

# ReSPA

**Regional School of Public Administration (Phase 1)**

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*Dear Reader,*

*Welcome to ReSPA-News. Our newsletter is a joint effort by all ReSPA members and others interested in public administration training in the Balkans. We aim to keep you up-to-date with the latest developments in the area of civil service and the broader public administration issues in the region and to keep you informed about past and future activities of ReSPA itself. Each subsequent issue features a number of topics suggested by ReSPA Members, to share experience and encourage your feedback.*

*We hope you will find ReSPA-News valuable and encourage you to contribute your ideas and content.*

ReSPA

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### RESPA WEBSITE

ReSPA's new website went on line in July 2007. It now includes more information on how ReSPA works, our partner institutions, and our activities and outputs. We have also added a Documentation Centre, which all ReSPA members contribute to, and benefit from, as well as a separate section tracking the progress of Danilovgrad Project in Montenegro where ReSPA Headquarters will be located in 2009.

**We look forward to your visit at [www.respaweb.eu](http://www.respaweb.eu)**

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### PUBLIC ADMINISTRATION REFORM IN BiH: SHORT OVERVIEW

#### Reform Background

Together with the capacity building of the public administration in Bosnia and Herzegovina in the last decade and by strengthening abilities of the executive authorities at all levels to fulfil their responsibilities, citizens' expectations from the public administration increased as well. To meet citizens' expectations of an efficient public administration which ensures sustainable economic and social development within the European Union membership, the public administration reform imposed itself, both as a need and as a priority.

Following recommendations of the feasibility study for BiH, and at the initiative of the High Representative of the EU in BiH, in March 2003, at the Peace Implementation Council Session, representatives of the executive authorities in BiH adopted a document "Public Administration Reform – Our Agenda". The document obligated the governments to establish economic, well organised and good quality public administration in accordance with the best European practice. Through 5 "pledges": organisation, financing, human resources, procedures and public services, determination have been confirmed for unified strategic approach in advancement of public administration in BiH.

The first step on this road has been made in 2004, when the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH, on the basis of the Memorandum of Understanding with the European Commission, conducted series of detailed inspections of the current situation in administration and the reform priorities.

As a result of that process, Functional overviews of sectors were made in: education, environment, police, agriculture, return, justice, health services, as well as a Systemic overview of the public administration in BiH.



#### Public Administration Reform Coordinator's Office

The same year, as a logical consequence, the [Public Administration Reform Coordinator's Office](#) (PARCO) within the Cabinet of the Chairperson of the Council of Ministers of BiH (COM BiH) was established by the decision of the COM BiH. According to this Decision, PARCO is in charge and accountable for coordination and implementation of all activities related with implementation of the public administration reform in BiH.

#### PAR Strategy and the Action Plan 1

The "heart" of realisation of the public administration reform process in BiH consists of [key documents](#): the Strategy of the Public Administration Reform in BiH and the Action Plan 1 with the Strategy of the Public Administration Reform in BiH.

The Strategy of the Public Administration Reform is a comprehensive and universal document which provides strategic frame for the stated reform. It is focused on advancement of general administrative capacities, that is, the way the state administration is organised, the way they make policies, draft and execute the budget, employ and train staff. It is a base for the reform, and it emphasises 6 reform areas: human resources, public finances, legal drafting, administrative procedure, information technologies, and institutional communication.

Action plan 1 serves to operationalise the Strategy, and brings concrete activities and measures for implementation. The objective of the Action Plan 1 is capacity development for efficient co-ordination, and coherent creation

and adoption of policies for the purpose of building, strengthening/consolidation and harmonisation of general systems in the area of public finances, human resources, administrative procedure, information technologies and institutional communications.

### Other Strategic Documents

In addition to basic strategic documents – the Strategy of the Public Administration Reform in BiH and the Action Plan 1, the Public Administration Reform Coordinator's Office prepared also two documents, adopted by all governments in BiH in June 2007: "Common Platform on Principles and Manner of Implementation of the Action Plan 1" (Common Platform) and "Memorandum of Understanding for Establishment of the Public Administration Reform Fund" (Memorandum of Understanding).

### Public Administration Reform Fund

*General objective of the PARF is to provide harmonised approach in support to implementation of the projects in the whole BiH which fall under the frame defined by the PAR Strategy.* The Public Administration Reform Fund (PAR Fund) consists of the assets the donor community intended for support to the public administration reform in Bosnia and Herzegovina, based on the Memorandum of Understanding for Establishment of the Public Administration Reform Fund, which was officially signed on July 12, 2007. The governments of Great Britain, Sweden, the Netherlands, as well as the European Commission donated 4.5 million Euros in total to the Fund. The Memorandum defines conditions and procedures of financial support to the public administration reform and presents the framework for consultations between the donors, the Public Administration Reform Coordinator's Office in BiH, the Ministry of Finance and Treasury of BiH and Entity and the Brčko District of BiH public administration reform coordinators. The significance of this Fund is that it provides resources for realisation of reform projects, and in fact, that **the assets are managed by one local institution, to which the donor community entrusted them.**

