



# ReSPA Newsletter

*Dear reader,*

**Year 2011-November**

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It is my pleasure to share with you the third edition of the Newsletter of ReSPA for this year. It is hoped that this newsletter will be a valuable information tool and reference point for various stakeholders involved in ReSPA's activities.



Those of you who have followed development of ReSPA over the years know that on October 1st, 2011, ReSPA completed the transition phase of being self-sustainable and self-managed by its 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 Western Balkans on their way to EU accession.

This newsletter will bring additional information on the ReSPA's completed and planned activities for 2011, structured interviews with different levels of our stakeholders (EU level, Minister, Expert, Participant, newly ReSPA's staff). The analytical summaries from EC Progress Reports, chapter for public administration reforms for the WB countries and other relevant information in this regard is also contained at this edition.

We assure you that we will continue publishing regular editions of newsletter of ReSPA in the coming period and in this direction, your feedback and suggestions on its content and layout improving would be highly appreciated.

Most sincerely,

Suad Music  
Director of ReSPA



*The GB meetings at both levels, Senior and Ministerial, was held in Tirana*

## Second Governing Board Meeting (Ministerial level)

The international agreement establishing ReSPA and the Rules of Procedure of the ReSPA Governing Board states that the Governing Board shall meet at Ministerial level once a year. The first Governing Board meeting at this level was held on 24 September, 2010, in the ReSPA premises in Danilovgrad, Montenegro. At this meeting it was decided that the next meeting would be held in the ReSPA Member State holding the rotating Chair position. The Republic of Albania chaired the Governing Board from the first meeting and thus the second meeting at Ministerial level took place on 27 September, 2011, in Tirana.

The Agenda was comprised of the following issues:

- ReSPA Programme of Work 2011 and Progress Report during the period May-September 2011;
- Information on Transitional Period;
- ReSPA Business Plan for the next three years;
- the envelope for the Core Budget 2012;
- Handover of the Governing Board chairing from to Bosnia and Herzegovina; and,
- Preparation of the next Governing Board Meeting at Ministerial level.



The Governing Board members expressed gratitude for the commitment of the ReSPA Director and staff for taking over the daily functioning of ReSPA and encouraged them to be even more committed in order to build a bright future for this regional initiative.

ReSPA and Governing Board members expressed their gratitude to the Human Resources Management Authority of Montenegro, as well as the Government of Montenegro, for all their help and assistance provided during the Transitional Period from August 2010 until 22 June 2011.

It was emphasised that ReSPA is a regional institution established to provide added value to national training institutions and that this will be achieved by providing activities to targeted senior civil servants and trainers who are in a position to disseminate information and exchange experience with their peers from the region and EU Member States.

Noting that ReSPA employs modern techniques in order to deliver interactive trainings ensuring exchanges of experience and good practice between participants, the Director stressed that ReSPA will also deliver trainings to the sub-regional level of civil servants in order to contribute to the improvement of their skills as they are also critical to the Public Administration Reform (PAR) process.

The Governing Board Members stressed that the ReSPA programme should assist all countries in the region in their PAR processes in order to fulfil one of the conditions for EU accession and that ReSPA should start exploring possibilities for devising a plan of preparatory activities to give ReSPA an academic dimension as outlined in the Feasibility Study – *“Towards a Regional School for Higher Education for Public Administration Reform (SHEPAR)”*.

The ReSPA Director presented the Budget to the Governing Board which decided that the amount of the national contributions for 2012 shall remain at the same level in order to ensure the smooth operation of ReSPA.



## Interview with Minister Ivo Ivanovski

*Participation in ReSPA trainings will have a very affirmative impact on the personal professional development of civil servants involved in these events*

Mr. Ivanovski, could you please share with us your impressions on the cooperation between your Ministry of Information Society and Administration and ReSPA during the second phase of ReSPA's development?

A: So far we are more than satisfied with the cooperation with ReSPA during the second phase of its development. Even though some of the staff positions were not filled, we didn't face any difficulties during our mutual cooperation activities, which is in line with the great effort that was put by the new staff.

Overall, I can say that we are very glad to work with ReSPA on all levels, operational through our liaison officer and through the members of the Governing Board.

Q: As a regional institution, ReSPA is very important for the entire region in the area of public administration reforms and EU matters. In your opinion, does ReSPA have a positive political impact on its member states?

A: Of course it has. Besides the training events for civil servants which are the main goal of ReSPA, we are absolutely positive that this is a perfect place for ideas and experience sharing and for building deeper connections with the member countries on all levels. Even so far, it is proved that ReSPA is a great knowledge sharing and connection network, that is stimulating the member states to cooperate on mutual challenges, and assist each other in the EU integration processes. I personally would be very satisfied if this is the case for the future as well, and if we can participate even more in fulfilling this idea for further improvement of this network.

