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ReSPA

The Regional School for Public Administration



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ReSPA Newsletter

March Issue, 2012

6th Governing Board meeting (Extraordinary) at Senior Official level

7th March 2012, Danilovgrad, Montenegro



The Extraordinary 6th Governing Board meeting at Senior Official, took place on 7th March 2012 at ReSPA, Danilovgrad, Montenegro. It was initiated in order to discuss ReSPA core activities.

According to the Article 1 of the Rules of Procedure of the ReSPA Governing Board “the Governing Board shall meet four times a year” and “may agree to meet in extraordinary session at any time”.

The meeting was attended by all ReSPA Member States representatives as well as by Mrs. Patricia Perez Gomez, representative of European Union.

The meeting Agenda comprised of the following points: Training Needs Analysis, Evaluation and Trainings; Training and Networking; Organization and Management; Mobility Schemes Pilot Program; Research, Publications and Resource Center; Advisory Board Establishment; Payment of Long Term Liability to Montenegro Government and Any Other Business.

ReSPA Director and ReSPA Training Managers presented ReSPA core activities according to the meeting Agenda.

After the introduction, Governing Board members asked questions and discussed on particular problems and concerns related to each activity.

The discussion resulted with several suggestions and conclusions in order to improve the ReSPA activities in line with its main goals set in ReSPA strategic documents.

Within the Agenda point “Any Other Business”, ReSPA informed Governing Board on the status of the Physical handover of ReSPA facilities as well as on the events organized by international organizations in the field of public administration which are scheduled to be held in 2012.

The next regular 7th Governing Board meeting at Senior Official level will be held on 18th April 2012 at ReSPA.

Workshop on Interest Representation and Intercultural Communication in the Public Administration

The workshop was held from 17-20 January 2012 at the premises of ReSPA. 29 participants, civil servants from different ministries of the Western Balkan countries attended the workshop. They represented officials who

are dealing, in their daily work, with communication issues in their institutions, at the cross-border, international level, and, in particular, with EU institutions and stakeholders.

In the four-day high intensive seminar the participants were trained in interest representation (lobbying, negotiation, effective communication) and intercultural communication (theory and skills) within the framework of public administration and the European Union.

The experts used a series of interactive exercises, discussions and brainstorming sessions in order to demonstrate the experience of operating in an environment in which the cultural rule set is unclear, to discuss cultural differences within the region, in Europe and with selected other countries. Throughout the course the participants were confronted with cases of culturally sensitive situations in which they had to indicate the specific cultural problems. Special attention was given to the EU, which comes with its own professional culture, through an EU accession negotiation exercise. Participants were also trained in lobbying and getting their message across effectively.

A social event DA movie night- was organized by the hosts which also help to improve the level of cooperation, spirit of collaboration, getting to know each-other better, networking among the participants from different countries.

The workshop was held in cooperation with the Netherlands Institute of International Relations "Clingendael".



Ms. Alexandra Cas Granje, Director for Croatia, Montenegro, Turkey, FyROM and Iceland from DG Enlargement in the European Commission visits ReSPA

Ms. Alexandra Cas Granje, Director for Croatia, Turkey, Montenegro, FyROM and Iceland from DG Enlargement in the European Commission visited ReSPA on 14 March. She was accompanied by Mr. Nikola Bertolini, Head of Operations at the EC Delegation of Montenegro.

He informed Ms. Alexandra Case Granje about the achievements and the challenges that are faced during the daily work. He also explained to all the guests about the regional composition of the team at school, the international approach of ReSPA, the GB and its operational approach.

During her stay at ReSPA, she was welcomed by the Director of ReSPA Mr. Suad Music who briefed her about the work and the on-going activities of the school.

Ms. Alexandra had many queries with regard to the work at ReSPA, the future collaborations, the training activities etc.

The guests were given a tour around the premises of ReSPA.

