

# ReSPA Newsletter

Summer Issue, July 2009

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## Special points of interest:

- ReSPA (Phase 2)
- Summer School in Luxembourg
- ReSPA Newsletter
- ReSPA Website
- Upcoming Activities

## Bosnia and Herzegovina signs International Agreement establishing ReSPA

*Minister of Justice of Bosnia and Herzegovina, Mr. Bariša Čolak, signs the International Agreement on the Establishment of the Regional School of Public Administration (ReSPA).*

*DINA DOBARDZIC*

On 9th June 2009, the Minister of Justice of Bosnia and Herzegovina, Mr. Bariša Čolak, signed the International Agreement on the Establishment of the Regional School of Public Administration (ReSPA) in the Embassy of Montenegro in Sarajevo.

Mrs. Svetlana Vukovic, the Montenegrin ReSPA Steering Committee Member Mrs. Jadranka Djurkovic, as well as the ReSPA Steering Committee Member from Bosnia and Herzegovina Mr. Niko Grubestic, along with his associates.



**Mr Bariša Čolak signs Agreement as Mr Ramiz Basic (right side), Mrs Svetlana Vukovic (left side), Mr. Niko Grubestic, Mrs. Jadranka Djurkovic and Mrs. Ljiljana Cvorovic (in the back) look on / HRMA**

The Signing Ceremony was attended by the Ambassador of Montenegro Mr. Ramiz Basic, the Director of the Human Resources Management Authority (HRMA)

## International Agreement

The International Agreement had already been signed by a number of ReSPA Partners on 21st November 2008 in Podgorica, and after the ratification of other ReSPA Partners the Agreement will enter into force at the end of 2009.

With the entry into force of this Agreement, ReSPA will become an international organisation with the mission of promoting and improving regional cooperation between ReSPA Partners in the field of public administration and reinforcement of administrative capacities, in accordance with the principles of the European administrative area. □

*DINA DOBARDZIC is Project Administrator for ReSPA in Montenegro.*

*Learn more about the  
Regional School of  
Public Administration  
(ReSPA).*

## Dear Reader...

Welcome to the new ReSPA Newsletter, which we hope will, firstly, inspire you to learn more about the Regional School of Public Administration (ReSPA) and its activities and, secondly, provide you with information about and links to relevant publications and sites related to public administrations and European integration developments in the Western Balkans region.

In the following pages of this issue of the ReSPA Newsletter, you will find, among other items, pictures and reactions from participants from some of the 15 training courses delivered so far this year, as well a list of ReSPA training activities and networking events which will take place during August through November 2009. You will also be able to update yourself on ReSPA institutional news and be invited to contribute to the Newsletter through a new section entitled "Letters to the Editor".

So on behalf of the ReSPA Team at EIPA, a warm welcome once again to ReSPA and the new ReSPA Newsletter, and we hope to meet you in person at one of the upcoming ReSPA training or networking events.

**Peter Goldschmidt**  
ReSPA Project Director  
(Director, EIPA Luxembourg)

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

## ReSPA Newsletter – Future developments

Since its inception, the ReSPA Newsletter has served as a valuable medium through which information about ReSPA and its activities as well as articles regarding various aspects of Public Administration in the Western Balkans region have been made available to interested parties within the ReSPA Partners, the EU Member States and the European Institutions.

With the recent transition to Phase 2 of the ReSPA project, the European Institute of Public Administration (EIPA) has, among other things, taken over the management of this publication from the Organisation for Economic Co-Operation and Development (OECD). Furthermore, in the coming months EIPA plans to introduce a number of changes to the Newsletter to coincide with this milestone in the project.

First and foremost, Readers will notice a significant transformation in the overall structure of the Newsletter, with information classified under headings such as 'Institutional News', 'ReSPA Activities' and 'News from the Region'. In addition, a new section entitled 'Letters to the Editor' has been included, further details on which can be found in this Issue. As regards academic articles on

ReSPA-related topics, these will henceforth be published on the ReSPA Website, while the Newsletter will contain references to such articles as well as brief summaries to make Readers aware of contributions of potential interest to them.