The Public Administration Reform Coordinator's Office has a key role in managing the assets of the Fund, including coordination and preparation of the projects and verification of their

harmonisation with the Action Plan 1. The PARCO prepares project fiches and terms of reference in cooperation with the supervisory teams, provides expert and technical assistance to representatives of governments in BiH during project drafting and organises sessions of the Joint Management Board of the Fund. Management structure is defined by the Memorandum, with the main responsibility entrusted to the Joint Management Board of the Fund, whose members represent donors, the PARCO, the governments of the FBiH, the RS and the District of Brčko (PAR coordinators), and representatives of the MFT. At the session of the Joint Management Board of the Public Administration Reform Fund, held on February 8, 2008, the Rules of Procedure of the Board were adopted, which made the Fund operational. Until now, several sessions have been held, where work documents have been adopted, project fiches and terms of reference were discussed, and some projects have been approved for financing, together with tender documentation.

### Projects – basis for implementation of the public administration reform

Some of the projects from the reform areas, prepared by the PARCO or by the supervisory teams, were discussed at the sessions of the Joint Management Board, and approved for further development, financing and implementation. The following projects were so far at the agendas of the sessions:

1. project fiche and the terms of reference "Draft of Administrative Decision Making Quality Improvement Programme" (**area administrative procedure**);
2. terms of reference "Design and Establishment of Interoperability Framework and Standards for Data Exchange" (**area information technologies**);
3. project fiche "Strategic Communications" (**area institutional communications**);
4. project fiche "Budget Management Information System" (**area public finances**);
5. project fiche and the terms of reference "Establishment of Network of Info

Stands” (area institutional communications);

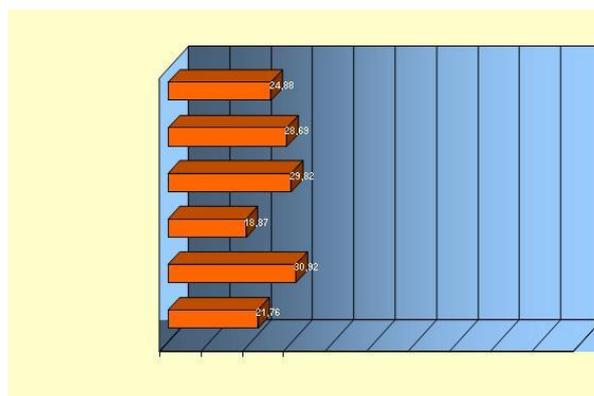
6. project fiche and the terms of reference “Training of Information Officers” (area institutional communications);
7. project fiche “Design and Establishment of Interoperability Framework and Standards for Data Exchange” (area information technologies)

For the next session of the Joint Management Board, several projects for discussion were also prepared.

### Monitoring of progress in the PAR: system of monitoring and reporting

For the purpose of objective monitoring of the progress of the reform, as well as for its transparency, in mid 2007 the PARCO undertook to develop the monitoring and evaluation system. This project was implemented with the assistance of the Technical Assistance Team of the European Commission Delegation in BiH, and it resulted with a detailed system of monitoring of the reform process, which serves as a basis for regular reporting on progress. This system is based on a complex mathematical algorithm, through which all the changes are recorded, depending on the degree of realisation of measures. On the basis of that progress, the degree of implementation is being increased, quantitatively expressed through the percentage of progress in public administration reform.

Based on the system, Annual and Quarterly Reports on progress in the public administration reform are produced to track implementation of measures of the Action Plan 1. The first Annual Report, which covered 2007, was presented in Sarajevo on April 3<sup>rd</sup>, 2008, and it signified the start of regular monitoring and reporting on the progress in the public administration reform. Every report is directed for adoption to the Council of Ministers, and after adoption becomes an official source of information on the progress of the PAR. The last Quarterly Report on Progress – for the II quarter (until June 30) of 2008, established an overall progress in public administration reform at **25.82%**. Progress by reform areas is demonstrated in the chart.



It is significant to say that this is the **first time** in BiH that one reform has this kind of system of monitoring and reporting, and that there is a possibility of access to detailed information on realisation, progress, activities, and other relevant data for such a complex process. The PARCO currently works on Progress Report for the III quarter of 2008.

The redesigned web page of the Public Administration Reform Coordinator’s Office offers to visitors all the information on the Public Administration Reform Coordinator’s Office, its work and activities, organisation and implementation structure, and generally on the public administration reform in BiH. There, it is also possible to download all the documents, reports, presentations, publications, and other useful information on the public administration reform in Bosnia and Herzegovina.

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## SERBIA: NEW PLANS FOR PUBLIC ADMINISTRATION REFORM 2009-2012

With the adoption of the Public Administration Reform (PAR) Implementation Action Plan for the period 2009-2012 (AP 2009-2012) in late 2008 or early 2009, the process of public administration reform in Serbia will receive a new momentum. The Action Plan for the 2004-2008 period, which is the operational part of the Strategy of Public Administration Reform in Serbia adopted by the Government in November 2004, is about to expire, thus creating the need to make a new set of plans in all segments of PAR for the next four years.