Workshop on Law Application: From Policy Making to Law Implementation Danilovgrad (Montenegro), 24-27 JANUARY 2012

The Workshop was held on 24-27 January 2012 at the premises of ReSPA. 30 participants attended. Law makers and Law appliers. The workshop was focused on Law application as a policy issue and as juridical issue.

It assisted participants in understanding the "policy cycle" as an analytical framework for regulatory planning and assessment; understanding the meaning of "regulative structures" and the basics of strategic assessment methodology (input, output, outcome, impact, indicator); understanding the normative pyramid of law, the procedure of legal assumptions and its application on exemplary cases.

The workshop also contributed to identification of implementation problems and application of assessment methods on concrete examples (parts of legal regulations). Additionally, the participants skills were strengthened in terms of making a critical assessment of law application in the region, given the current situation, and making proposals for its improvement.



A social event DA movie night- was organized by the hosts which also plays a pivotal role in better communication, strengthening ties and networking among the participants.

The workshop was organised in cooperation with the Federal University of Applied Administrative Science, from Germany.

Workshop on International Protocol and its Relation to the Public Administration

The four day workshop was held from 7-10 February 2012 in the premises of ReSPA.

The objective of the workshop was to prepare the participants in applying standard international protocol guidelines when dealing with international and regional players. These guidelines include handling the organization and logistics pertaining to the high level visits and personal contacts with distinguished visitors, refining their interpersonal skills when planning and coordinating events at the highest international level, increasing their self confidence in public relations and intensifying their ability to work in



A practical exercise during training

multicultural environment.

The 29 participants of the training were mostly civil servants in charge of international communication and

cooperation and whose activities include organization of and participation at events, meetings, negotiations, conferences, and visits of various levels. Aside from the presentations by the experts, the workshop was also highly focused on exercises, work groups, and simulations of real-life situations.

A movie night, which was fully embraced by the participants, gave them the opportunity to see what they had gained during the training at real live situations. It also served better the purpose of socializing and knowing one another better, in a very friendly atmosphere.

The workshop was held in cooperation with the EUROPROTOCOL Ð the European School of Protocol from Ljubljana, Slovenia.



A practical exercise during training

e-Government senior officials network meeting

Danilovgrad (Montenegro), 28-29 February 2012

The second meeting of the e-government senior officials was held on 28-29 February 2012 at ReSPA. The meeting was focused on the training of the civil servants and ICT professionals in regard to organization, financing, curriculum and qualification requirements for the officials. Bosnia and Herzegovina project called "Support to the Civil Service Agency of Bosnia and Herzegovina for the promotion of e-Government in the public administration sector", implemented in cooperation with Spanish partners, was presented and it served as a basis for discussion.

First day of the meeting was focused on the Development of the training program and curriculum, while the second one on the Organization and implementation of the training program. During the second day of the meeting, the Macedonian participants presented the project "Online community of the e-Government practitioners". The two day workshop resulted in proposing joint online projects for e-Government network of practitioners. At the end of the event, for the forthcoming meeting of the e-Government practitioners a list of necessary steps to be undertaken was established. Each country should develop a training program for the government officials.

The e-Government senior officials also had the chance to visit the city of Bar, explore the historical museum of the city, and visit other places of interest.



Training needs analysis in Montenegro and Professional development in Montenegro

Montenegro is undergoing a challenging process of transformation. The accession to the European Union is one of the most demanding tasks for public administration and its personnel at present. Adaption of legislation and acquiring new competencies for the implementation has become a foremost task for civil servants of all state sectors. Therefore, the Human Resources Management Authority (HRMA), in cooperation with the "Twinning Project" (National Development Strategy of Montenegro and National Development Plan", funded by EU), from November 2011 to January 2012, conducted a comprehensive Training Needs Analysis of civil servants and state employees. The findings were presented to state authorities.

