

ReSPA NEWSLETTER

Year 2010 - Issue 3
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ReSPA: A step forward

Dear Reader,

In this edition, we celebrate the ratification of the International Agreement establishing a Regional School of Public Administration (ReSPA) by Croatia and Serbia in the course of July, thus bringing the total number of ReSPA partners to have ratified the Agreement to six. As a result, ReSPA has become an **autonomous legal entity with the status of an international organisation**.



ReSPA premises in Danilovgrad/
P. Hery

In parallel with this, ReSPA's offices, training facilities and campus in Danilovgrad, Montenegro have been furnished and technical equipment installed, thus paving the way for the first **Governing Board** meeting at the level of Ministers to take place at ReSPA's own seat on 24 September 2010.

At this meeting, the Governing Board adopted a wide range of decisions and resolutions, which enable institution-building activities to start in earnest and activities to be organised in Danilovgrad, including, *inter alia*, the institutional legal framework, the preliminary work programme, the initial staffing plan and the nomination of ReSPA's first Director, Mr. Suad Musić.

By the time this Newsletter is published, the first round of **recruitment procedures** for new staff to work at ReSPA will have been launched, and vacancy announcements for a number of positions will already have been published on ReSPA's website (www.respaweb.eu) as well as on the websites of the ReSPA members' schools and authorities responsible for public administration and the training thereof.

In parallel with all of the above, ReSPA **training activities** have continued – and will continue – to be delivered.

In the following pages of **this issue of the ReSPA Newsletter** you will find, among other items, pictures and reactions from participants of some of the training courses delivered since the last issue of the Newsletter, reactions to and reports from the first Governing Board meeting, as well as announcements of the current ReSPA vacancies and the upcoming ReSPA training activities and networking events.

We wish you enjoyable reading,

Peter Goldschmidt
ReSPA Project Director
(Director, EIPA Luxembourg)

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



**ReSPA Governing
Board enters into
action**

First Meetings of the ReSPA Governing Board

By PETER GOLDSCHMIDT

With the ratification of the International Agreement (IA) establishing ReSPA, the Steering Committee has ceased to exist and has been replaced by a Governing Board consisting of two representatives from each of the ReSPA members. The Governing Board can meet in two formations, namely at the level of Senior Officials (who should meet four times per year) and at the level of Ministers (who should meet at least once per year). Hence one of the representatives should be a Senior Official, while the other should be a Minister.

The first meeting – or, to be precise, the first **two meetings** – of the ReSPA Governing Board took place on 23 and 24 September 2010 at ReSPA's newly refurbished seat in Danilovgrad, Montenegro.

On 23 September, the Governing Board met in the formation of Senior Officials. The aim of this meeting was to review the agenda for and the draft decisions and resolutions to be adopted by the next day's Governing Board at Ministerial level.

All the documents and draft decisions and resolutions to be presented and adopted at the Governing Board meeting at Ministerial level had been developed and thoroughly discussed in the various Steering Committee meetings of the previous year. For this reason, the outcome of the Governing Board meeting at Senior Officials' level consisted of mainly minor but nevertheless important changes to the agenda for the Ministers' meeting, as well as the verification of certain details in the draft decisions and resolutions.



*First Governing Board meeting at Ministerial Level,
Danilovgrad Sept. 2010 / P. Herry*

The meeting on 24 September was therefore the 'big day' and indeed the culmination of all the joint efforts of the ReSPA partners and the European Commission over a period of more than five years. On this day, the Governing Board in its formation of representatives at the level of Ministers met to formally approve ReSPA's preliminary work programme until April 2011, ReSPA's initial staffing plan and recruitment procedures, the entire institutional regulatory framework (such as financial and staff regulations, rules of procedure etc.), as well as the appointment of ReSPA's first Director, Mr. Suad Musić.

