



ReSPA Newsletter

Dear reader...

Year 2011-December

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It is my pleasure to share with you the latest edition of the ReSPA Newsletter for this year. I do hope that this publication will continue to be a valuable information tool and reference point for you in relation to ReSPA's activities.



Once again, I would like to mention that we have successfully completed the transition period towards being self-sustainable and managed by our own staff with the same mission and objectives in front of us, supporting the creation of accountable, effective and professional public administration systems for the countries of the Western Balkans on their way to EU accession.

This edition will bring additional information and articles on ReSPA's activities that have occurred during November-December 2011, details on the last Governing Board meeting for this year and interviews with ReSPA's new staff. Special space in this edition is allocated to the valuable input received from ReSPA's Liaison Officers who reflect on the important events organised by our regional stakeholders.

We assure you that we will continue publishing regular editions of the ReSPA newsletter in the coming period and I would like to use this opportunity to wish all of you a joyful New Year holiday and hope to come back with the newest editions of this newsletter as well as other information tools which will contribute to further support of the public administration reforms of the countries of the Western Balkans on their way along the process of EU integration

Yours sincerely,

Suad Music
Director of ReSPA



5th GB Meeting of ReSPA at the Senior Official level

The 5th Governing Board (GB) meeting at the Senior Official level took place on 14th December 2011 at ReSPA, in Danilovgrad, Montenegro.

Bosnia and Herzegovina chaired the Governing Board meeting for the first time since the chairmanship had been transferred from the Republic of Albania at the Ministerial level Governing Board Meeting held in September in Tirana, Albania. All ReSPA member states attended the GB meeting as well as a representative from the European Commission as observer and ReSPA's director.

The Agenda was comprised of the following issues: the Progress Report for the period September 2011 - November 2011, Information on National Contributions for the Core Budget 2011, the Independent Audit Report for the Transitional Period (01 August 2010–22 June 2011) by the Human Resources Management Authority of Montenegro, the ReSPA Core Budget 2011, ReSPA Core Budget 2012, ReSPA Business Plan (2012-2014), Draft Programme of Work 2012, ReSPA Public Procurement Procedures and Per Diem Rates and Staffing for ReSPA positions.

ReSPA staff also informed the Governing Board about ReSPA's membership of international associations and organizations as well as about new contracts with ReSPA Liaison Officers and the meeting with LOs that was held on 24 November 2011.

After long and fruitful discussion, the meeting resulted in several resolutions and decisions adopted by the Governing Board.

Governing Board members were informed about the latest recruitment of ReSPA staff members. The ReSPA team is enriched by two new staff members, a PR and Documentation Officer and a Finance Assistant who will join the ReSPA staff team in January 2012.

The Governing Board agreed that the 6th Governing Board Meeting will be held in April 2012 in Danilovgrad, Montenegro.

ReSPA Activities November-December 2011

Over the period November-December activities were organised by ReSPA in accordance with its stated plans. During this period, five training sessions took place, of which four were held in the premises of ReSPA in Danilovgrad and one in Bratislava; one networking event was also held in ReSPA's premises. In addition, a workshop with Liaison Officers about ReSPA's Corporate Identity was organised in ReSPA as well. Below is the list of activities:

- Workshop on Effective and Attractive Presentation, Bratislava;
- Creating a Regional Network for Senior e-Government Practitioners;
- Workshop on Human Resources Management: Training Civil Servants in Recruitment and Selection, Performance Management and Development;
- Workshop on Policy Impact Assessment in Public Administrations;
- ReSPA Corporate Identity Workshop with Liaison Officers;
- Workshop on Public-Private Partnerships;
- Workshop on Reducing Administrative Burdens in Public Administration

The mentioned training programmes were developed and implemented in cooperation with the EU Schools/Institutions of Public Administration, namely, NISPAcee (Bratislava), the Institute of Public Administration – IPA (Ireland), the Finnish Institute of Public Management Ltd. (HAUS), the Public-Private Partnership Agency (Croatia) and last but not least, the Dutch Institute of Public Administration – ROI (Netherlands).