Q: We expect that this newsletter will be read by many civil servants from the region. In this respect, what encouraging message would you send to civil servants from your country and the region, why should they take part in the activities organized by ReSPA (Trainings, Networking events, Summer Schools, Mobility Schemes, etc)?

A: I would like to emphasise the role of ReSPA and its goal to develop more professional civil service. The civil servants that participated in activities organized by ReSPA gave us positive feedback and I am convinced that this positive experience will continue in the future. Participation in these trainings will have a very affirmative impact on the personal professional development of civil servants involved in these events, but will also have a very positive impact on the institutions as well, since they will have more professional and skilled employees. Finally ReSPA is a great place for networking, to meet new people and to share best practises.

Q: ReSPA as a regional institution is designed to build up and offer trainings which are not offered at the national level and avoid overlapping. In this regard, could you please share with us what are the key areas that ReSPA could focus on more in the future?

A: ReSPA has had very attractive and very beneficial trainings for our civil service. In the essence of EU integration processes which are being the key significant factor in the work of the Governments in ReSPA's member countries, I would like to emphasise the importance of reform of public administration and administrative procedures as one of the most prominent benchmarks in the EU integration reports. The use of e-Government as a tool for fostering of these processes is of great importance as well. In that direction, wide EU integration trainings on different topics are of great value for Macedonian government institutions.

## Interview with Mr. Gerhard Schumann-Hitzler (EC)



***Mr. Schumann-Hitzler, could you please share with us your impressions on the cooperation between the European Commission and ReSPA during the second phase of ReSPA's development?***

It is always a challenge to establish a new institution from scratch but cooperation between ReSPA and the European Commission has been excellent from the beginning. There has been a very good mutual understanding and a clear motivation to deliver in time. This has allowed us to move forward in a very rapid and efficient manner.

***ReSPA has laid solid foundations which will enable it to grow organically***

***As a regional institution, ReSPA is very important for the entire region in the area of public administration reforms and EU matters. In your opinion, does ReSPA have a positive political impact on its member states?***

For the European Commission ReSPA is a lighthouse project. It does not only deliver concrete results in line with its mandate, but it also demonstrates what can be achieved together through regional cooperation. Setting up the School and recruiting highly qualified staff according to the best practices of public administration has in itself been a valuable process of "learning by doing".

***We hope that this newsletter will be read by many civil servants from the region. In this respect, what encouraging message would you send to civil servants in the region, why should they take part in activities organized by ReSPA (Trainings, Networking events, Summer Schools, Mobility Schemes, etc)?***

Any modern democratic State needs to be able to rely on an efficient public administration as the backbone for the economy and the society as a whole. Civil servants need to be well trained and should be able to see their role and tasks in a wider context, not just execute orders. To be familiar with European standards and rules, to be aware of best practices and to be able to work closely together with colleagues from the EU Member States or other countries in the region is a big asset for those civil servants who are eager to develop their skills and to engage in a successful career. Participating in the events organized by ReSPA is without any doubt an important investment in the development of skills and should be seen as an important step in the career development plans by any public administration in the region.

***ReSPA is considered by the European Union to be a very ambitious project for the Western Balkans region. Could you please share with us your and EU's objectives for ReSPA in the next few years?***

ReSPA has laid solid foundations which will enable it to grow organically and to become even more ambitious. It has the potential to become a recognized brand name standing for excellence in public administration. It should develop further the interaction and synergies with other recognized key players such as OECD/SIGMA, the European Institute of Public Administration (EIPA) and the Academy of European Law (ERA) and prepare for adding to its activities an academic dimension.

## ReSPA and EC Progress Reports

The European Commission recently presented its progress reports for the Western Balkan countries (*Analytical report in case of Serbia*). The progress reports describe the period October 2010 – September 2011 for each of the ReSPA member countries (*Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia*). ReSPA is designing its activities strengthened by different strategic documents, analysis and individual expertise and gives high importance to the Progress reports of the EC delegation, in particular where they refer to progress in the reform of public administration. It treats the relevant report findings as guidelines for present and future ReSPA core activities (*Training need analysis, formulating and fine-tuning training events, networking, mobility scheme programme, publications, etc*). A brief overview for each country is set out below in order to present which particular information is regarded as significant for ReSPA activities.

**ReSPA considers PAR  
Chapters from EC  
Progress Reports as an  
additional inspiration**

In the case of Croatia, the Civil Service Development Strategy (2010-2013) and a new Code of Ethics have been highlighted as important when analysing and approaching civil servants. Furthermore in Croatia a State School for Public Administration has been established and overall progress has been reported. However the EC Report finds that further improvements are needed in the area of professionalization and ensuring efficient implementation of the relevant legal framework.