Of course this serves to give but a flavour of future developments in this regard, and all of the novelties mentioned here will only become apparent with the publication of the upcoming editions. For the time being we hope that Readers will find this facelift of the Newsletter to be a beneficial one, particularly in the continuing progress towards the establishment of ReSPA as an International Organisation in its own right. □



*ReSPA entered into a  
new phase*

## What is ReSPA (Phase 2)?

The Regional School of Public Administration (ReSPA) initiative was first developed following the June 2003 Thessaloniki Agenda, with the objective of boosting regional cooperation and supporting the implementation of necessary reforms in the field of public administration, strengthening administrative capacity and developing human resources in the SAP countries.



**ReSPA building in Dalinovgrad (Montenegro) / H. List**

The development of this ReSPA initiative has been organised into different phases. Phase 1 started on 1 November 2006 and lasted until the end of 2008. During this phase, all of the ReSPA Partners nominated a member and a deputy member for the ReSPA Steering Committee, chaired by the European Commission, which undertook

the implementation of the ReSPA initiative in close cooperation with the Organisation for Economic Co-operation and Development (OECD).

On 1 January 2009, ReSPA entered into a new phase, namely developing from a virtual network consisting of national authorities and schools for public administration into a true legal entity providing a forum for exchange of knowledge and experience as well as for promotion of good administrative practices through training and publications.

Phase 2 of the ReSPA project has two overall objectives, namely

- to construct and equip the facilities and to recruit and train the staff which will eventually host and manage ReSPA and its activities; and
- to deliver training for officials from the ReSPA Partners' administrations.

The European Institute of Public Administration (EIPA) has been contracted to support the achievement of these two objectives as well as to take over the Secretariat function for ReSPA's Steering Committee from the OECD, with the assistance of the European Commission.□

## ReSPA Website – Future developments

As any visitors to the ReSPA Website ([www.respaweb.eu](http://www.respaweb.eu)) will undoubtedly have discovered, the site is a comprehensive source of information on a wide range of ReSPA-related matters, from Steering Committee members and Partner Institutions to upcoming events and relevant documentation.

Having undertaken the administration of the website in conjunction with the recent transfer to Phase 2 of the ReSPA project and after consultation with the Organisation for Economic Co-operation and Development (OECD) and the ReSPA Steering Committee, the European Institute of Public

Administration (EIPA) has decided to progressively re-design the ReSPA Website, both in terms of its structure and its content.

This renovation will begin with relatively modest refinements such as removal of certain non-essential pages and simplified presentation of information on future activities, which will then be followed by more substantial reorganisation of the whole content and restyling of the website.

In any event, be it in the short or the longer term, the upgrading of the ReSPA Website will focus on the central aims of

attractiveness, user-friendliness and practicality for all future visitors, and in subsequent editions of the ReSPA Newsletter Readers will be kept informed of and given the opportunity to comment on any innovations in this respect.□

*"The seminars provided so far this year have covered a broad specter of topics"*

## Recent Activities

Since the beginning of 2009, part of the first objective of Phase 2 of the ReSPA project, namely the construction of the facilities which will eventually host ReSPA, has been met.

The ReSPA training centre and adjoined hotel has been constructed in Danilovgrad, which is situated approximately halfway between the two largest Montenegrin cities, Podgorica and Nikšić.

On the other hand, the equipment of the school is currently subject to an EU tender and the organisational development and staffing of ReSPA is awaiting the formal ratification of the so-called International Agreement providing for the establishment

of ReSPA as a self-governing and self-sustainable International Organisation. As of the end of June 2009, two of the ReSPA Partners have ratified the International Agreement, and others are expected to ratify shortly before or after the summer period.

With respect to training activities, ReSPA is on track to meet the overall target of 2,500 participant days of training. By the end of July 2009, almost half of this number will have been delivered in the form of 15 training events.

The seminars provided so far this year have covered a broad specter of topics, including public management (such as Management Concepts and

Skills and Strategic Management), specific policy areas, (including Free Movement of Goods, State Aid, Intellectual Property law and Food Protection) and other particular subjects (Training Needs Analysis, EU Leadership Competences, the Policy Cycle etc.).

In the following you will find reports from three of these training activities, along with photos and participant comments. □



**Participants in ReSPA seminar, May 2009**  
/ C. Lisboa

*Discussion of good practices and lessons to be drawn from the different systems*

This 3-day seminar was attended by civil servants from the Ministries of Trade and Justice and agencies dealing with registration and control of intellectual property rights as well as national competition authorities of the ReSPA partners. The overall aim was to provide the participants with an understanding of their own national laws, structures and procedures in the field of trade marks and designs in the light of the international and European trade mark and design regime, and in particular practical methods and tools of relevance to their respective roles.