Main goal of the analysis was:

- to determine personal competences of civil servants and state employees,
- to identify desired knowledge and skills which would facilitate work processes,
- to determine factors which influence successful task performance,
- to get information on attitudes related to methods and forms of professional development

Structure of the Analysis emphasizes ongoing reform processes, as well

as tasks and affairs related to the accession of Montenegro to the European Union. Its results enabled identification of knowledge, skills and competences of civil servants, which are necessary for performance of affairs, and also emphasized gaps which employees have to deal with.

Training Needs Analyses (TNA) included two phases: interviews with managerial staff in all ministries, while the second phase referred to getting necessary information through the questionnaires distributed electronically to civil servants and state employees.

By comparing the results, the Analyses indicated that the knowledge of civil servants and state employees needs improvement in areas like public administration, EU accession process, project cycle management, human resources management and strategic and financial planning.

The skills of civil servants and state employees to be improved are EU negotiations, resolving problems, presentation, analyzing situations and team work.

The difficulties that civil servants have to deal with consist of unclear responsibilities and duties, too many tasks to be performed, stress at work and formal procedures.

The Human Resources Management Authority (HRMA) will continue with upgrading skills and knowledge of civil servants and state employees for better performance of affairs, and in accordance with settled goals and results of the conducted Analysis.

Employment Plan for Trainees for 2012 in Montenegro

The Government of Montenegro on March 2011 adopted the Employment Program for Trainees, with the aim of stimulating the employer to employ trainees for an unlimited time after they finish the internship .

The two criteria for financing trainees with university degree, are: time spent as an unemployed person and average score achieved at the faculty.

Based on the Program, a minimal number of 234 trainees have been considered necessary for the coming period.

The Human Resources Management Authority (HRMA), in collaboration with the Employment Agency publish announcements for trainees, as well as provided proportional representation of minority ethnic communities.

According to the Employment Plan, the Human Resources Management Authority (HRMA) determined The Rules on Manner and Procedure of Qualification Assessment Assessment of qualifications includes knowledge of foreign language, computer skills and the performance on the interview. Gathering the results obtained by criteria

from the Programme and results of the qualifications assessment, the final score is reached.

Implementation of the Employment Program started in November 2011 and since then, trainees applied to public announcements, out of which 24 trainees entered employment until the beginning of March 2012.

“I would like to express my gratitude to all the ReSPA facilities’ staff and all the induty staff of training, who made our life superb”
Ilir Qorri from Albania

Interview with Mr. Ilir Qorri,
 Ministry of Foreign Affairs, Albania

What were your expectations when applying for the course?

Though working for the Ministry of Foreign Affairs, I had limited knowledge specifically about protocol before. This made me even more curious on how such simple and small details can make a big difference, not only during performance in diplomacy, but also in the everyday life. In reality, I expected my knowledge on the issues to take a systemic form, which could serve for my future career, but what I got from the training was much more.

To what extent would you say these expectations were met?

As mentioned, details of the event were well-prepared in advance. I would like to say that the trainers had made vast preparations prior to the training, and this exceeded my expectations. The way they delivered the information has a great impact on how I will be using the knowledge in the future: I would say, it will serve for a long time.

How far has the knowledge you acquired during the course been transferable to or useful for your daily work?

You cannot separate diplomacy without proper knowledge of protocol. The way you behave can open doors, which can stay such for at least how long you use the tools of first-class attitude.



Have you kept in contact with the other participants?

The training was a useful tool to establish and maintain contacts with colleagues from other countries of the region, who are working on the same or similar job in their institutions. Not only I know these colleagues by their face, but also I have direct access to them on exchanging our views and helping each other whenever someone requires this. The established contacts facilitate your everyday working life very much.

Do you have any other comments or

feedback regarding the course?

I would like to express my gratitude to all the ReSPA facilities’ staff and all the in-duty staff of training, who made our life superb, especially when recalling the extremely weather conditions outside. They merit a big thank you!