In Albania, limited progress was reported in the area of public administration reform. As an example, amendments to the Civil service Law have yet to be completed. In addition, further institutional upgrade is needed, for example the Training Institute for Public Administration (TIPA) has encountered difficulties in implementing training activities and budget restrictions.

The EC Progress Report for BiH indicates that BiH institutions allocate sufficient human capital to the Public Administration Reform Coordinator's Office. However, the coordination capacity for the implementation of the PAR strategy is not sufficient. Overall the public administration sector of BiH shows limited progress, according to the Report.

In relation to Macedonia, the EC Progress Report states that one of the most valuable initiatives is the adoption of a new public administration reform strategy for the period 2010-2015 accompanied by an action plan and financial assessment. In addition, the Law on Public Servants which entered into force in 2011 was upgraded and harmonised with the Law on Civil Servants. The Report also notes that the Ministry of Information Society and Administration has taken overall responsibility for public administration and the Civil Service Agency has been transformed into an Administrative Agency (AA). Further improvements to the key laws are considered necessary as well as practices in the PA (transparency, professionalism, independence).

In Montenegro, as in the case of Macedonia, the EC Report acknowledges the adoption of the Public Administration Reform Strategy 2011-2016, followed by adoption of another two laws, the law on civil servants and the law on general administrative procedure. The Human Resource Management Authority has been strengthened (adoption of revised rulebook on internal organisation and job descriptions). Implementation of the Public Administration Reform Strategy needs to be supported by an improvement in cooperation between the Ombudsman, the Government and civil society.

The EC Report on Serbia highlights the adoption of the strategy for the professional training of civil servants for the period 2011-2013 which foresees the establishment of a central institution in charge of implementing training programmes (new system of training programmes). According to the Progress Report, the Independent Regulatory Bodies have been strengthened by rules stipulating relations between IRBs and the Parliament. The general administrative capacity at central level is well developed, but at the local level it lacks the intensity of reforms and improvement. Yet, the EC concludes that further improvements are needed in some areas of public administration reform.

The general impression is that many initiatives have been taken in public administration reform in the Western Balkan countries, but further improvements are needed in order to build modern, reliable, transparent and citizen-oriented public services and ReSPA will do its best to support its target audiences and member countries to reach these goals.

ReSPA will further analyse and review the shortcomings identified in the EC Progress Reports in relation to public administration, and will try to address some of these issues through organising appropriate training events and including them in ReSPA's Programme of Work for 2012.

## ReSPA Activities in 2011

*ReSPA maintained  
busy calendar  
throughout the year  
with its own core  
activities*

2011 has been a crucial year for the development of ReSPA on its way to becoming fully self-sustainable. The transition phase of taking over from EIPA and organising the overall activities on its own, has started since May 2011. In this context, ReSPA was equipped with the permanent staff and at the same time it has organised the ongoing activities without any delay or discontinuity. Between May and October 2011, ReSPA successfully completed seven training events, two summer schools, two networking events, and one study visit. Altogether, 220 participants have attended the various activities organised by ReSPA. Below are listed the concrete activities:

### Trainings:

- Workshop on Training Needs Assessment;
- Workshop on Strategic Management and Strategic Planning for Senior Civil Servants;
- Training programme on Participative Training Techniques;
- Workshop on Negotiating with the European Union;
- Workshop on Managing Staff: Developing Leadership Skills of Civil Servants
- Workshop on Decentralization: Training Civil Servants on Principles and Practices of Decentralisation in Relation to Good Governance;
- Workshop on Membership in the EU and the challenges for the national administrations
- Community of Practice Annual Conference on Human Resources Management in the Western Balkans

### Networking events:

- First ReSPA Networking meeting Regional Network for Secretary Generals of the Government;
- Regional Meeting: Creating the Regional Network for EU Integration Affairs.

### Summer Schools:

- Summer School in European Integration and Regionalism "EU Law and its implementation", Luxembourg;
- Intensive Seminar on the European Union, Bruges.

### Study Visit:

- Study Visit of the Secretary Generals of the WB (Western Balkan) Countries to the Government of Estonia i.e. *Second ReSPA Networking meeting Regional Network for Secretary Generals*.

In addition, ReSPA has taken part in external networking events to promote and present ReSPA and its achievements such as DISPA meetings, NISPAcee conferences, roundtables and other relevant events.

ReSPA will continue with this approach until the end of the year and with the implementation of the following activities:

- Training on Human Resources Management: Training Civil Servants on Recruitment and Selection, Performance Management and Development;
- Training on Policy Impact Assessment in Public Administrations;
- Networking event on e-government with the heads of e-government institutions in WB countries;
- Training on Public Private Partnerships;
- Training on Reducing Administrative Burden;
- Launching Mobility Schemes for the civil servants from the WB countries.