The leader in the production of the AP 2009-2012 will be the [Ministry of Public Administration and Local Self-Government](#) (MPALSG) as the institution responsible for PAR implementation on the operational level. However, the document will be produced in cooperation with all public administration bodies, using the participatory method, in order to ensure that all aspects of PAR receive appropriate attention. Involving all future partners in implementation will also contribute to more successful realisation of the reform plans.

Political guidance to the whole process will be provided by the Government PAR Council re-established on 4 September 2008. The Council is chaired by the Prime Minister and it gathers the deputy prime ministers and ministers in charge of all portfolios relevant to PAR, including the EU integration one. It was also moulded so as to ensure consensus in PAR activities among all political parties in the Government coalition.

Once the Draft AP 2009-2012 is produced, on the basis of inputs of all public administration bodies, a public debate on this document will begin. Its beginning will be marked by the International Conference "A Forward-Looking Administration for European Serbia – Public Administration Reform 2009-2012", which will take place on 1-2 December 2008. The Conference will gather domestic stakeholders, renowned experts and international organisations active in the PAR field, with the objective of gathering valuable inputs and suggestions for improving the PAR plans. Financial support and expertise in the

production of the AP 2009-2012 and organisation of the International Conference is provided through the Project "Support to the Strategy of Public Administration Reform in the Republic of Serbia – Second Phase", implemented by the MPALSG in cooperation with UNDP and with donor support of Sweden and the UK.

In order to identify the baseline for the AP 2009-2012, the MPALSG initiated the production of an Overview of Realisation of the Strategy and Action Plan for Public Administration Reform Implementation 2004-2008. For the purposes of data collection for this Overview, a series of interviews with representatives of all relevant public administration bodies and other stakeholders were conducted.

The text of the PAR Strategy adopted in 2004 will not be revised, in order to ensure continuity of the past and future reform processes. Nevertheless, two additional annexes are expected to be adopted together with the AP 2009-2012, in order to facilitate the implementation of the reform in the future. These annexes will pertain to the improvement of inter-ministerial coordination and the system of monitoring and evaluation of the PAR process.

Strengthening PAR efforts in the upcoming period is crucial, given the perspective of acceleration of Serbia's EU integration. The whole EU integration process rests on public administration and only an efficient, well organised and well coordinated administration will be able to successfully implement all other reforms and ensure that one day Serbia "speaks with one voice" in Brussels, i.e. that it consistently represents its interests in all EU institutions and other European negotiating fora. The understanding of significance of administrative reforms for EU membership has been increasing over the years. The European Commission also increasingly insists on the importance of these reforms. Therefore, giving PAR a clear direction through the objective of future EU membership can substantially facilitate the implementation of these difficult reforms in Serbia.

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## MACEDONIAN CIVIL SERVANTS TRAINING STRATEGY 2009-2011

The [Macedonian Civil Service](#) is a compound structure. Civil servants are employed in different bodies of the executive and legislative power, as well as in the units of local self-government. Each of the bodies has its own role, goals and manner of operation in the system. However, to the end of reaching high quality at all levels of the state, regardless of whether civil servants execute affairs related to policy making or providing services to citizens, a uniform training system should be established. It will ensure development of civil service by enhancing knowledge and skills necessary to execute responsibilities at the best quality level and to achieve the strategic goals. For that purpose the Civil Servants Training Strategy was adopted on 1 September 2008. It defines its goals and principles, elaborates on the training system and target groups, as well as on the mechanism of financing and the risks related to the establishing of the training system of civil servants. The Strategy aims to establish a sustainable, stable and comprehensive training system for development of civil servants that will satisfy the different needs of the institutions and of the civil servants as individuals, and contribute at the same time to the achievement of strategic goals of the state and of the institutions employing civil servants.

In this general framework, the Strategy will focus on reaching the following objectives:

- Developing a sustainable and stable system of high-quality training with clearly defined training goals in accordance with the needs of the target groups;
- Building capacities of the Training Coordination System of the civil service;
- Developing a sustainable and stable system for financing trainings;
- Developing a culture of continuous learning and development of human potential in the civil service.

To reach these goals, it is necessary to establish a training system, the main characteristics of which will include, inter alia:

- Clear goals of the training to contribute to upgrading the quality of civil service's capacities on the whole, raising at the same time the level of knowledge and skills, which will help reach the goals of the institutions and increase the effectiveness of work.
- Training programmes fully harmonized with the identified training needs. The systematic approach and high-quality realization of the training shall be based on the Annual Training Programme for generic training, which is adopted by the Civil Servants Agency.
- Programmes and modules will be continuously developed and updated based on the analysis of training needs and the Annual programmes of the institutions in order to be able to satisfy the needs of civil servants and institutions they are employed in.
- Target groups are defined rather at horizontal than at vertical i.e. hierarchy level. It means that target groups are defined at functional level, i.e. according to the responsibilities and tasks the civil servants are performing or should be performing.
- In order to provide sustainability and stability of the training system and training implementation, the Macedonian Civil Service Agency (CSA) shall form a special organizational structure within its structure to be responsible for planning and implementation of civil servants training.
- Trainings shall be conducted by external and "internal" (from the civil service) trainers, who will be responsible for conducting the programmes according to the criteria defined in advance.
- The work of the trainers will be monitored on a regular basis to find out whether the trainer is conducting the training according to expectations and defined criteria.
- Providing adequate resources is a key prerequisite for successful implementation of the Strategy goals. In

order to establish a system which will provide relative stability and sustainability, institutions employing civil servants shall, in the first year of the implementation of the Strategy, design a restricted budget programme for specialised training, which shall amount to at least 0,5% of the maximum amount of the civil servants' salary mass. On the other hand, CSA shall be in charge of the budget funds intended for implementation of the Generic Training Programme. This amount shall be revised after the first year of application to establish that it is appropriate and realistic, with a view to its further systematic increasing.