Prepared by ReSPA Staff

Creating a Regional Network for Senior e-Government Practitioners

The event was held on 10-11 November 2011 at the premises of ReSPA, Danilovgrad, Montenegro. The main goal of this event was the development of the effective system of professional networking, management and knowledge share, so as collaboration and cooperation at regional/national projects for introduction of e-Government system/service and their promotion based on actual requirements of



the countries in the region. This falls entirely within the scope of the work of ReSPA that tends to maintain in the coming period. These activities were carried out primarily between civil servants responsible for the process of establishment of the e-Government system in the context of the public administration reform process in the countries of the West Balkan, harmonized with the European principles and practices in this field. 17 participants, practitioners from the area of e-governance, attended the event which was facilitated by two resource persons, one International and one regional expert

Prepared by ResSPA Staff

Training on Policy Impact Assessment

The training was held on 22-25 November 2011, Danilovgrad, Montenegro at the premises of ReSPA in Danilovgrad, Montenegro. The training was designed on the assumption of the process of the EU integration that substantial changes in the structure and functioning of the public administration of candidate and association countries should occur. The training was attended by 27 participants from the entire region where learned how to improve nation's competitiveness globally and how to measure success in terms of efficient use of resources and effective public policies.

In addition, the participants got acquainted on the know-how of the benchmark of the EU and OECD experiences in public sector reforms in order to initiate and implement similar changes in WB countries. Last but not least, the participants learned about the importance of policy development, policy impact assessment and regulatory impact assessment in order to promote public services and ease the bureaucracy's burden on business and society. This training was organized in cooperation with Finish Institute of Public Management Ltd. (HAUS).



Prepared by ResSPA Staff

Training on Human Resources Management

The training was held on 15-18 November 2011 at the premises of ReSPA in Danilovgrad, Montenegro. The training included series of training initiatives designed as an introductory course conducted during four days activity which was attended by 24 civil servants who work in a position with responsibility for the work of others or who have recently been appointed to either a human resource role or department. The designed programme highlighted the key areas in the field of HRM and provided a more in depth examination of three key areas: Recruitment and Selection, Performance Management and Training and Development. The training provided a clear understanding of the broader scope and content of human resource management; an appreciation of the role of the human resource function in the state administration; and last but not least enabled the transfer of knowledge of sources of

further information relating to key areas of HRM. The programme included also practical exercises, audio visual inputs and group discussion as well as provided knowledge on the principles, and practice of human resource management. This training was organized in cooperation with Institute of Public Administration from Ireland.



Prepared by ReSPA Staff

Liaison Officers Offer Ideas on ReSPA Corporate Identity

ReSPA Liaison Officers (LOs) met in Danilovgrad on 24 November 2011. This was the second meeting in a row held at the ReSPA premises aimed at gathering their input and opinions on the work carried out to date during the implementation of the project "Running ReSPA and Organising ReSPA Activities", funded by the European Commission. With the aid of the consultant Tony Bass who is working on developing ReSPA's Corporate Identity, they gave hugely valuable input into the process. The LOs had the chance to hear from and discuss directly with the consultant the rationale behind the project and to get involved and assist ReSPA in its implementation.

The LOs, who act as ReSPA's eyes, ears and communication channels with public administrations were asked to contribute their ideas on a range of issues connected with the project, and they came up with some interesting proposals. The real bonus from this session, which follows two earlier workshops with ReSPA staff, some stakeholder consultations and an online survey of former participants on ReSPA programmes, was that the views of ordinary civil and public servants were presented. It became clear to all that ReSPA's identity revolves around more than the high-level



goals of ReSPA or the quality of its programmes. Participants were also likely to base their view of ReSPA on the whole process of hearing about ReSPA's activities, the selection procedure, communications with ReSPA, their travel experiences, the way they were welcomed, the content and quality of trainers, the ReSPA facilities, staff attitudes and quality of service.

This occasion was also used to sign contracts between ReSPA and the respective Los.