**The Government of the FBiH:
 Bologna graduates can apply for jobs in civil service**

At the 38th session of the Government of the Federation of BiH, held on 22 February 2012, one of the items of the agenda was related to the change of the Regulation on the Affairs of the Basic Activity from the Competency of the Civil Service Body, according to which the persons who have attained the education of the first, second and third cycle of the Bologna Education System, can get hired in civil services.



This was done to be in accordance with the changes and amendments to the Law on Civil Service in the FBiH, which prescribes the possibility for persons who have attained their education by the Bologna Education System, to participate in public competitions for the admission in civil service authorities.

The higher education implies the first, second and third cycle by Bologna, so that all the Bologna graduates can have the opportunity to apply for jobs in civil service.

Interview with Ms. Jasminka Borkovic, participant from BiH

Tell us a little bit about yourself (which country, department, function).

My name is Jasminka Borković, BiH citizen. From 2005 I work at the Civil Service Agency FBiH, as an Expert Adviser for training and professional development.

First time in ReSPA? What do you think of ReSPA Campus (hotel, food, training facilities, trainers etc)

Yes this is my first visit to ReSPA campus. I'd like to emphasize that I liked the ReSPA campus a lot. It was a pleasure for me to have such a warm hospitality. The logistical issues were very well organised. The accomodation was cosy and food was very tasty. Training equipment and technical support with simultaneous interpretation were beyond my expectation. Trainers lead the participants with professional and experienced manner. Interactive group activities and games very well realised.

Now let's talk about the training course/event/activity/mobility scheme/ summer school (depending on the type of activity)

The workshop on Interest Representation and Intercultural Communication was held in January. 29 participants were selected from countries of BiH, Croatia, Serbia, Macedonia, Albania and Kosovo. At the end of four day training programme participants have learned a lot about key principles of effective communication, lobbying and negotiation as well as psychological aspects of cultural communication.

Were your expectations met?

Yes they were. It was difficult to find any serious remark or to give any suggestion.

How will the professional experience gained here at ReSPA reflect your work now and in the future?

Know-how skills and knowledge will contribute to better understanding and

sharing experience with my colleagues.

Did you have the chance to meet new people? Are you still in contact with them?

Yes I did and I am in contact with them.

What would you suggest to ReSPA?

Just words of praise.

What would you like to say to your friends and colleagues from the civil service in your country?

I am sure that the quality of trainings and accomodation in ReSPA will satisfy requirements of every participant. Please come and enjoy it!

Republic of Srpska introduces electronic signatures

The electronic signature was formally presented in the Republic of Srpska on 08 Dec 2011, as a result of the project “Electronic signature for Republican administration needs”, implemented by the Agency for Information Society of the Republic of Srpska.

The presentation was attended by the Prime Minister, members of the Government as well as numerous representatives of republican institutions. The Director of the Agency, Srdjan Rajčević, stressed the importance of the work of his agency is doing towards modernization of the administration through electronic signature, despite various obstacles. He stressed that only the Republic of Srpska in Bosnia-Herzegovina, has a complete system for the use of qualified electronic signatures, whose production and use will formally start in 2012. He also noted that the Agency for Information Society is fully staffed and equipped to start, through the certification body, with the introduction of an electronic signature in republican institutions.

The main objective of this project is to establish the Agency for Information Society as the certification authority, issuing electronic certificates. The importance of electronic signatures is reflected in the



opportunities to exchange electronic documents signed in accordance with the Law on Electronic Signatures. Electronic signature opens up the possibility for transition from traditional paper based to electronic administration, and enables the development of advanced electronic services.

Certification Body of the Agency received two formal requests for the provision of certification by the Ministry of Science and Technology of the Republic of Srpska and the Ministry of Education and Culture of the Republic of Srpska.

Employees will be able to use their electronic certificates primarily for electronic signing of documents and e-mail correspondence in order to establish communication with a valid electronic authentication of participants.

During the 2012 further processing of formal requests is expected. The goal of the Certification Body will be the launch of a large number of electronic certificates to employees in the Republic of Srpska institutions, as well as delivering trainings on their use in business processes.