- CSA has the primary responsibility in implementing, coordinating and monitoring the Strategy. In doing so, CSA shall cooperate with institutions employing civil servants with the aim to provide coordination and implementation of the defined measures and activities.



With the adoption of this Strategy, the Macedonian Government confirms its commitment towards strengthening of the system of promotion in civil service career based on merits, and developing an efficient and professional civil service prepared to cope with all challenges arising from implementation of the Government's strategic goals.

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## CROATIAN EUROPEAN INTEGRATION TRAINING PROGRAMMES

European Integration Training Programmes developed in Croatia are implemented by three institutions: the [Ministry of Foreign Affairs and European Integration](#), the [Central State Office for Administration](#) (CSOA) and from the beginning of 2009 they will also be implemented by the [Central Office for Development Strategy and Coordination of EU funds](#) (CODEF).

A cycle of seminars called "The ABC of the EU" was initiated as one of the educational and training programmes handled by the educational sector of the Ministry of Foreign Affairs and European Integration. This programme results from bilateral cooperation with the Government of the Kingdom of Denmark, which sponsored the training of trainers and the preparation of curricula and manuals for all the modules. The selected trainers are young civil servants, many of whom graduated in European studies abroad through the Ministry of Foreign Affairs and European Integration scholarship programme. Apart from the "The ABC of the EU" cycle of seminars, major part of the educational activities are organised in the framework of bilateral cooperation with Croatian partners (Government, ministries, county councils for European integration, Croatian Chamber of Commerce or non-governmental organisations) or with the governments of the EU Member states (Denmark, United Kingdom, France, Germany, the Netherlands, etc.), as well as in cooperation with the non-governmental sector, including foundations and institutes.

The Civil Service Training Centre (CSTC) of the Central State Office for Administration implements some specialist programmes and certain programmes for personal development dealing with the European Union issues. These programmes are also supported through the bilateral cooperation with the Government of the Kingdom of Denmark, as well as the CARDS 2001 and CARDS 2003 programmes. For its part, the CSTC hired experts for development of the training programmes.

In view of the obligations and commitments regarding the future use of Structural Funds and Cohesion Fund, Croatia also launched the preparations for effective participation in the EU

Cohesion policy. A number of technical assistance projects are already being implemented, developed or await implementation, focussing on different aspects of the process.

The CODEF developed a "2008 Training Plan for Structural Instruments", elaborated to reflect the objectives, as well as the required knowledge and skills of different groups dealing with the management and implementation of Structural funds. To this end, a thorough training needs analysis was carried out for the different target groups in accordance with the Training Strategy for Structural Instruments in Croatia.

Some of the resulting programmes will be delivered by the Civil Service Training Centre of the Central State Office for Administration. The Ministry of Foreign Affairs and European Integration and the Ministry of Economy, Labour and Entrepreneurship have also been involved in this process.

The educational activities developed by the different institutions encompass a range of methodological approaches: training of trainers, workshops, seminars, study visits, lectures and courses.

The training activities can also be divided into two groups a) these organised and funded by state administrative bodies and b) these that are part of the various capacity building projects funded either by EU pre-accession programmes or by a foreign bilateral aid.

***You will find more details on the Croatian training programmes related to European Integration on the ReSPA website soon.***

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## ALBANIA: CHALLENGES OF THE EU INTEGRATION PROCESS

One of the major challenges Albania is currently facing is the EU Integration process. The EU integration process constitutes a national priority for Albania and, as such, it requires that the relation with the EU Member states is at the partnership level.

As it is known, a country preparing for accession to the European Union must bring its institutions, management capacity and administrative systems up to the European standards that will ensure a functioning and stable public administration built on an efficient and impartial civil service.

**To this end, the strategic priorities of the Albanian government include:**

- improvement of the civil service recruitment procedure and extension of the coverage of the relevant legislation;
- establishment and implementation of more effective remuneration schemes for civil servants;
- improvement of the performance management system;
- guaranteeing of effective and rational structures for all public institutions;
- establishment of a modern human resource management system.

A very important step in this process was the signing of the [Stabilization and Association Agreement](#) (SAA) between the European Communities and their Member states, on the one part, and the republic of Albania, on the other part, in Luxemburg on 12 June 2006.

The general framework of the agreement is composed of four main pillars: political dialogue and regional cooperation, trade provisions, communitarian rights and cooperation on prior issues, especially in justice and interior affairs.