Prepared by ReSPA Staff

Training Course on Effective and Attractive Presentation

The training was organised in cooperation with the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee) and was held 7-11 November 2011 in Bratislava. The training was attended by the ReSPA Liaison Officers, the main objective of this training session was to develop participants' presentation skills and introduce them to different presentation techniques and tools, including presentation software. With this training the LO's developed their presentation skills to be able to share their knowledge and experience with the targeted audience, mainly in the light of the ever increasing requirements for quality education in order to satisfy the newly established ReSPA standard. In this training session, the participants were trained also in two key topics: the rules for preparing a quality presentation, and the rules for delivering their own presentations. The participants will learned also:



the various types of presentation; to explore the essential components of a presentation; to propose a time schedule for the preparation of a presentation and own presentation; to learn the formula for effective presentation preparation; and last but not least to choose different approaches to the structure of the presentation.

Prepared by ReSPA Staff

Training on Public Private Partnerships (PPP)

This training course was held on 30 November-2 December 2011 at the premises of ReSPA in Danilovgrad, Montenegro. The training programme comprised of the theory and practice of PPPs. It provided participants with overall knowledge related to the key principles of PPPs and the main steps in PPP procedures. The trainers during the training highlighted the fact that PPP is a model of long-term contractual agreements between public authorities and private partners in general with the aim of carrying out infrastructure projects or providing public services. The trainees learned that PPP differs from conventional public procurement in several respects and is considered more complex but at the same time yields significant public benefits. The need for well-structured PPPs is becoming greater in many countries facing a continually growing demand for public services and, simultaneously, coming to grips with the issues of the availability of finance and budgetary constraints. In the end the participants understood that by developing partnerships with private sector entities, public administrations can maintain quality services despite budget limitations and can offer citizens more numerous and higher quality services in a faster and more efficient manner. This training was organized in cooperation with the Public Private Partnership Agency from Croatia.



Prepared by ReSPA Staff

Training on Reducing Administrative Burdens in the Public Administration

The training was held on 13-16 December 2011 at the premises of ReSPA in Danilovgrad, Montenegro. The overall aim of the workshop was to give participants insight in the Dutch best practice: reduction of administrative burdens and simplifying procedures for contact between citizens and government. The participants learned about the Dutch government policy project "Informal Pro-active Approach Model" (IPAM) which has led to several showcases of improvement of government



services that can be duplicated and adjusted where necessary by other government organisations. The objective of the training was to transfer knowledge and best practices on reduction of administrative burdens and to put it in a local context. Participants understood about the methodology of reducing administrative burdens and were guided how to draft an action plan that can be implemented in their respective organisations. This training was organized in cooperation with ROI - Dutch Institute of Public Administration from Netherlands.

Prepared by ReSPA Staff

Interview with Ms. Ranka Bartula-Musikic, Programme Assistant at ReSPA

Q: Ms. Bartula-Musikic you have been appointed Programme Assistant at ReSPA. Could you tell us about yourself and your background?



I have lived and worked in several countries in the region. Different jobs have provided me with a breadth of experience and knowledge. I am always determined to achieve the goals set and I give my best in doing so. Sometimes the goals are easily achievable and sometimes they take time. Achieving results gives me new energy and new strength to continue.

Q: ReSPA is a very exciting project for the Western Balkan region. What do you personally expect from this?

ReSPA is more than a project. It is a mission that is ahead of all of us. The process is time-consuming, long and demanding. ReSPA will contribute not only to building the capacities of respective public administrations in the region but it will also contribute to rebuilding ruined bridges among countries and people – bridges without which we cannot live, work or be happy.

Q: What are your objectives within ReSPA for the coming years?

My work is dedicated to each citizen of this region. More efficient and skilled public administration will lead to more satisfied citizens. We are here because of them.

Q: What are your first impressions of ReSPA?

ReSPA has all the preconditions to be successful: very good working conditions, a nice and pleasant environment, devoted staff, willingness among the countries in the region to work together towards a common goal, and the support of the EU. When all these things are combined together, success is inevitable.

Interview with Mr. Igor Djukanovic, Facility Manager at ReSPA



Q: Mr. Djukanovic, you have been recently appointed Facility Manager at ReSPA. Could you tell us a bit about yourself and your background?