State Administration Modernisation in the Republic of Croatia

ICT-PSP Info Week

The ICT Policy Support Programme - ICT PSP of the Competitiveness and Innovation Framework Programme aims to promote innovation and competitiveness through more extensive and frequent ICT use by citizens, public administration and entrepreneurs. The envisaged duration of the Programme is from 2007 to 2013, and its total budget amounts to 730 million Euro, which opens up significant possibilities to Croatia for information society development and

reinforcement. In 2012, projects worth 127 million Euro are expected to be financed under the Programme. The Programme is open for all EU Member States and Associated Countries: Iceland, Lichtenstein, Norway, Croatia, Turkey, Serbia and Montenegro. The ICT PSP implementation coordinator in Croatia is the Ministry of Public Administration. Therefore, the Ministry organised an ICT-PSP Info Week in the period 6-10 February, to inform the business community,

state administration bodies, local and regional self-government and the general public on the opportunities provided by the ICT PSP. Previous experiences were presented and workshops were held, enabling participants to acquire practical knowledge on project applications and project preparation, with a view to encouraging a wider circle of legal entities to submit project proposals under the Programme.

Kick-off Event for IPA 2008 project “Support to the Implementation of the General Administrative Procedure Act”

On 9 February 2012, the opening ceremony marking the launch of IPA 2008 project “Support to the Implementation of the General Administrative Procedure Act” took place in the Ministry of Public Administration. Speakers at the ceremony were Mr. Zoran PiĐuljan, Deputy Minister of Public Administration, Mr. Luigi Barile, Head of Operations Section 1 (institution building, social cohesion) of the EU Delegation to Croatia, and Mr. Matija Derk, Assistant Minister of Regional Development and EU Funds. The project was presented

by Mr. Marko KovaĐić from the Public Administration Bureau of the Ministry of Public Administration, and Mr. Peter Kolfertz, Project Team Leader.

The EU-financed project is worth 1.6 m Euro, and its main goal is to reinforce institutional and professional capacities for an efficient implementation of the General Administrative Procedure Act (GAPA) on all government levels, and to raise public awareness in Croatia on GAPA related issues. The project consists of three

components, intended to enhance administrative capacities of the Ministry of Public Administration for GAPA implementation, to develop and deliver a training programme on GAPA, and to design and implement a GAPA public awareness campaign. The project beneficiary is the Ministry of Public Administration, and the contractor is the consortium of Lattanzio e Associati, FormezPA, PM Group, Ecosfera. Project activities started in November 2011 and will take two years.

First #VladaUP (Online Community and Government Gathering) held in Croatia

In line with the new communication strategy of the Croatian Government, the first #VladaUP (eng. #GovtUP), a gathering of the online community with the Croatian Government, took place on 9 February 2012.

It was organised by the independent citizens' initiative #InternetZaSve (eng. #InternetForAll) and the Croatian Government, the topic being "Informatisation of the Croatian state administration".

It is a form of gathering of the *online* community organised only via Twitter, aimed at encouraging network members to meet and communicate in real time and space. This allows the information and communication flow to briefly transfer from the Internet space of Twitter, a social network, to the *offline* world.

The event was hosted by: Ms. Milanka



Opačić, Deputy Prime Minister and Minister of Social Policy and Youth, who is also Chairman of the Public Sector Informatisation Coordination Commission, Mr. Arsen Bauk, Minister of Public Administration, and Mr. Darko Parić, Assistant Minister of Public Administration. They presented the current state of IT in public administration, and clarified reasons for establishing the Public Sector Informatisation Coordination Commission and its role.

It was an excellent opportunity for

guests of the #VladaUP, including top management of Croatian IT companies, journalists and Tweeter members, to ask questions regarding public administration informatisation, as well as current issues, such as ACTA, and to receive answers from key actors in Croatian e-Government network building. The recording of the first #VladaUP, with presentations and answers to participants' questions, is available on the Croatian Government's website www.vlada.hr/naslovnica/novosti_i_najave/2012/veljaca/prvi_vladaup_moram_o_svima_olaksati_zivot_it_om.