The procedure for the approval/signing of the SAA from both parts requires the ratification of the agreement from the Parliaments of the 27 EU member states as well as from the Albanian Parliament. The ratification process is a long term process and requires a period of time from 2 up 3 years.

The negotiation process for ratifying the SAA was officially announced on January 31, 2003, with negotiating sessions held every 6 weeks. It has included a political round and two rounds at a technical level.

In relation to the Public Administration support, Article 111 "Public Administration", states that cooperation between Parties shall aim at ensuring the development of an efficient and accountable public administration in Albania, notably to support rule of law implementation and the proper functioning of the state institutions. The areas of cooperation are to mainly focus on institution building, including the development and implementation of transparent and impartial recruitment procedures, human resources management, career development for the public service, continued training and the promotion of ethics within the public administration, and e-government.

In the framework of this process and in relation to the public administration reforms, another important document assisting Albania in the EU integration process is the **European Partnership Document**. It generally identifies as priorities the introduction of results-oriented management and the implementation of a salary structure to motivate career development to promote the professionalism of the public administration.

Under this document, the strengthening of the public administration shall be focused on the following priorities:

### Short Term Priorities

- Ensure enforcement of the Civil Servant Law and related rules in public administration;
- Ensure that recruitment, appointments, promotion, transfers and dismissals are conducted according to the established rules in order to build an accountable, efficient civil service, based on professional career development criteria.

### Medium-term priorities

- Ensure that the sectors of the administration responsible for implementation of the SAA provisions and those involved in implementation of the EC financial assistance are adequately trained and equipped to carry out their duties;

- Introduce results-oriented management and training for civil servants;
- Design and implement a civil service salary structure which allows both proper budgetary planning and a motivating career structure;
- Ensure the sustainability of reforms in the public administration.

In addition, to respond to the obligations of the SAA and the priorities deriving from the European Partnership Document, the **Government of Albania has drafted the National Plan of the Implementation of the Stabilization and Association Agreement (NPISAA)**, the revised version of which has been approved by the [Decision of the Council of Ministers No. 577 of 05.09.2007](#). In this document relevant legislative initiatives and implementing activities have been foreseen, especially the ones relating to amendment of civil servant law, and to the improvement of the current structure of the Department of Public Administration (DoPA).

Within the EU Integration process, the Albanian Government has ratified the [National Strategy of Development and Integration \(NSDI\)](#) where the public administration reform for 2008-2013 is an integral part of the NSDI. Under section 3.2 "Democracy and the Rule of Law", the Public Administration reform is considered as a main challenge, aiming to enhance implementation of the existing civil service law, in order to achieve better quality of the civil service, professionally capable to implement the requirements of the EU process. Effective and reasonable structures for all the public administration institutions should be implemented to avoid overlaps in their competencies and duties. Finally, modernization of the human resources management system should be followed through, to create the central data base for the Albanian civil servants and support the wages system reforms.

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## **INSTITUTIONAL PROFILES**

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### **MONTENEGRIN HUMAN RESOURCES MANAGEMENT AUTHORITY**

#### **I. INTRODUCTION**

The [Human Resources Management Authority](#) (HRMA) was established in 2004 as a Government Body in charge of implementation of the Law on Civil Servants and State Employees and therefore, for development and implementation of the Human Resources policy in the whole State Administration.

The turning point in the development of the Montenegrin Public Administration was the enactment of the Strategy of Public Administration Reform, which the Government of Montenegro adopted in March 2003. The process of the Public Administration Reform has been divided into three phases :

#### **First phase 2002 – 2004**

The creation of the legislative framework for the functioning of the system of Public Administration

#### **Second phase 2004 – 2006**

Implementation of legal provisions through the enactment of secondary legislation and the creation of new Institutions.

- New organisation of State Administration
- Established new institutions of the official system
  - Human Resource Management Authority
  - Commission for Appeals