My previous work experience is predominately connected with tourism and luxury hotels on the coast of Montenegro. I have almost 7 years of experience in managerial positions and during this period I was in charge of all hotel departments, ranging from very large to quite small premises. My educational profile is quite international; I obtained my high school diploma in the United States and graduated from New York's Rochester Institute of Technology, and the College of Hotel and Resort Management in Dubrovnik, Croatia. I had the chance to study and work in a multicultural environment which I find very motivating and fulfilling. I consider myself to be very cooperative and easy to communicate with which has always been a valuable asset, especially when working with people from different backgrounds.

Q: ReSPA is a very exciting project for the Western Balkan region. What do you personally expect from this?

I feel a huge responsibility to be part of the ReSPA project and to give my modest contribution to supporting the idea of bringing the countries of the Western Balkans closer to European Union membership. I believe that this opportunity will significantly influence my professional path and allow me to actively participate in the work of an international organization. This will give me the chance to combine my previous experience in the hospitality industry with an educational institution and to expand my knowledge into different spheres. I expect to meet many interesting people, share experiences with them and gain knowledge about public administration and its importance in the region.

Q: What are your objectives within ReSPA for the coming years?

My main objectives will be to constantly work on improving the quality of ReSPA facilities and enriching our offer to conference participants and other clients. As my job is service-oriented I will concentrate on ensuring appropriate working and accommodation conditions for our participants, but I will also devote more attention to designing various social events for their entertainment after their daily work. My goal will be to create a positive working atmosphere and to motivate campus hospitality employees to perform to their maximum. I will try to bring various innovations onto the campus and to distinguish it from similar institutions with unique products and excellent service.

Q: What are your first impressions of ReSPA?

I was very excited when I found out about my appointment and, to be honest, that excitement is still present. All my colleagues have been very helpful from the start and they helped me to settle in very quickly. We are a small team of professionals who are very enthusiastic about what we do and it is a real pleasure to work in such an environment.

eSEE Initiative High-Level Meeting 2011 about Information Society Development

A high-level conference to develop the information society was held on 6-8 November 2011 in Tirana, with the main purpose of absorbing the full potential of Information and Communication Technologies (ICT) to promote innovation, economic growth, regional competitiveness and improved quality of life in South East Europe. The conference was held within the framework of the Electronic South-Eastern Europe (eSEE) Initiative, organized by the Albanian Ministry of Innovation and Information and Communications Technologies, the Regional Cooperation Council (RCC) Secretariat, and the United Nations Development Programme (UNDP).

The conference was opened by the prime minister of the Republic of Albania, Prof. Dr. Sali Berisha, followed by the minister of innovations and ICT of the Republic of Albania, the secretary general of the Regional Cooperation Council, the UNDP ambassador to Albania, head of the European Delegation to Albania and the director of the Bureau for Telecommunication Development and International Telecommunication Union. They all pointed to the progress in the region as regards achievement of the goals set by the EU, through implementation of the "e-SEE Agenda+", as well as their satisfaction with the commitment of the governments of the region to the realization of the measures in this field.

Within the framework of the conference, regional experiences and best practices of the Initiative's member countries were shared, and guidelines and policies for further development were presented by a number of international organizations such as the European Commission, UNDP, E-Government Academy from Estonia, UNECE, UN ESCWA, the Regional Development Centre for E-Government in Ljubljana. The participants, led by South-East European (SEE) ministers in charge of information society development, adopted a joint statement, reaffirming their commitment to the implementation of the e-SEE Agenda, as a regional ICT development framework, and to cooperation with the e-SEE Initiative.

The European Commission and other partners were invited to continue supporting the implementation of this agenda, by means of political, financial and technical assistance. In its Strategy and Work Programme 2011-2013, the RCC recognizes the establishment of an Information Society as a key regional priority for South-East Europe. As a unique institution that promotes European and Euro-Atlantic integration of the region, the RCC supports the alignment of regional information society development priorities with the component for smart growth of the EU's 2020 strategy in the context of the long-term development vision for the Western Balkans.