The programme began with an examination of relevant international agreements and European legislation in this area, followed by a

comparison of implementing laws, structures and procedures in the various ReSPA Partners as well as in a Member State of the EU. Finally, the seminar concluded with a discussion of good practices and lessons to be drawn from the different systems.

The seminar was implemented by William Bull, Researcher, EIPA Luxembourg, Miodrag Marković, Attorney at Law and former Assistant Director of Intellectual Property Office of Serbia, and Ian Starr, Solicitor, Registered Trade Mark Agent, Partner Ashurst LLP.

The methodology consisted of a combination of presentations, discussions and case studies based on a comparative approach to the subject, with particular emphasis on participant

interventions and 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. □

### **Seminar: Intellectual Property Rights (Trade Marks and Designs).**

**Zagreb. 15-17 April, 2009.**

*"From strategic objectives  
to operational planning"*

## Training: Strategic Management

This training programme was delivered for public officials in charge of and responsible for defining strategic goals and their implementation, the principal aim being to strengthen strategic planning and execution in their respective departments.

During the course of the seminar the participants were introduced to result-oriented management and

focused on improving their ability to set clear and coherent goals and objectives. In addition, effective methods and techniques for preparing strategic documents and implementing strategies were also presented.

The programme was implemented by Professor Arthur Nowak-Far from the European Law department of the Warsaw School of Economics, and Mr. Tomasz

Szuba, an independent business consultant, through a variety of training methods (presentations, group work, discussions etc.). Particular use was made of benchmarking, good practices and other relevant experience. □

### Training : Strategic Management.

**Skopje. 21-23 April, 2009.**

### Interview: Mr. Cazim Alkovic Quality Manager, Maritime Safety Department, Republic of Montenegro

#### What were your expectations when applying for the course?

I expected to improve my knowledge about strategic planning, defining strategic objectives and setting operational goals, as well as to meet people with similar jobs and discussing work-related problems with them.

#### To what extent would you say these expectations were met?

I am satisfied and my expectations were realised. I learned many things about strategic planning and met many people from region.

#### 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?

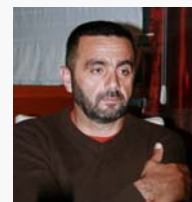
My job is to establish and maintain business processes including improvements in strategic planning and control of implementation. This training programme has helped me to define our departmental strategy and its objectives. I have communicated my experience to my colleagues and together we have defined better strategic goals more easily.

#### Have you kept in contact with the other participants?

Yes, especially with the participants from Montenegro.

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

I am satisfied with the organisation and content of the training as well as the trainers themselves, and I would like to attend similar training events in the region in future.



**Cazim Alkovic, April 2009** / C. Lisboa

## Summer School: EU law and its Implementation

*To fully understand the  
essential aspects of the  
process of European  
integration*

This Summer School on European Union law targeted officials from the ReSPA Partners involved directly or indirectly with national EU law approximation (transposition and/or application) or SAA/EU accession negotiations. The overall aim was to provide the participants with the legal knowledge necessary to fully understand the most essential aspects of the process of European integration and its particular relevance for

the central and regional administrations of the EU Member States as well as the Associate and Candidate Countries.

The 2-week programme provided a comprehensive overview of the constitutional organisation of the European Union, explained fundamental concepts and principles of EU law both in general and within specific policy areas and, lastly, looked at the

implementation of this law both at EU and national level. This approach enabled the participants to enhance their practical understanding of current EU legal issues and of the role and responsibilities of their administrations and them personally in the European integration process.

The tutorial staff included various in-house experts from EIPA's headquarters in Maastricht (continues **page 6**)



*Specify training  
programmes and develop  
a needs analysis  
methodology for use in  
ReSPA*

## Training: Carrying out a Training Needs Analysis - Module 2

A training programme of 2 modules of 3 days was organised for participants responsible for the organisation of training programmes. The purpose of this training was to improve the ability within ReSPA and their associated institutions to specify training programmes that contribute to the objectives of ReSPA and to enable participants to develop a needs analysis methodology for use in ReSPA.

The first module focused on concepts and practices of the needs analysis approach.

After the completion of this part the 16 participants got an assignment to work in small groups during the coming months on a project aiming at identifying the training needs within a predefined area.