#### **Third phase 2007 – 2009**



Continuation of the process of implementation

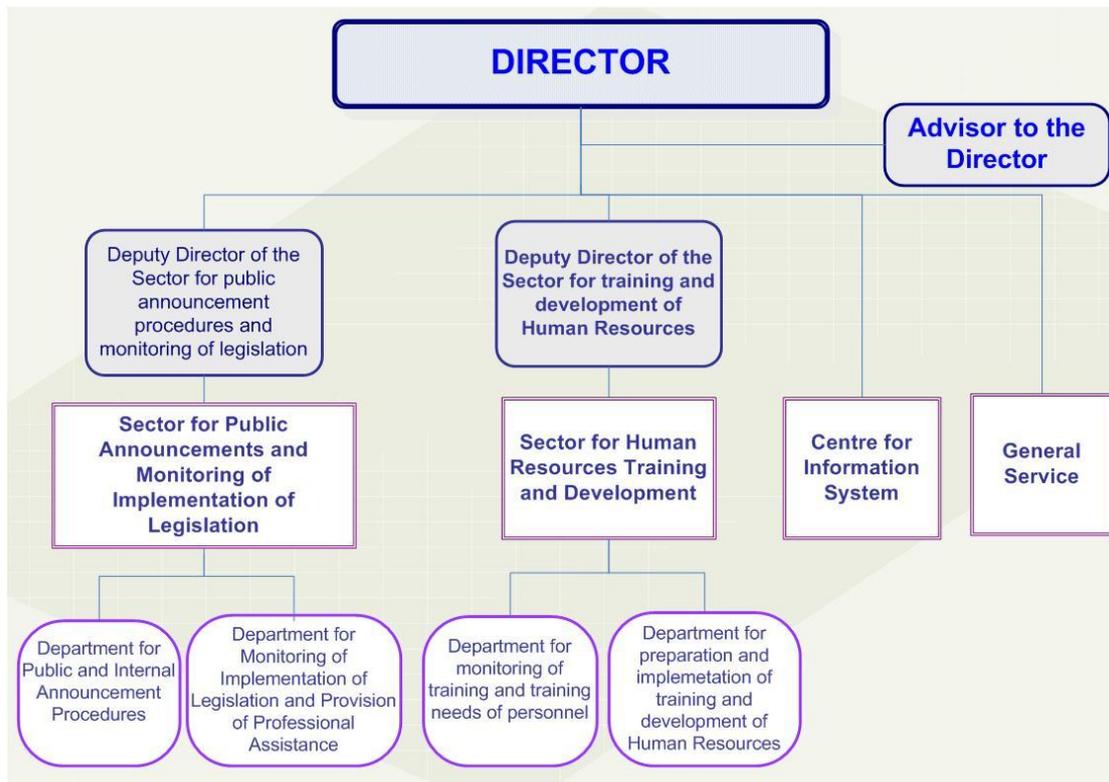
The Human Resources Management Authority obtained the leading position in defining and responding to the needs of Civil Servants with respect to training and professional development.

The most important task of the Human Resources Management Authority is to assist the State Bodies in the process of realisation of the government policies, training and development of resources, improvement of knowledge and professionalism of the employees, so that every Civil Servant and State Employee employed in a government institution may optimally contribute to the achievement of established aims.

For that purpose, the Human Resources Management Authority has invested considerably in the professional development of its own employees to ensure appropriate support to the Montenegrin state administration. It has also entered in a number of international cooperation initiatives. In particular, it cooperates with many international organisations implementing their activities in Montenegro, as well as with these with which it has undertaken a number of special projects. It is also engaged in regional cooperation with peer institutions to exchange experience, experts, and jointly work on projects, etc.

#### **II. INTERNAL ORGANISATION**

The Organisational scheme of the HRMA has been developed as follows:



- The *Sector for Public Announcement Procedures and Monitoring of Implementation of Legislation* handles the processes for the public announcements of vacancies and examination of candidates, it also gives opinions about the acts on internal organisation and classification and other competent opinions.

Activities of this Sector are directed towards improvement of efficiency of the procedures for employment, evaluation and professional development of Civil Servants and State Employees.

In 2007 the HRMA made 380 public announcements for vacant positions, 35 internal announcements, 43 open competitions and accordingly, it carried out 2563 examinations of candidates for work in the State institutions. In the first half of 2008, the HRMA announced 221 vacancies, 15 internal announcements, 11 open competitions and accordingly, it carried out 1154 candidate examinations.

- The *Sector for Training and Development of Human Resources* implements the Training Programme for Civil Servants and State Employees. From 2007, when the Training Programme was first established, a systematic professional advancement

scheme has been put in place, financed from the budget of the State Authority. Apart from that, the continuous implementation of training has been foreseen in numerous Action Plans, from which obligations for the Human Resources Management Authority also stem (Action Plan for the Implementation of the Programme of Fight against Corruption and Organised Crime, Action Plan for reinforcement of the administrative capacities for the implementation of the Agreement on Stabilization and Association, etc.)

In 2007, the Human Resources Management Authority organised 164 trainings which were attended by 2173 participants, and in the first half of 2008, 86 trainings which were attended by 1099 Civil Servants and State Employees.

Besides the trainings foreseen by the Training Programme, the HRMA follows developments in the process of reforms on the way to European and Euroatlantic integrations, adaption of new laws, foundation of new institutions and organizes trainings that are needed.

- The *Centre for Personnel Information System*, handles the Central Personnel Record which will also enable E-personnel management.

The Human Resources Management Authority has access to the whole database to support the

process of employment and professional improvement of Civil Servants and State Employees across the administration. The HRMA has already enabled access of certain number of users to CPR so that they may begin inserting the data. Once fully operational, this system will increase the efficiency and efficacy of the process of employment and professional improvement.

- The *General Service Department* deals with regulations and general acts, programmes and plans for the HRMA, annual reports, activities relating to bookkeeping, planning the budget forecast, public procurement, keeping the personnel record etc.

The Human Resources Management Authority has prepared Civil Servants and State Employees Training Strategy for the period of 2008-2012, which the Government adopted on July 3, 2008. Until November 2008, the Human Resources Management Authority is charged with the preparation of an Action Plan for the implementation of this Strategy. The Strategy foresees the establishment of Units for Human Resources which will provide a strategic framework for specialised training, while the Human Resources Management Authority has also undertaken to implement special programmes of training for specific categories of Civil Servants and State Employees.