*Prepared by Evis Taska,
Liaison Officer from Albania*

Development of a Performance Management System in the Civil Service Structures of Bosnia & Herzegovina

The closing conference was held in Sarajevo on 31 October 2011 which was attended by representatives of the main beneficiaries of the project at all levels – the Ministry of Justice and the Ministry of Administration and Local Government, the Civil Service Agencies from the Bosnia & Herzegovina, at the levels of the Federation of Bosnia & Herzegovina and the Republika Srpska, and representatives of the Government of the Brčko District, members of the Governing Board of the Public Administration Reform Fund, representatives of the Office of the Public Administration Reform Coordinator, representatives of ReSPA as well as project team members. The representatives of the beneficiaries at all levels commented favourably on the performance of the project and the results achieved and noted that this project may serve as an example for other future projects in the field of human resource development. Following the presentation of the Exit Strategy by project team representatives, a discussion was initiated which identified the main conclusions of this closing conference as being to: 1) define priorities in public administration reform in the field of human resource development, which would be common to all levels of civil service/administration in Bosnia and Herzegovina and developed in accordance with the revised Action Plan №1 for public administration reform; 2) prepare relevant and well-developed terms of reference, which will reflect priorities set in the field of human resource development,



as well as clear implementation guidelines for the project team selected to implement the project; and 3) achieve good project coordination and cooperation between the main subjects of the project – especially between the main project beneficiaries and project implementers, and also between the Office of the Public Administration Reform Coordinator, project implementers and members of the Supervisory Team which oversees the implementation of the project.

*Prepared by Zlatan Širić,
Liaison Officer from Bosnia and Herzegovina*

The role of civil servants in the fight against corruption

The Civil Service Agency of the Republika Srpska, SIGMA and the OECD jointly organized a conference in Banja Luka on 18-19 October 2011. The topic of the conference was “The role of civil servants in the fight against corruption”. The speakers included both local experts and international experts, who presented local and international experiences, legislation, events, capacity building activities, etc. in the area of the fight against corruption. The objectives of this conference were to provide the Civil Service Agency of the Republika Srpska with exposure to better anti-corruption instruments, and to encourage public institutions in the Republika Srpska and other administrative levels of Bosnia and Herzegovina. The conference was attended by representatives of all four administrative levels in Bosnia and Herzegovina, EC Delegation representatives as well as representatives from SIGMA. Representatives of the recently established Bosnia and Herzegovina Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption were also present.



*Prepared by Dalibor Copic
Liaison Officer from Bosnia and Herzegovina*

Strengthening the capacity of the Bosnia & Herzegovina Public Administration Reform Coordinator's Office

A closing conference for the project "Strengthening the capacity of the Bosnia & Herzegovina Public Administration Reform Coordinator's Office" was held in Sarajevo on 18 November 2011. The project sought to strengthen the Bosnia & Herzegovina Public Administration Reform Coordinator's Office (PARCO) through providing expert advice on implementing the Public Administration Reform (PAR) Strategy and on developing strategic documents and revised action plans for further implementation.

Project results were presented at the conference, along with an overview of the progress that has been achieved by PARCO in implementing the Strategy. The conference was addressed by the deputy head of the EU Delegation to Bosnia & Herzegovina, Renzo Daviddi, as well as by the state coordinator for Public Administration Reform, Semiha Borovac. The speakers shared the same conclusion that the quality of public administration is one parameter for the formal opening of negotiations that will set the conditions for all sectoral negotiations, and this is also the main area of focus



of accession negotiations with the candidate countries. According to the conference speakers, public administration is also an area where public confidence is crucial because it is the place where the interests of the state and the interests of its citizens converge.

*Prepared By Samra Ljuca,
Liaison Officer from Bosnia and Herzegovina*

The beginning of CSA's cooperation at all administrative levels in Bosnia and Herzegovina

The representatives of Bosnia and Herzegovina's civil service agencies gathered in Mostar on November 15th together with the State and entity levels coordinators of Public Administration Reform in Bosnia and Herzegovina to mark the beginning of inter-institutional cooperation at all administrative levels in Bosnia and Herzegovina. The representatives of Subdivision for Human Resources of Brčko District were invited but didn't attend the event.