During the second module, held in May, the participants have presented the results of their group work and got feedback from the trainers and their peers.

Attention was paid to organisational conditions needed for training needs analysis as well as other some elements of the training cycle.

There was an interesting

exchange of experiences that the participants met while carrying out their project.

The programme was presented by Amaya Echalecu (ES) and Anne Harrison (UK) both trainers with a long national and international experience on the management of training programmes. □

### Training : A Training Needs Analysis.

**Bitola. 17-19 February  
& 26-28 May, 2009.**

#### Interview: Ms. Irena Stameska Project Administrator for ReSPA, Civil Servants Agency, FYROM

##### What were your expectations when applying for the course?

To improve my knowledge and understanding of techniques to manage training effectively and to develop a "needs analysis" methodology share experience with other participants.

##### To what extent would you say these expectations were met?

My expectations from the seminar were successfully met.

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

Considering my job position (working in the training department) the knowledge I acquired during the course has been very useful for my daily work. Although I am not directly included in the process of developing training programmes, this course helped me to understand the training process and improve my professional skills. Especially useful for me was the project we needed to make after the first module: a good way to transfer the theoretical knowledge in to practice.

I should not forget the opportunity of working with people from other countries and sharing experiences with them.

##### Have you kept in contact with the other participants?

Yes, I've kept in contact with some of the participants.

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

I don't have what else to add; only to say many thanks to all staff for organising this course in



**Irena Stameska,**  
**May 2009 / C. Lisboa**

## Summer School

(comes from page 5)

as well as all of the different EIPA Centres. As for the methodology, this was highly interactive in the sense that whilst it was based upon a sound fundament of presentations, more than forty percent of the time was dedicated to workshops, case studies and simulations, as

well as study visits to the European Investment Bank and Luxembourg authorities involved in law approximation.

As regards the participants' evaluation of the seminar, on the whole the contents and methodology of the seminar were very well-received. □



**Participants during Summer School**  
**/ C. Lisboa**

## ReSPA Past Activities

The following is a list of all ReSPA seminars, training events and other activities that took place in the first half of the year 2009.

<b>10<sup>th</sup> Session of the Steering Committee Meeting</b>	27 January	Zagreb
<b>Regional Workshop on “Benefiting from new impulses free movement of goods</b>	9- 11 February	Belgrade
<b>Carrying out a training need analysis—module I</b>	17–19 February	Bitola
<b>Impact of EU policies to domestic policy fields : State Aid Policy</b>	17–19 February	Podgorica
<b>Theory and practise of the Policy Cycle: from Drafting to Evaluating Policies</b>	23 - 27 March	Tirana
<b>Impact of EU policies to domestic policy fields: Intellectual Property</b>	15 - 17 April	Zagreb
<b>Strategic management: from strategic objectives to operational planning</b>	21 – 23 April	Skopje
<b>Europe in Action: Training on EU Leadership Competences—module I</b>	27 – 29 April	Zagreb
<b>Annual meeting of the SC members with Head of School of EU member states</b>	28 April	Brussels
<b>11<sup>th</sup> Session of the Steering Committee Meeting</b>	29 April	Brussels
<b>Impact of EU policies to domestic policy fields: Food Law</b>	12 – 14 May	Sarajevo
<b>Carrying out a Training Needs Analysis—module II</b>	26 - 28 May	Bitola
<b>Training Management concepts and skills</b>	26 – 28 May	Podgorica
<b>Strengthening Ethics in the Public Service</b>	22 – 26 June	Podgorica
<b>Participative Training Techniques</b>	30 June-2 July	Podgorica
<b>Europe in Action: Training on EU Leadership Competences—module II</b>	30 June – 2 July	Zagreb
<b>Summer School in Bruges</b>	June-July	Bruges
<b>Summer School in Luxembourg</b>	6–17 July	Luxembourg
<b>How to become a better policy advisor</b>	15–18 July	Tirana

## Networking Activities

In view of promoting ReSPA and develop its visibility, the Secretariat with ReSPA representatives have participated in European and international fora.