Article 14(2) of the IA prescribes that the Governing Board at Ministerial level shall be composed of "a minister or equivalent" from each ReSPA member. Now, as it happened, although all ReSPA members were represented at the meeting, only half of them were actually represented at the appropriate level. In order to avoid further undue delays in the institution-building activities and the organisation of activities in Danilovgrad, the representatives agreed to provisionally adopt the above-mentioned plans, decisions and resolutions, including the appointment of the Director, and to formally confirm these decisions by means of a written procedure.

Of course, this situation inevitably entails some negative consequences. Apart from causing embarrassment in certain quarters, it also signifies delays in the launching of recruitments of new ReSPA staff, the payment of the member contributions, the completion of the Host Country Agreement etc.

On the other hand, thanks to the positive and constructive approach pursued by the ReSPA members' representatives at this first Governing Board meeting as well as the generous offer of Montenegro's Human Resource Management Authority to provide logistical and organisational support to ReSPA in the interim period, it has been possible for the ReSPA Secretariat to proceed with a number of actions, such as the finalisation of job-profiles and vacancy announcements, the continuation of the planning and organisation of scheduled training activities and the initiation of active cooperation with the new Director.

With this in mind, the first Governing Board meetings ultimately ended on a positive note and were celebrated long into the evening at the pleasant restaurant and brasserie located on the ground floor of the ReSPA campus.

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

Mr. Duško Radaković, Governing Board member at Ministerial level, Serbia: “The institutionalisation of ReSPA contributes to the acceleration of the EU integration process...”



Ms. Vladana Jović, Governing Board member at Senior Official level, Serbia: “In participating in the establishment of ReSPA, the Republic of Serbia has started from the strategic orientation of our country towards the EU, but also from its need to build a professional and depoliticised civil service.”

Mr. Niko Grubešić, Assistant Minister, Ministry of Justice of Bosnia and Herzegovina: “By helping to improve the public administration, ReSPA will have a direct impact on the enhancement of the rule of law and transparency in the countries of the region.”



Mrs. Svetlana Vukovic, Director of Human Resource Management Authority (HRMA) of Montenegro and ReSPA Governing Board member at operational level:
« Regular GB meetings will ensure that all activities are coordinated among ReSPA members (including Montenegro), and that the members are kept fully informed of ReSPA activities

**Read complete interviews and more at
www.respaweb.eu**

ReSPA Vacancies

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 position	Application deadline
Legal and Personnel Officer	12 January 2011
Head of Finance	12 January 2011
Training Manager	12 January 2011
Facility Manager	12 January 2011
2 Programme Assistants	7 January 2011
Information Technology (IT) Technician	7 January 2011
Personal Assistant to the Director	7 January 2011
General Services and Driver	7 January 2011

Seminar “Theory and Practice of the Policy Cycle: From Drafting to Evaluating Policies”

By *EVIS TASKA*

“ ...providing understanding of the new demands upon governments and public administrations... ”

The objective of this 5-day seminar was to cover the process of the policy cycle: Firstly, by providing understanding of the new demands upon governments and public administrations as well as new concepts and approaches related to policy-making, implementation and evaluation; and, secondly, by sharing practical experiences and practical tools/methods which can be applied in the different stages of the policy cycle. Some of the main subjects discussed included New Public Management in Europe, the Policy Cycle and National Co-ordination, Implementing Policies: Fulfilling SAA and EU Accession Requirements, the Process of Law-making and the Consultation Process, Impact Assessment, Monitoring and Evaluation etc.

The seminar was attended by public sector managers

and senior civil servants involved in the policy-making process. The variety of methods used, including presentations, Q&A, simulations and group discussions, made for a very interactive seminar, in which all the participants had the opportunity to share their own experiences of the different Ministries or institutions they represented among their countries.