The overall goal of the event was to initiate a dialogue on civil service issues at all B&H administrative levels as well as to enhance the cooperation in realisation of activities provided by Public Administration Reform Strategy and Revised Action Plan 1. The representatives agreed on creating an informal body- CSA's Directors Forum-which will gather periodically, at least three times per year. After discussion several conclusions were adopted: 1) to organise next gathering of CSA's Directors Forum in Banja Luka, at the beginning of March 2012; 2) to submit any suggestions, remarks, proposals in relation to the draft text of Memorandum of cooperation until the 1st December 2011; and 3) to make a list of all issues areas that may be discussed during the next meeting; to organise a Joint Conference on civil service issues until the end of 2012.

*Prepared by Samra Ljuca,
Liaison Officer from Bosnia and Herzegovina*

Central State Office for e-Croatia

The Central State Office for e-Croatia (CSOeC) is a central state administration body of the Republic of Croatia which was established under the Act for the Organisation and Scope of Central State Administration Bodies in 2003. The mission of this body is to promote and monitor information society development, to develop the state administration information system (e-Government) and a single ICT network of state administration bodies (HITRONet), and to align the national information society policy and use of common interoperability solutions at the EU level.

Within the scope of the work of the CSOeC are: the establishment of interoperability based on the networked administration concept; establishment of a knowledge, project and information management system in the state administration; a pilot project for a central authorisation and authentication system; establishment of an electronic document management system; establishment of a quality certification system for electronic services and solutions in the development of e-Government, as well as the development of the portal mojauprava.hr as a single access point for all public administration information (available on the web, and recently also on digital TV channels).

The CSOeC systematically promotes information society by organising and participating in conferences and other media events on the topic of ICT. Furthermore, the CSOeC sponsors all significant professional and scientific events in Croatia which are related to ICT, and initiates new forms of cooperation between the public and private sectors and the civil society for the purpose of including people of all age groups in information society development.

All the activities of the CSOeC are aimed at contributing to the growing use of information and communication technology in the Republic of Croatia, with a view to overcoming social and economic difficulties and exclusion. In other words, the goal is to create a

society in which information and knowledge will be available to all citizens, without discrimination on any grounds.

Additional information on the activities of the Central State Office for e-Croatia can be found on the following website: <http://www.e-hrvatska.hr>



*Prepared by Gordana Zoretić ,
Liaison Officer from Croatia*

Work Experience Fair 2011

The Human Resources Management Authority from Montenegro in cooperation with the Career Team realized a programme which will enable final-year students from state and private universities in Montenegro to get work experience in state authorities and private companies. The students will have the chance to work for three months, starting from 1st February 2012. The goal of the fair is for young people of different educational backgrounds to get the opportunity to become familiar with the working practice and function-



ing of state authorities, or private companies, as well as to improve their knowledge and skills. The fair involved 37 state authorities and around 20 private companies which participated in the realization of this programme. The Work Experience Fair lasted two days and more than 1,000 students participated on the first day of the event.

*Prepared by Blazenka Dabanovic,
Liaison Officer from Montenegro*

Training in Top-Level Management

The Ministry for Information Society and Administration (MISA) organised two cycles of training aimed at senior management working in the public administration of the Republic of Macedonia, i.e. state secretaries from all ministries and directors of state institutions attended these training sessions. The first cycle was carried out on 30 September-2 October 2011 while the second cycle was carried out on 2-4 December 2011. Considering the relevance and the importance of these kinds of training courses, this training scheme was opened and addressed by the Minister of Information Society and Administration Mr. Ivo Ivanovski.

The Government of the Republic of Macedonia has defined in its strategic papers and on its agenda the training of top-level and senior management as a strategic step in its efforts to rise to the challenges in the field of public administration reform. Starting from this defined commitment, the Ministry for Information Society and Administration, supported by the programme of the British Embassy, has organized the above-mentioned training cycles exclusively designed for top-level management in public administration.