Promotion of the upgraded e-Tax system

The Public Revenue Office of Macedonia promoted the upgrade of the e-Tax system on 6th of February 2012. The new system includes an electronic service by which all citizens – individuals can submit their tax declarations and pay their taxes electronically.

The service was officiated by the Prime Minister, Mr. Nikola Gruevski, the Deputy Minister for Information Society and Administration, Mrs. Marta Arsovska Tomovska and the Director of the Public Revenue Office, Mr. Goran Trajkovski.

Prime Minister Gruevski, highlighted in his speech that "the electronic service will change this image of crowded counters" adding that reducing the number of physical visits to the counters and having an integrated electronic system, will imply significant savings for both citizens and the Public Revenue Office. He also emphasized that this service will help to overcome the crowded counters in the last days of the deadline for filing annual tax declarations.



- "The Public Revenue Office introduced this electronic service for taxpayers in 2006. It was a humble beginning available only for the large taxpayers. In 2008, medium and small taxpayers were added. In 2012, we are upgrading this service just in time when citizens fulfil their obligations to file annual tax declarations for all revenues besides their salaries", said the Director of PRO, Mr. Trajkovski. "This service is a

contribution to achieving the commitment of the Public Revenue Office to a fair and equal treatment with maximum transparency and avoiding all possible methods of corruption" he concluded.

This year, the Public Revenue Office expects a total of 200,000 annual tax declarations to be submitted by citizens both physically and electronically.

Interview with Rosalinda Stojova, participant from Macedonia at the e-Government Network

Tell us a little bit about yourself (which country, department, function)

My name is Rozalinda Stojova, and I work at the Ministry of Information Society and Administration in Macedonia. As a head of Unit for certificates and licenses in the Sector for Interoperability, I am working on different projects with the goal of building e-Government.

What do you think of ReSPA Campus (hotel, food, training facilities, etc)

Starting from its location, the peaceful landscape, and the mixture of historically valuable foundations with the new technology upgrade both in the hotel as in training facilities, through the staff that is always in disposal, the campus is a role model for a modern school. In one year time I had a chance to visit ReSPA few times, and each time it was a pleasure to

stay there.

Now let's talk about the e-Governance network. Were your expectations met?

The e-gov network is an activity on a long term, and the only expectations I have are to have competent members from all countries and readiness of ReSPA to support it. The second event proved the motivation of the members and common understanding of the goals and potentials of the group.

Did you have the chance to meet new people? Are you still in contact with them?

In ReSPA I have met a lot of new people, but I am in contact with only some of them. Yet, that list is extending. As in other communications, there must be topic of interest that will keep us in contact. This is in fact what we have in the e-gov network,

where I expect our mutual contacts to continue, develop and grow up.

What would you suggest to ReSPA?

ReSPA is a young school if one counts its age, but according to the experience it has, it is a school with long history. Building synergy from different capacities and not changing course is the only advice I could say.

What would you like to say to your friends and colleagues from the civil service in your country?

Staying in ReSPA is wonderful experience and I wish everybody has a chance to participate at least to one event organized there.

Interview with Ms. Iva Bojicic, Participant from Serbia

Ms. Iva Bojicic recently participated in the training on “International Protocol and its relation to the Public Administration” in the ReSPA campus in Danilovgrad. We were curious about her impressions of ReSPA.

Tell us a little bit about yourself

I am a civil servant from the Republic of Serbia. I have been working in the Serbian Ministry of Human and Minority Rights, Public Administration and Local Self-Government for a year. My current position is a coordinator for international cooperation affairs in the Cabinet of the Minister. I am a lawyer by education.

First time in ReSPA? What do you think of ReSPA Campus?

Yes, it was my first time in ReSPA and I really liked the whole campus. Rooms, food and overall service were really at the highest level.