The Human Resources Management Authority, as a key Authority of State Administration, up until now has achieved significant results in the process of Public Administration Reform, and it will continue in this sense to improve the procedures for employment, selection and professional advancement of the public administration personnel. This process will be supported through the activities stemming from the Regulation on the Obligatory Examinations, the Working Programme and Training Strategy for 2008, as well as through a number of other additional activities. It should enable Montenegro to demonstrate its achievements and ambitions in the process of European and Euroatlantic integration.

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## ON THE AGENDA



January	February	March	April
Expert meeting, on ReSPA location, Paris, 16-17/01 <a href="#">6th SC</a> , Paris, 30-31/01	Option B resources meeting, Paris, 14-15/02  NISPAcee/ReSPA, "How to be a Better Policy Advisor", Zagreb, 26-29/02	NISPA/ReSPA, European Civil Servant, Caserta, 3-7/03	2 <sup>nd</sup> meeting of the ReSPA SC with representatives of the EU schools of Public Administration Maastricht, 23/04  <a href="#">7th SC</a> , Maastricht, 24/04
May	June	July	August
<a href="#">8th SC</a> , Podgorica, 26-27/05	EKKDA/ReSPA (Training Management), Athens, 17-20/06  Signature of the ReSPA <a href="#">Letter of Intent</a> , Jable Castle, Slovenia, 12/06  College of Europe/ReSPA (European Integration), Bruges, 30/06-18/07	2 <sup>nd</sup> Meeting of Heads of Schools and Institutes of PA (Training Needs Analysis Methodologies : towards a Regional TNA for ReSPA), Tirana, 10/07  Option B resources meeting, 11/07, Tirana  Meeting of legal representatives (draft ReSPA International Agreement), Paris, 28-29/07	
September	October	November	December
EGPA Annual Conference, Rotterdam, 3-5/09  Delegates Meeting on the Financial Aspects of the International Agreement (ReSPA institutionalisation), Paris, 11-12/09  3 <sup>rd</sup> Annual ReSPA Conference (Managing the Stock of Legislation), Belgrade, 23-24/09	CEF/ReSPA (Expenditure Management), Ljubljana, 13-17/10  Baköv/ReSPA (Law-drafting), Bonn, 20-24/10	<a href="#">9th SC</a> , Sarajevo, 4-5/11  Baköv/ReSPA (Law-drafting), Berlin, 10-14/11	Delegates meeting on ReSPA by-laws (Date TBC)  

The **2008 Programme of Work** has been produced and launched on the basis of the indicative analysis of training needs in the region and the experiences of cooperation and implementation of the ReSPA activities so far. It was adopted at the 6th SC meeting in January 2008.

The programme was further amended following the Meeting with the representatives of the EU Schools of Public Administration and the decisions of the 7th and 8th SC meetings.

It foresees cooperation with the training institutions, with which ReSPA has already collaborated in the past, and makes certain new proposals.

The second [Meeting of Heads of Schools and Institutes of Public Administration](#) took place in Tirana in July. It decided about the process of development of the ReSPA Training Needs Assessment methodology. The first results produced on the basis of the new methodology will be presented at the SC meeting in Sarajevo, in November 2008.

The [second Meeting of the ReSPA Steering Committee with the representatives of the Schools of Public Administration of the EU Member states](#) took place in Maastricht back to back with the 7th session of the SC.

The [Third Annual Conference of ReSPA](#) was organised in cooperation with the Serbian Government in Belgrade, on 24-25 September. Following the [first annual conference](#) on Regulatory Management held in Skopje in 2006, and the [second annual conference](#) on Making Strategies Work, held in Durrës in 2007, it explored the issues of management of the Stock of Legislation.

In cooperation with NISPAcee, a training course on [How to be a Better Policy Advisor](#) took place in Zagreb in February 2008.

In cooperation with the Italian School of PA, a module on the [European Civil Servant](#) profile was organised in March in Caserta (including a distance learning component).

In cooperation with the Greek School of PA, a training course on [Management of Training Programmes](#) was delivered in June 2008 in Athens.

In cooperation with the College of Europe, a 3-week [summer school on European Integration](#) took place in Bruges in July.

In cooperation with the Slovene CEF, a course on [\*\*Public expenditure management\*\*](#) for non budget specialists was organised in Ljubljana, in October 2008.

Additional training developed in cooperation with partners in the EU includes a 2-week training on [\*\*law-drafting\*\*](#), organised in cooperation with the German Federal Academy of Public Administration in October and November 2008.

A representative of ReSPA participated in the [\*\*EGPA Annual Conference\*\*](#) (Rotterdam, September 2008).



## STEERING COMMITTEE MEETINGS

The **Steering Committee of ReSPA** was established in accordance with the Protocol of Cooperation on the Creation of the Regional School of Public Administration signed in Brussels on 2 May 2006.

The Steering Committee consists of the representatives of the Protocol signatories from Albania, Bosnia and Herzegovina, Croatia, Kosovo (under UNSCR 1244), former Yugoslav Republic of Macedonia, Montenegro and Serbia. The Member appointed by the European Commission chairs the Steering Committee.