Steering Committee (SC) member representing Montenegro—Jadranka Djurkovic—co-organised the Annual NISPACEE Conference, which took place in Buvda (Montenegro) last 14-16 May. During this conference, Mrs Djurkovic and other SC members (Mr Nico Grubescic fom Bosnia and Herzgovina, and Mrs Blerta Selenica from Albania) have made a presentation about the recruitment and selection process in their home administrations. Mr. Harry List (ReSPA project manager) has presented the developments and activities of the ReSPA programme. Back to back to the Conference, Mr. List met the Board of NISPACEE to discuss future cooperation with ReSPA. Mr List met Mr Ahmetovic (UNDP) to plan the organisation of a “Community of Practice”, that should take place in October. □

## Upcoming ReSPA Activities

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

The programme, dates and locations will be announced in due time.

28th September – 2nd October	<b>Communication with EU</b>
29th September – 1st October	<b>Management Concepts and Skills</b>
6th – 7th October	<b>Annual ReSPA Conference</b>
8th October	<b>12th Session of the Steering Committee Meeting</b>
5th – 9th October	<b>EU Law and Methods for Translators and Interpreters</b>
13th – 15th October	<b>Strategic Management II</b>
26th – 27th October	<b>Learning Europe (Networking)</b>
28th – 29th October	<b>Communities of Practice</b>
23rd – 27th November	<b>Policy Cycle II</b>
November (exact dates to be determined)	<b>HR Concepts</b>
November (exact dates to be determined)	<b>Drafting Legislation</b>
November (exact dates to be determined)	<b>Administrative law</b>
November (exact dates to be determined)	<b>Specific HR</b>
1st – 3rd December	<b>PPP</b>
8th – 10th December	<b>TOT II</b>



*“Alert to development  
across Europe and  
responsive to the needs  
and interests of public  
officials”*

## ReSPA Secretariat transferred to EIPA

*The European Institute of Public Administration (EIPA) has been contracted to support the achievement of ReSPA objectives as well as to take over the Secretariat function for ReSPA's Steering Committee from the OECD, with the assistance of the European Commission.*



### About EIPA...

EIPA is Europe's leading centre of excellence on European integration and the new challenges for public management. Since its creation in 1981, EIPA is the place where the people

who deal with European Affairs can learn in a multi-cultural environment, benefiting from a unique combination of practical know-how and scientific excellence. With its headquarters in Maastricht, centers in Luxembourg, Barcelona and Warsaw, EIPA is alert to development across Europe and responsive to the needs and interests of public officials.

### Organisation

EIPA is an independent institute, with a Board of Governors composed of representatives of EU Member States and the Institute's associated members. The Director-General, Prof. Dr. Marga Pröhl (DE), is responsible for the formulation and implementation of the Institute's policies, day-to-day management and representation.

### Staff

EIPA can rely on a permanent team of highly skilled and experienced scientific staff, consisting both academics and civil servants. Practical know-how and scientific excellence form a strong combination in conducting research and delivering training on key topics involved in the European integration process.

### EIPA's work

The Institute organizes a range of training activities, which are completed and enriched by applied research and consultancy missions. EIPA's work focuses on European decision-making, public management and comparative public administration. European policies, EU law, regional and EuroMed activities, and public financial management. □

## ReSPA Secretariat

ReSPA Secretariat's mission is to assist the development of the regional school and its institutional and operational capacity to deliver professional training, in liaising with the National Schools, Agencies and national administrations as to develop coherent and complementary actions for up-grading the professionalism of the civil service and promoting European Integration in the Western Balkans.

To fulfill this task, the Secretariat is composed of a team of multi-national and multi-disciplinary professionals coming both from EIPA Maastricht Headquarters and the European Centre for Judges and Lawyers (EIPA Luxembourg). □

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## Letters to the Editor

In this new section of the ReSPA Newsletter entitled "Letters to the Editor" you, the Reader, will have the opportunity to personally contribute to the publication.

Whether you wish to support or oppose a particular stance taken in a previous edition, comment on a current issue of concern to ReSPA and its Partners, or indeed respond to another Reader's letter, this is the section for you.

Any contributions are welcome, and you can send them to us through conventional or electronic mail to the respective address below. Letters should be relatively short – up to 300 words in length – containing a subject line at the top and your name and address at the bottom. They must also be in English, and you should make sure that you use your own words, identifying sources wherever appropriate.

Of course we will not necessarily be able to publish all letters we receive, but we will certainly read and give due consideration to every single one. So remember: if you have a view on a topic of interest to ReSPA and you want to make it known, put pen to paper - or fingers to the keyboard - and send a letter to the Editor!

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