Top-level management training is expected to achieve a developed, highly professional and responsive public service with improved business results through the application of standardized procedures for managing human capital. At the same time, the training will contribute to the strengthening of the capacities of top-level management following the latest insights and best practices in relation to their roles, responsibilities and issues that are priorities for managers in the public sector, thus giving the opportunity to learn from the experiences of other countries and consider the application of this knowledge in a national context.



The discussed topics were related to the experiences of other European countries in the areas of public management and in terms of leadership, management organizations, organizational change and human capital, necessary to build a professional service.

*Prepared by Martin Todevski,
Liaison Officer from Macedonia*

Agreement on Organizing Training Courses In Montenegro Successfully Realized

The Human Resources Management Authority (HRMA) in cooperation with the Sector for Finance and Contracting of the EU Assistance Funds (CFCU), the Ministry of Finance, the German consultancy institution GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), and IEP (Institut für Europäische Politik) successfully realized the Agreement on Organizing Trainings In Montenegro in 2011. The agreement envisaged realization of 5 training cycles, each of them lasting three days:

- * Rules of the Practical Guide to EC External Aid Contract Procedures (PRAG), which will enable participants to have a clear picture of contract rules and the implementation of projects, once Montenegro moves to a decentralized system of managing EU Funds.
- * Familiarization with public procurement procedures, in accordance with the Practical Guide to EC External Aid Contract Procedures (PRAG), related to grant contracts. During the training, the focus will be on all public procurement procedures that refer to grant contracts, and which are applied to IPA-financed projects.
- * Public procurement procedures that are related to service contracts, and which apply to IPA-financed projects.
- * Introduction of public procurement procedures in accordance with the Practical Guide to EC External Aid Contract Procedures (PRAG), for contracts of delivery of goods and work contracts.
- * Implementation of the Twinning Project



After the realization of the 5 above-mentioned cycles, the trainees had the opportunity to take an exam, and those who achieved satisfactory results received a certificate of qualification.

*Prepared by Blaženka Dabanovic
Liaison Officer from Montenegro*

Third Local Government Fair Held in Belgrade

The third Local Government Fair was held on 9-11 November 2011 at the Belgrade Fair. The event was organized by the Ministry of Human and Minority Rights, Public Administration and Local Government, the City of Belgrade and the Standing Conference of Towns and Municipalities.

The three-day fair was opened by Mr. Boris Tadić, President of the Republic of Serbia, while the opening ceremony was also attended by Mr. Milan Markovic, the Minister of Human and Minority Rights, Public Administration and Local Government of Serbia, Mr. Saša Paunović, President of the Standing Conference of Towns and Municipalities and Mr. Aleksandar Antic, President of the Belgrade City Assembly.

As in the previous two years, the fair was an opportunity to present the activities of towns and municipalities in Serbia to local and foreign companies – potential investors – as well as to donor organizations and the other guests from home and abroad who participated in this event. In addition to presenting their economic and organizational resources, the towns and municipalities had the opportunity to exchange experiences in the work of local authorities.



This year's fair gathered 106 exhibitors from 92 local government units from Serbia, as well as the Association of Local Authorities of the Republika Srpska.

The three-day fair featured round tables, panels and events on topics which are important for the work of local governments.

*Prepared by Staša Lukić,
Liaison Officer from Serbia*

Governing Board Members, Ministerial Level

RESPA MEMBER	NAME	POSITION	CONTACT
Albania	Mr. Bujar Nishani	Ministry of Interior, Minister	minister@moi.gov.al
Bosnia And Herzegovina	Mr. Barisa Colak	Ministry of Justice, Minister	uredministra@mpr.gov.ba
Croatia	Mr. Mlakar Davorin	Ministry of PA, Minister	v.zonjic@uprava.hr
Macedonia	Mr. Ivo Ivanovski	Ministry of Information Society, Minister	ivo.ivanovski@mis.gov.mk
Montenegro	Mr. Ivan Brajovic	Ministry of Interior, Minister	kabinet@mup.gov.me
Serbia	Mr.Dusko Radakovic	Ministry of Human and Minority Rights ,PA and LSG ,State Secretary	dusko.radakovic@mduls.gov.rs