The seminar was delivered by a team of trainers from the European Institute of Public Administration (EIPA) and experts from national administrations of both old and new EU Member States, in order to ensure not only transfer of theoretical concepts and practical skills, but also a proper exchange of practical experiences and identification of good practices. The trainers were Tore Chr. MALTERUD (NO), Head of Unit for European Public Management,

EIPA, Peter I.B. GOLDSCHMIDT (DK), Senior Lecturer and Director of the European Centre for Judges and Lawyers, EIPA Luxembourg, Theo JANS (NL), Senior Lecturer, Unit for European Decision-Making, EIPA, Leno SAARNIIT (EE), Lecturer, Chair of Governance, Institute of Public Administration, Faculty of Social Science, Tallinn University of Technology.

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.

EVIS TASKA
is Liaison Officer for Albania.

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

Tirana, 18-21 May 2010

“...Civil servants should be kept informed of EU legislation and institutions”

Interview: Mr. Milan Cupric, Head of Department Forestry and Water Management, Ministry of Agriculture, Serbia

What were your expectations when applying for the course?

It is first time that I attended a training activity connected with the policy cycle. I expected the seminar to be very general and not applicable to the area of agriculture (my field of interest). But it was all very interesting and I think very good for my work also.

To what extent would you say these expectations were met?

The seminar was sufficiently general but at the same time completely applicable in every field. I learned a lot about the policy cycle, which is quite important to my work.

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 department which I manage is responsible for creating legislation, so a part of my activities is focused on harmonisation of national provisions with EU legislation. The knowledge I acquired during this training activity is and will be very useful for my work. I always support the idea that civil servants should be kept informed of EU legislation and institutions.



Milan Cupric, May 2010 /
E. Taska

Have you kept in contact with the other participants?

I have kept in contact with the participants from Serbia, but I spent a very pleasant time with all of the participants in Tirana. I hope the network established there will be quite useful and pleasant in the future as well.

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

Excellent organisation - thank you. The exchange of experiences among participants is always very much appreciated and supported as well.

Training programme on Participative Training Techniques

By IRENA STAMESKA

This 3-day seminar was attended by civil servants involved in the process of preparation and delivery of training activities from all but two of the ReSPA Members. The aim of the seminar was to provide the participants with a basic understanding of Participative Training Techniques. Upon completion, they were to be able to describe a process of facilitation/ participative training techniques, identify the stages of group development, describe appropriate facilitator interventions, explain how facilitation skills can be used to help groups and individuals achieve their goals and deal with difficult situations, demonstrate group facilitation and give and receive feedback.



“...the ‘4 Ps’ model - a method of defining facilitation and participative learning...”

The programme began with an introduction to the ‘process contract’; the development of a learning contract for the group and the definition of facilitation. This was followed by the concept of the ‘4 Ps’ model - a method of defining facilitation and participative learning - and by the exploration of key techniques and methods in facilitation. The second part of the seminar covered group development, group dynamics and dealing with difficult situations. Finally, the seminar concluded with an exercise designed to put into practice the knowledge acquired during the previous days. The participants were asked to design practice sessions in pairs and to demonstrate group facilitation.

Training Programme on Participative Training Techniques

Skopje, 28-30 June 2010

The seminar was implemented by Jo Metcalf and Quentin Oliver, National School of Government (UK). The methodology consisted of learning by doing, discussions and exchange of tips and information. The entire last day of the training event was devoted to a comprehensive exercise.

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

Interview: Mrs. Dzenana Zivalj, Head of Education Department, Directorate for European Integration, Promotion and Education Department, Bosnia and Herzegovina

What were your expectations when applying for the course?

My expectations when applying for the course were to increase my level of knowledge related to the matter of training. In particular, my expectations were related to specific training techniques.

To what extent would you say these expectations were met?

My level of satisfaction regarding what was offered during the training is quite high.

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?

My attendance to the training will be helpful for my everyday work.

Have you kept in contact with the other participants?

Probably, but I am not sure.

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

It would have been more useful if the training had been delivered in English as the translation created difficulties.

