is clearly drafted has become even more important than ever”

This 5-day seminar - held at ReSPA's premises in Danilovgrad, Montenegro - was attended by civil servants involved in the process of preparing legislation. The aims and objectives of the training were to provide the participants with an understanding of the quality of legislation that relates to all elements of the legislative cycle, knowledge of the implementation and enforcement of EU legislation in the national jurisdiction and of the systematic method of drafting, and the ability to transpose EU legislation into

national legislation.

The programme was mainly focused on the process of EU enlargement and the necessary steps towards accession; the basics of EU law after the Lisbon Treaty; principles of legislation and legislative quality; the obligation to harmonise domestic legislation with the EU *acquis* in acceding countries; instruments in the process of legal harmonisation, implementation and enforcement of legislation; and methods and techniques of drafting. Finally, the seminar concluded with the preparation of checklists for decision-makers and legal drafters in the process of legal harmonisation (with explanations), necessitating active participation on the part of the participants.

The seminar was implemented by Mr. Vladimir Medjak, Assistant Director, Serbian

European Integration Office; Mrs. Dragana Radojčić, Senior Advisor, Head of Unit, Serbian European Integration Office; and Mr. Primoz Vehar, Senior Legal Expert.

The methodology consisted of a combination of trainers' presentations, presentations of case studies, practical examples and experiences/good practices of participants, as well as group work and discussions based on a comparative approach to the subject, with particular emphasis on multilateral exchanges of information. As regards the participants' evaluation of the seminar, both the contents and methodology were highly appreciated and found to be very relevant to their work.

Course on Legislative Drafting—EALL

Danilovgrad, 21–25

IVICA IVANOVIĆ

is Liaison Officer for Montenegro.

Interview: Mr. Vladimir Ancev, Junior Associate, Ministry of Information Society and Administration, Dpt for Management, Development and Coordination of Human Resources and Training Activities, FYROM

By *MARTIN TODEVSKI*



What were your impressions from the ReSPA training on the subject of legislative drafting?

First of all I would like to stress that this was the first ReSPA training event that I attended. Above all the ReSPA facilities are of the highest standard for the organisation of training activities. The course was well-structured over five days, during which all sessions had been allocated an appropriate time for the explanation of theoretical aspects, practical exercises and fruitful discussions.

I would also like to commend the idea of involving regional trainers, as it is more efficient when the trainers and the participants exchange experiences arising from similar problems.

Is there anything you would change in the training course?

In general no, but I would consider having more practical exercises. Also I think it would be good if some kind of certificate were issued to the participants of the course.

Has the training course had an effect on your current work?

Having in mind the fact that my current work is closely related to the topic of the training course, it has had a tremendous effect on the way in which I now approach the process of drafting legislation.

Were the facilities appropriate for you?

As I mentioned in my response to the first question, the facilities are of the highest standard that is demanded for the organisation of training events. The training room in which the sessions were conducted had all the IT equipment needed to deliver training using modern presentational tools. I would also like to point out that all the staff working at ReSPA's premises were very kind and did their utmost to make our stay a comfortable one.

Do you have any other needs for training which you would find useful for your daily work and, if so, on which subject?

Training is always needed because we always need to learn. As far as my daily work is concerned I would like to undertake training aimed at improving skills for searching EU legislation that needs to be harmonised. Also I would need some advanced training in the field of managing human resources in the public administration, especially in the processes of appraising and motivating employees.

MARTIN TODEVSKI

is Liaison Officer for the former Yugoslav Republic of Macedonia.

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