Now let’s talk about the training course. Were your expectations met?

As for the training, my expectations

were fulfilled in every respect. Topic of the course was very interesting and relevant for me. Trainers were excellent and did their job very well. What I liked most during the training were the workshops which were conducted in a very creative way.

How will the professional experience gained here at ReSPA reflect your work now and in the future?

Experience, knowledge and contacts with other participants gained during the training will reflect very positively on my work especially having in mind that I am at the beginning of my career. Everything I learned in the training I will be able to implement in the practice. This training was “practice oriented” and such approach is not always easy to find.

Did you have the chance to meet new people? Are you still in contact with them?

Yes, of course. I met many new colleagues from the region and with

some of them I am often in contact. When it comes to socialization and exchange of experience this training has given me an invaluable experience.

What would you suggest to ReSPA?

I would only propose to ReSPA to organize as much as possible trainings with interesting contents.

What would you like to say to your friends and colleagues from the civil service in your country?

I would like to say to all my colleagues from the public administration bodies in Serbia to apply for the various ReSPA trainings whenever they can, because they will experience a wonderful experience and meet new people.

ReSPA Governing Board Members Ministerial Level

RESPA MEMBER	NAME	POSITION	CONTACT
Albania	Mr. Bujar Nishani	Minister of Interior	minister@moi.gov.al
Bosnia and Herzegovina	Mr. Barisa Colak Mr. Neven Aksamija (Substitute)	Minister of Justice Civil Service Agency Director	uredministra@mpr.gov.ba neven.aksamija@ads.gov.ba
Croatia	Mr. Arsen Bauk Mr. Zoran Piculjan (Substitute)	Minister of PA Deputy Minister	v.zonjic@uprava.hr zpiculjan@uprava.hr
Macedonia	Mr. Ivo Ivanovski	Minster of Information	ivo.ivanovski@mis.gov.mk
Montenegro	Mr. Ivan Brajovic	Minister of Interior	cabinet@mup.gov.me
Serbia	Mr. Dusko Radakovic	State Secretary Ministry Human and Minority Rights PA and LSG	dusko.radakovic@mduls.gov.rs

Governing Board Members, Senior Official Level

RESPA MEMBER	NAME	POSITION	CONTACT
Albania	Ms. Blerta Selenica	Director of DoPA, Ministry of Interior	b.selenica@moi.gov.al
Albania	Mr. Fatmir Demneri (Substitute)	Director, Training Institute of PA	f.demneri@itap.gov.al
Bosnia and Herz.	Ms. Fazila Music	Ass. Minister, Ministry of Justice	f.music@mpr.gov.ba
Bosnia and Herz.	Mr. Aleksandar Karisik (Substitute)	Head of Unit, Public Administration Reform, Coordinator Office Council of Ministers BIH	aleksandar.karisik@parco.gov.ba
Croatia	Ms. Andreja Bakula	Ministry of Public Administration	abakula@uprava.hr
Croatia	Ms. Valentina Milicic		valentine.milicic@dsju.hr
Macedonia	Mr. Jahi Jahija	State Secretary, Ministry of Information	jahi.jahija@mioa.gov.mk
Montenegro	Ms. Svetlana Vukovic	Director HRMA	svetlana.vukovic@uzk.co.me
Montenegro	Ms. Jadranka Djurkovic (Substitute)	Deputy Director of HRMA	jadranka.djurkovic@uzk.co.me
Serbia	Ms. Vladana Jovic	Assistant Minister Ministry of Public Administration And Local Self Government	vladana.jovic@mduls.gov.rs