ReSPA Past Activities

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

Managing the Administration: A comprehensive Management training (Module II)	18–21 May	Sarajevo	
Theory and Practice of the Policy Cycle: From Drafting to Evaluating Policies	18–21 May	Tirana	Newsletter Page 4
Planning and Implementing Communications & Lobbying Campaigns	31 May–4 June	Skopje	
14th Session of the Steering Committee Meeting	06 June	Podgorica	
Course on Legislative Drafting—EALL	08–10 June	Zagreb	Newsletter Page 6
Integrity Manager—A certified programme on Anti-corruption	22–25 June	Belgrade	
Summer School: Intensive Seminar on the EU	28 June–16 July	Bruges	
Training Programme on Participative Training Techniques	28–30 June	Skopje	Newsletter Page 5
Training Managers Course	28 June–02 July	Tirana	Newsletter Page 8
Summer School on European Integration and Regionalism	05–16 July	Luxembourg	Newsletter Page 8
15th Session of the Steering Committee Meeting	9 Sept	Podgorica	
The new Lisbon Treaty and the changing role of Local Government	14–16 Sept	Tirana	Newsletter Page 7
Training on the Application of HR instruments	14–17 Sept	Tirana	Website
Managing the Administration (Module I)	28–30 Sept	Zagreb	
Seminar on Planning and Implementing Communications and Lobbying Campaigns	25–29 Oct	Danilovgrad	

Access the articles published on the website at www.respaweb.eu

Course on Legislative Drafting — EALL

By VALENTINA MILIČIĆ

The 'Course on Legislative Drafting' was organised in cooperation with the European Academy for Law and Legislation (EALL).

Legislation that is clearly drafted has become even more important than ever in view of the principles of modern administration and

in line with accession to the EU.

The aim of this training activity was to provide the participants with a better understanding of the quality of legislation that relates to all aspects of the legislative cycle, as well as knowledge on the implementation and enforcement of EU legislation in national jurisdictions, the systematic method of drafting and the ability to transpose EU directives into national legislation. The seminar was of particular interest to civil servants involved in the

process of preparation of legislation. The trainer, Ms Helen Xanthaki, Institute of Advanced Legal Studies, University of London, used a method that is very much focused on learning by doing. A comprehensive exercise covered the whole last day of the training event.

The training was rated as very good, with special emphasis on the trainer, who received excellent evaluations.

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

Course on Legislative Drafting—EALL

Zagreb, 8-10 June 2010

VALENTINA MILIČIĆ
is Liaison Officer for Croatia.

Seminar “The new Lisbon Treaty and the Changing Role of Local Government”

By *EVIS TASKA*

Municipalities and regions across Europe will experience significant developments following the entry into force of the Lisbon Treaty. The Lisbon Treaty preserves most of the key points of the defunct Treaty establishing a Constitution for Europe, which envisaged strengthening the role of the regional and local levels in the European arena. A more multilevel, inclusive Europe is clearly favoured: better involvement of local and regional expertise in the quest for a more cohesive Europe together with a reinforced principle of subsidiarity and a greater role given to national Parliaments.

The seminar was organised by the European Institute of Public Administration (EIPA), in the framework of the Regional School of Public Administration (Phase 2) in Tirana on 14-16 September 2010. The objective of this 3-day seminar was to explain in a comparative way the actions undertaken by the sub-State level to participate in the pre-legislative, legislative, transposition and implementation phase of the EU policy-making cycle, as well as the multilevel interaction in place in the different Member States with a view to ensuring proper compliance of EU Law etc. Some concrete examples of directives were analysed through all of the constituent phases of the policy cycle, in order to provide the participants with real case studies illustrating the best practices followed in some Member States. Special attention was devoted to the European Commission's Impact Assessment Guidelines 2009, the novelties brought about by the Lisbon Treaty, as well as the latest proposals contained in the Committee of the Regions' White Paper on Multilevel Governance (MLG).

The seminar was attended by local and regional officials who are or will be involved directly or indirectly in the decision-making process, transposition, implementation and enforcement of European policies and laws. Presentations and lectures focusing on the legal context were complemented and illustrated by open sessions, group exercises, as well as the sharing of experiences between participants. They were provided with specific knowledge and skills on the process of facilitating the local and regional authorities to understand their future role in the law-making cycle, from the pre-legislative phase to the final compliance and enforcement phase; performing a continued assessment of their performance.