**The role of the Committee** is to provide guidance and review progress in the implementation of the ReSPA institutionalization, training and networking agendas. According to article III.3 of the Protocol, the Steering Committee holds at least two and no more than four formal sessions in each calendar year (of which the calendar can be consulted). The sessions are as a rule held in the Western Balkan region.

**In 2007**, three meetings of the Steering Committee were held. The 3<sup>rd</sup> SC meeting took place in Podgorica in January and the 4<sup>th</sup> in Brussels in April. The 5th Steering Committee meeting of ReSPA took place on 7 November 2007 in Pristina.

At the **5<sup>th</sup> session of the Steering Committee**, the Chair informed the Steering Committee members of the steps taken by the EC and the ReSPA team at the OECD to institutionally link ReSPA with the European Institute for Public Administration (EIPA), at least during the first years of ReSPA's activities, as well as the steps to identify the location of ReSPA in the region leading to physical development of the institution by late 2008/early 2009.

**In 2008**, four sessions of the Steering Committee have been scheduled.

The **6th SC meeting** took place in Paris on 30 and 31 January 2008. The decision on the future location of ReSPA was taken at this meeting with the absolute majority of votes given to Montenegro. The Steering Committee Members decided to confirm this result by consensus.

The **7th SC meeting** took place on 23 and 24 April in Maastricht. This session was devoted to the meeting of corresponding EU Civil Service learning institutions, organisations sharing the same objectives. Further steps were also taken on the institutionalisation path for the second phase of ReSPA.

The **8<sup>th</sup> SC meeting** was then held in Montenegro, where the future Headquarters of ReSPA will be, in May and mostly concentrated on the institutionalisation process.

As a result, a [Letter of Intent](#) was signed under auspices of the Slovene Presidency of the EU at the Jable Castle in June 2008 to reiterate the Members' resolve to further the ReSPA agenda.

Two specialised delegate meetings were also organised (in Paris, July 2008 on legal matters, and Podgorica, September 2008 on financial issues). A dedicated round of high-level missions was organised by the EC to additionally address the budgetary issues with the senior officials from the Ministries of Foreign Affairs/European Integration, Finance, and Civil Service Management / Public Administration Reform in the Region.

Finally, the agreement on the final text of the International Agreement establishing ReSPA and on the budget was reached based on the conclusions of the Podgorica budget meeting in September 2008.

The **9<sup>th</sup> SC meeting** will be held on 4-5 November, in Sarajevo, to review the progress made in 2008 and provide outlook for 2009.

A signature ceremony of the International Agreement on ReSPA is planned before the end of the year.

The working language of the Steering Committee is English and all related documentation and communication is thus in this language. All meetings result in the adoption of formal decisions, which are also published on the ReSPA website after their formal approval by the Steering Committee.

**Activities of the ReSPA Steering Committee can be found online on [respaweb](#)**



# ReSPA

Regional School of Public Administration (Phase 1)

A Joint Initiative of the European Union  
and the OECD, principally financed by the EU



## REGIONAL SCHOOL OF PUBLIC ADMINISTRATION (ReSPA)

*The concept of the Regional School of Public Administration in the Western Balkans* was developed with the objective to boost regional co-operation in the field of Public Administration, strengthen administrative capacity and develop human resources in line with the principles of the European Administrative Space. In the SAP perspective, ReSPA is one of the mechanisms through which countries and entities have agreed to develop co-operation in the perspective of, eventually, joining the European Union (EU).

*The ultimate goal of ReSPA* is to help the participating countries and entities meet the Copenhagen and Madrid criteria. To this end, on 2 May 2006, the [ReSPA Protocol of Co-operation](#) was signed at Ministerial level under the auspices of the EC Commissioner Rehn, demonstrating a high degree of commitment and ownership of all regional stake-holders and of the EC to the long-term development of ReSPA.

### ReSPA Members

Albania, Bosnia and Herzegovina, Croatia, Kosovo (under UNSCR 1244),  
former Yugoslav Republic of Macedonia, Montenegro and Serbia

**ReSPA Phase 1** started as of 1 November 2006 and will last for about two years. During this phase, the European Commission chairs the Steering Committee composed of delegates from the seven countries and entities of the region and is assisted by the OECD based on the experience capitalised in the Sigma programme. In this phase, ReSPA's work programme consists of the training and networking activities, as well as of the activities to develop ReSPA's own institutional and management set-up with the objective of establishing the School in the Western Balkans at the beginning of **Phase 2 (2009)**. Finally, in **Phase 3**, from 2012 onward, ReSPA might develop into a more comprehensive model combining both academic education and professional training dimensions.

### ReSPA Networking

Representatives of ReSPA have established contacts with the relevant professional networks:

[European Group of Public Administration](#) (EGPA)

[International Association of Schools and Institutes for Administration](#) (IASIA)

[International Institute of Administrative Science](#) (IIAS)

[Network of Institutes and Schools of Public Administration in Central and Eastern Europe](#) (NISPAcee)

It is expected that full membership in these networks will be granted to ReSPA once it obtains its legal identity.