ReSPA Staff

NAME	POSITION	CITIZENSHIP
Suad Music	ReSPA Director	Bosnia and Herzegovina
Ivana Bajo	PA to the Director	Croatia
Vlatko Naumovski	Head Of Finance	Macedonia
Natasa Kuc	Finance Assistant	Montenegro
Aqim Emurli	Training Manager	Macedonia
Dubravka Jurisic	Programme Assistant	Serbia
Goran Pastrovic	Training Manager	Serbia
Ranka Bartula–Musikic	Programme Assistant	Bosnia and Herzegovina
Ivica Ivanovic	Legal &Personnel Officer	Montenegro
Eris Kasmi	PR and Documentation Officer	Albania
Milutin Rasovic	IT Technician	Montenegro
Igor Djukanovic	Facility Manager	Montenegro
Vanja Masanovic	Receptionist	Montenegro
	Receptionist	Serbia

Liaison Officers

COUNTRY	NAME	POSITION	CONTACT
Albania	Ms. Evis Taska	Trainer, Dep of PA, Training Institute of PA	albania1@respaweb.eu
Bosnia and Herzegovina	Mr. Zlatan Siric	Administrative Inspector,	bih1@respaweb.eu
Bosnia and Herzegovina	Mr. Dalibor Copic	Senior Expert Associate, Civil Service Agency of Republic Srpska	bih1@respaweb.eu
Bosnia and Herzegovina	Ms. Samra Ljuca	Expert Advisor, Civil Service Agency	bih1@respaweb.eu
Croatia	Ms. Dusanka Boshnjakovic	Coordinator of the Training Programmes, Ministry of PA	croatia1@respaweb.eu
Croatia	Ms. Gordana Zoretic	Coordinator of the Training Programmes, Ministry of PA	croatia1@respaweb.eu
Macedonia	Mr. Martin Todevski	Associate for Cooperation and Promotion of Information Society	mk1@respaweb.eu
Montenegro	Ms. Blazenka Dabanovic	Independent Advisor HRMA	montenegro1@respaweb.eu
Montenegro	Ms. Dina Dobardzic	HRMA	montenegro1@respaweb.eu
Serbia	Ms. Stasa Lukic	Ministry of Human and Minority Rights, PA and Local Self Government	serbia1@respaweb.eu
Kosovo*	Mr. Hamit Qeriqi	Head of Administration KIPA	kosovo1@respaweb.eu

This designation is without prejudice to positions on status, and it is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence



EU Commissioner Stefan Fyle and Mr. Milo Djukanovic at the Opening of ReSPA



Round Table organized by ReSPA for 6 Annual Conference



Members of the EU Parliament Visit ReSPA

ReSPA

The Regional School for Public Administration

The Regional School of Public Administration (ReSPA)

Address:

Branelovica

81410 Danilovgrad

Montenegro

Phone: +382 20 817 200

E-mail: respa-info@respaweb.eu

Website: www.respaweb.eu

About ReSPA

ReSPA is a joint Initiative of European Union and the Western Balkan countries working towards fostering and strengthening the regional cooperation in the field of public administration among its Member States.

It seeks to offer excellent innovative and creative training events, networking activities, capacity building and consulting services to ensure that the shared values of respect, tolerance, collaboration and integration are reaffirmed and implemented throughout the public administrations in the region.

Announcement!

6th ReSPA Annual Conference

The Regional School of Public Administration (ReSPA) in organizing its 6th Annual Conference, with the theme “Good Governance through Participative Democracy and Client Oriented Public Administration, on 19-20th of April, in Danilovgrad, Montenegro. On the occasion, Ministers from Albania, Croatia, Montenegro and Macedonia, in charge of the ministries of public administration reform implementation will be present and deliver opening remarks. The event will be attended by the Public Administration Institution representatives of Western Balkan countries, European Union, representatives of foreign missions accredited in Montenegro, international organizations, and civil society dealing with issues related to the Public Administration Reform and Good Governance. The main objective of this conference is to raise awareness on the changing mode of the Governance over the last decades in the Western Balkans influenced by globalization and the need to adjust to international economic, social and technological development. It will also discuss the increasing lack of confidence among the citizens with regards to the functions of the government and the quality of the services that Public Administration provides.