These officials will support the regional and local public authorities on new MLG instruments and their potentialities, in order to help them to better understand their future role in the European law and policy-making process at regional level, as well as the coordination mechanisms which can be put in place in order to secure good performance.

The training event was delivered by a team of trainers from EIPA, including Mrs Gracia Vara Arribas, Expert, EIPA Barcelona, and Mr Juan Diego Ramírez-Cárdenas Díaz, Senior Lecturer, EIPA Luxembourg, as well as the local expert Mrs Brikena Tare, Director of Institute for Transport, Tirana.

Seminar: The New Lisbon Treaty and the Changing Role of Local Government

**Tirana,
14-16 September 2010**

EVIS TASKA

is Liaison Officer for Albania.

Interview: Ms. Milica Saracevic, Junior Adviser, Serbian European Integration Office, Department for Political Criteria, Justice, Freedom and Security

What were your expectations when applying for the course?

I expected to learn new things about the Lisbon Treaty and to meet people from the region who are dealing with the same issues that I manage in my daily work.



To what extent would you say these expectations were met?

Some of my expectations were met, although in my opinion the level of the presentations and information provided should have been more extensive.

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 can use all the acquired knowledge in my daily work, as I tackle all the political and institutional issues in the EU. It is transferable up to the point where the Lisbon Treaty is transferred into our domestic legislation.

Have you kept in contact with the other participants?

I have remained in contact with some of them, but I hope that the network established within ReSPA will really work in the future.

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

It would be useful if you could check the participants' background knowledge on the subject before initiating the selection process because the discrepancy leads to difficulties in the group work.

“...better involvement of local and regional expertise in the quest for a more cohesive Europe”

Training Managers Course

By *EVIS TASKA*

The effective management of training is an important precondition to draw the maximum benefit from the performance of the administration. This course was attended by training managers and also civil servants responsible for the organisation of training either in training institutes or the administrations. It was focused mostly on the practical issues involved in the procurement of training, planning training programmes, monitoring outcomes and the cost of training.

The objective of this 5-day seminar was to cover the needs and points of particular interest of trainers by increasing awareness of the training process and how training supports the development of an effective workforce, and by improving the ability of training managers to specify, manage and evaluate training programmes in their institutions. Some of the key subjects of this training activity were the role of the Training Manager, the training cycle - strategic choices and impact, using different methods of needs analysis, setting training and learning objectives, logistics and delivery issues, building in evaluation - monitoring learning - role of line management, planning the training budget, marketing training - communication & support, Training managers' role in developing policy and strategy etc.

The seminar was quite interactive, with a participatory approach for modifying, improving and better use of the procedures and different methodologies, and reference being made to experiences of the participants during the exercises. The methodology consisted of a combination of presentations, discussions and case studies. 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.

**Training Managers
Course**

**Tirana,
28 June—2 July 2010**

"The effective management of training ... to draw the maximum benefit from the performance of the administration."

EVIS TASKA

is Liaison Officer for Albania.

Summer School on European Integration and Regionalism: EU Law and its

By *NADJA LONG*

This 2-week Summer School was held at EIPA Luxembourg in early July 2010. It was attended by civil servants from different ministries of Albania, Bosnia & Herzegovina, Croatia, the Czech Republic, Kosovo under UNSC Resolution 1244, the former Yugoslav Republic of Macedonia, Montenegro, Russia and Serbia, as well as by two officials from the European Institutions.

The overall aim was to provide the participants with a practical understanding of current EU legal issues and the resulting effects on national administrations. The Summer School also forms part of the future Meir Newline Master programme - to be launched in September 2011 - for which participants of this course could obtain credits.