Governing Board Members, Senior Official Level

RESPA MEMBER	NAME	POSITION	CONTACT
Albania	Ms. Blerta Selenica	Director, DoPA, Ministry of Interior	b.selenica@moi.gov.al
Albania	Mr. Fatmir Demneri (substitute)	Director, Training Institute of PA	f.demneri@itap.gov.al
Bosnia and Herzegovina	Ms.Fazila Music	Ass.Minister,Ministry of Justice	f.music@mpr.gov.ba
Bosnia and Herzegovina	Mr. Aleksandar Karisik (substitute)	Advisor for HRM, BiH Council of Ministers	aleksandar.karisik@parco.gov.ba
Croatia	Mr. Davor Ljubanovic	State Secretary, Ministry of PA	d.ljubanovic@uprava.hr
Macedonia	Mr. Jahi Jahija	State Secretary, Ministry of Information Society	jahi.jahija@mioa.gov.mk
Montenegro	Ms. Svetlana Vukovic	Director, HRMA	svetlana.vukovic@uzk.co.me
Montenegro	Ms. Jadranka Djurkovic (substitute)	Deputy Director, HRMA	jadranka.djurkovic@uzk.co.me
Serbia	Ms. Vladana Jovic	Ass. Minister,Ministry of Human and Minority Rights ,PA and LSG	vladana.jovic@mduls.gov.rs
Serbia	Ms. Ivana Djuric (substitute)	Head of Division Comm., and Training Serbian EI Office	i.djuric@seio.gov.rs

ReSPA Staff

NAME	POSITION	CITIZENSHIP
<u>Suad Music</u>	ReSPA Director	Bosnia and Herzegovina
<u>Ivana Bajo</u>	PA to the Director	Croatia
<u>Vlatko Naumovski</u>	Head Of Finance	Macedonia
<u>Aqim Emurli</u>	Training Manager	Macedonia
<u>Dubravka Jurisic</u>	Programme Assistant	Serbia
<u>Goran Pastrovic</u>	Training Manager	Serbia
<u>Ranka Bartula –Musikic</u>	Programme Assistant	Bosnia and Herzegovina
<u>Ivica Ivanovic</u>	Legal and Personnel Officer	Montenegro
<u>Milutin Rasovic</u>	IT Technician	Montenegro
<u>Hasan Mavric</u>	Driver and Technical Service	Bosnia and Herzegovina
<u>Igor Djukanovic</u>	Facility Manager	Montenegro
<u>Vanja Masanovic</u>	Receptionist	Montenegro
<u>Marija Orovic</u>	Receptionist	Serbia

Liaison Officers

Country	Name	Position	Contact
ALBANIA	Ms. Evis Taska	Trainer, Dep of PA, Training Institute of PA	alba-nia1@respaweb.eu
BOSNIA AND HERZEGOVINA	Mr. Zlatan Siric	Administrative Inspector, Ministry of Justice	bih1@respaweb.eu
BOSNIA AND HERZEGOVINA	Mr. Dalibor Copic	Senior Expert Associate, Civil Service Agency of Republic Srpska	bih1@respaweb.eu
BOSNIA AND HERZEGOVINA	Ms. Samra Ljuca	Expert Advisor, Civil Service Agency	bih1@respaweb.eu
CROATIA	Ms. Dusanka Bosnjakovic	Head of Department, Ministry of PA	croatia1@respaweb.eu
CROATIA	Ms. Gordana Zoretic	Coordinator of the Training Programmes, Ministry of PA	croatia1@respaweb.eu
MACEDONIA	Mr. Martin Todevski	Associate for Cooperation and Promotion of Information Society	mk1@respaweb.eu
MONTENEGRO	Ms. Blazenka Dabanovic	Independent Advisor HRMA	montenegro1@respaweb.eu
MONTENEGRO	Ms. Dina Dobardzic	HRMA	montenegro1@respaweb.eu
SERBIA	Ms. Stasa Lukic	Ministry of Human and Minority Rights, PA and Local Self Government	serbia1@respaweb.eu
KOSOVO*	Mr. Hamit Qeriqi	Head of Administration, KIPA	kosovo1@respaweb.eu

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