The course was divided into three parts, all taking into account the changes brought about by the Lisbon Treaty. First, it provided a comprehensive overview of the constitutional organisation of the European Union and introduced fundamental concepts and principles of EU law in general (5 days). Secondly, it offered an insight into specific policy areas (2 to 3 days). Finally, it gave a practical overview of the implementation of European Union Law and the consequences thereof in terms of administrative capacities and human resources (2 to 3 days).

Summer School on European Integration and Regionalism: EU Law and its implementation

**Luxembourg,
5- 16 July 2010**

The programme was implemented by the entire EIPA Luxembourg team and by EIPA colleagues from Maastricht and Barcelona as well as a number of external speakers (Miriam Allam from the OECD, for example). The evaluations showed that while the participants may have found the content of the seminar to be quite intensive, all of them

NADJA LONG

is Lecturer at EIPA Luxembourg.

Implementing European Union law

“...there should be more of a focus on cooperation and regionalism...”

Interview: Ms. Karmen Simčić
Expert Assistant, Ministry of Foreign Affairs and European Integration,
Department for Analysis of Legal System Harmonization, Croatia

What were your expectations when applying for the course?

When I first saw the programme I thought it could be interesting, as has been the case with other seminars organised by EIPA. I expected to meet people from the region with whom I could exchange experiences on topical issues and to receive information on recent developments in the EU brought about by the Lisbon Treaty, and particularly relating to the approximation of national law.

To what extent would you say these expectations were met?

I was already aware that the participants had differing levels of prior knowledge but I expected more discussion. I still think it is useful to maintain the quantity of information provided in the various sessions, but I also feel there should be more opportunities for discussion with other participants as this can give rise to many questions. In short, there should be more of a focus on cooperation and regionalism and sharing information, but all in all I am quite satisfied.

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?

Very much, definitely. The Croatian Ministry of Foreign Affairs is acting as coordinator in the accession process in Croatia, and as a future Member State we need to be familiar with all stages of the process and to keep abreast of developments. I was particularly happy with Mr Monda's presentation concerning communication strategy as I got a better idea of what the Croatian department for communication is doing and the information I received will be useful. The presentations on coordination and national implementation by Mr Goldschmidt were also very interesting.

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

It was great that sessions on Common Foreign and Security Policy and Justice and Home Affairs were included in the programme, and I appreciated the possibility of choosing and specialising in different 'tracks'. On the other hand I think more concrete and practical examples should be given, and we should have more time to prepare for simulations in order to allow us to participate

Interview: Mr. Igor Milovanov, Project Coordinator
Judicial Academy, Serbia

What were your expectations when applying for the course?

I work in the Judicial Academy of Serbia but I am not a lawyer (I have a background in political science), so I expected to gain a better understanding of the functioning of the EU. I am trying to understand the system and EU legal terms particularly because I am currently working on a 2-year EU law study programme.

To what extent would you say these expectations were met?

This is not the first such course I have attended, so the subject-matter was not completely new to me. Nevertheless I am happy to have gained a more advanced level of knowledge across the board. I received a lot of information and even more importantly indications of where to find relevant information, which is good as I now know where to look for appropriate sources.

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?

Very much. I now have a better understanding of the relevant processes and since I work with lawyers I can now follow their discussions (for example in meetings) and also explain to them new areas which as yet do not exist in Serbian national law. In other words, I now have a more holistic overview, which is particularly useful when working with and assisting lawyers.

Have you kept in contact with the other participants?

Yes - I always do. Not only on a social basis but also professionally. Since we have the same goals, it is possible for the neighbours in the region to come together and share information. For example, in cases where we face similar problems, we can work together and exchange our views and experiences. This is particularly easy to do with people from the region as our languages are similar, which is especially useful when it comes to the translation of legislation.

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

This experience has been important to me and I am happy to have participated. I met interesting people who seek personal and professional development, and even after the presentations we discussed the topics covered amongst ourselves in order to try to understand better.

Interview with Mr. Branislav Brano Djuranovic, Mayor of Danilovgrad

By IVICA IVANOVIC



Branislav Brano Djuranovic / I. Ivanovic

In your opinion, has establishment of the Regional School of Public Administration (ReSPA) in Danilovgrad had a positive impact on the general development of the Municipality, and specifically on the touristic development of the town?

The news of our candidacy for the seat of ReSPA has had a positive impact on our Municipality, in every way. The decision at the open competition in Paris positively surprised us and of course made us happy. This really means success, bearing in mind also who the other candidates in the competition were.

Although Danilovgrad is a small town, it has become known in the wider region and, as one senior official of the European Union said, it has become an important point on the map of Europe.

ReSPA has not yet started its work in Danilovgrad, but we have already experienced positive progress in terms of general development and tourism development. Certainly, ReSPA has influenced the interests and arrivals of so many domestic and foreign investors in our Municipality.

Does the location of ReSPA's headquarters in Danilovgrad positively affect the integration of Montenegro into the EU, and in particular its actual candidacy and membership in the future?

ReSPA is the first regional organisation of its kind to be based in Montenegro. By assigning this School to our country, Europe has recognised Montenegro as a serious candidate and I hope a member in the near future.

Confidence being placed in our Municipality and the state of Montenegro as a whole having sufficient knowledge and capacity to organise and carry out this project gives us the right to believe in our European quality.

We are honoured that an institution of such importance is located in our town, and with this opportunity also comes the obligation to continue the project of Montenegrin accession to Euro-Atlantic integration. Montenegro has always been in Europe, and with this and similar projects we bring Europe to Montenegro.

Which historical and touristic places in Danilovgrad would you recommend ReSPA training participants to visit during their stay in the Municipality?

In the Municipality of Danilovgrad there are a number of important places that we recommend tourists to visit and we will recommend the same places to ReSPA training participants during their stay.

“ReSPA is the first regional organisation of its kind to be based in Montenegro”

Some of these destinations are already known to them, and they may even have already visited some of them. First of all there is the Ostrog Monastery, which attracts thousands of tourists and followers of all religions and faiths every year. Also, there is the Zdrebaonik Monastery and other historical places including the site of the battle of Martinici, the Fortress of Spuz with Tablja, and the Monument in Lazine. As picnic areas we recommend *Glava Zete, Orja Luka*, and the mountainous locations of *Studeno, Ponikvica, Vukotica and Garac*.

Especially charming in this area is the Zeta river, which is rich in fish and suitable for all river sports (canoeing, kayaking, rafting etc.).

Certainly not to be missed are our Artistic Colony, Native museum, the archaeological and historical site of Gradina and much more.

The civil servants of Montenegro and from other ReSPA Members will have the opportunity to upgrade their practices in ReSPA training activities. In your opinion, should ReSPA include officials of local self-government of its Members in future?

Although ReSPA is designed for civil servants of Montenegro and other members of ReSPA, I think it would be very good if training programmes included officials of local self-government.

What ReSPA training activities would you recommend for senior civil servants and officials of local self-government (ministers, municipality presidents etc.)?

I suppose that the training programme has already been defined, and this anticipates which categories of civil servants need to undertake further education and upgrade their practices. When it comes to local officials, I think that above all the training programme should include managing structure.

All of us require additional knowledge, and primarily in the following areas:

- European legislation, with the process of Euro-Atlantic integration
- European standards in the field of civil rights and freedoms
- European regulations and experiences in the field of local self-government, etc.

MICA IVANOVIC
is Liaison Officer for Montenegro.

Look out for our special issue in December on the official opening of the ReSPA premises in Danilovgrad!

ReSPA next 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.

Towards Total Quality Management with the Common Assessment Framework (CAF)	03–05 Nov	Danilovgrad
Managing the Administration (Module II)	08–12 Nov	Danilovgrad
Official opening of the ReSPA premises	11 Nov	Danilovgrad
Theory and Practice of the Policy Cycle: From Drafting to Evaluating Policies	29 Nov–3 Dec	Danilovgrad
The role of government in creating trust and security: Personal Data protection in Europe	07–09 Dec	Danilovgrad

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