*Community of Practice  
Annual Conference on  
Human Resources  
Management in the Western  
Balkans*

## Community of Practitioners Conference

Funded and organized by Regional School for Public Administration (ReSPA) and the UNDP Regional Centre for Public Administration Reform (RCPAR), the annual conference gathered 30 to 40 selected representatives from the civil service structures in Western Balkans, international organizations, experts and other stakeholders in civil service reform, which was held at the premises of ReSPA in Danilovgrad, Montenegro on 26-27 October 2011.

The overall objective of this year's Conference was to provide an opportunity for the civil servants and other individuals and organizations involved in civil service reform in the Western Balkans to share knowledge and experiences from the region and beyond (e.g. from EU member states), to examine best practices, which in turn may guide efforts to consistently introduce competencies as a major element in performance appraisal, training and career development. This is the third time in a row that ReSPA and UNDP RCPAR organize "Community of Practice Conferences".



*ReSPA in Cooperation with  
Regional Cooperation  
Council Organizes the First  
Regional Training of  
Education Inspectors*

## RCC Training of Education Inspectors

The Regional School for Public Administration (ReSPA) in cooperation with the Regional Cooperation Council Secretariat (RCC), the Swiss Agency for Development and Cooperation, the European Training Foundation and the Council of Europe, organised the first regional training for Education Inspectors at the premises of ReSPA in Danilovgrad, Montenegro, on 4 – 7 October, 2011.

The main goal of the event was to provide an insight into different modules determining the role, status, competencies, and activities of education inspectors in the region. Participants had an opportunity to elaborate on possibilities for better involvement of education inspection bodies in promoting the idea of more equitable schools, based on the principles of education for democratic citizenship and human rights education.

The event offered an opportunity for professional development and training at the regional level provided by experienced experts from the EU and the region. ReSPA will be in further contact with the RCC and other international stakeholders in the areas of networking and training for the education inspectors on relevant issues.



## Interview with Mr. Goran Pastrovic, TM at ReSPA

**Q: Mr. Pastrovic you have been newly appointed as Training Manager at ReSPA. Could you tell us a bit about yourself and your background?**



I have been involved in Project Management for more than 12 years, primarily working in intergovernmental and NGO sectors for different target audiences and in particular for public institutions such as different sectoral ministries. I have significant working experience in all aspects of the capacity building process, which I find very attractive and creative. I hold an MBA degree and I have had opportunities to study, work and live in multicultural surroundings, outside my country of origin.

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

As defined by its name, ReSPA is a regional institution focusing on public administration needs in terms of training, networking, conferences, study tours and the like. However, in my opinion ReSPA has much more to offer as it is not only a place for Capacity building of PA, it can also perform the function of a middleman for networking, establishing contacts, maintaining and enlarging cooperation among the WB countries and wider. I also have a feeling that it can support the WB countries in many different aspects on their way to the EU and also after this process is finalized. I truly believe that through its activities ReSPA will prove its purposefulness and sustainability in the region. I would be happy if ReSPA in the future also delivers academic courses such as different specialization and master courses.

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

I believe that there is a great complementarity between what have been my expectations from ReSPA before becoming a part of it and its overall goals. I am confident that my working experience and educational profile and ReSPA's portfolio will provide a strong synergy especially in the further development phases of ReSPA as an institution. Also, I am sure that ReSPA will influence and have a stronger and stronger effect on the countries of the Western Balkans in the coming years.

**Q: What are your first impressions of ReSPA?**

My first impression of ReSPA was very positive and it still is. Being given an opportunity to be a part of its development and creative phases I am honoured and delighted to give my contribution to those processes. I am also convinced that ReSPA will become more and more known, not only in the Western Balkan region, but also throughout Europe and worldwide.

*...ReSPA will prove its purposefulness and sustainability in the region.*



## Interview with Ms. Dubravka Jurisic, PA at ReSPA

***Q: Ms. Jurišić you have been newly appointed as a Programme Assistant at ReSPA. Could you tell us about yourself and your background?***



My work experience thus far has mostly been in the field of Project Management, having spent several years working in the civil society sector on different projects related to the European Integration process in the Western Balkans. The majority of my activities were focused on the organization of various types of trainings for different stakeholders, including, many public administration representatives. This is similar to my main tasks today as the ReSPA Programme Assistant. Having obtained both my MA and BA degrees in International Relations, I have a deep interest in the topics related to the EU, its legal and institutional framework and the reform process of the WB countries on their path towards the EU. In addition, my professional and academic experience has been enriched by working and studying abroad, primarily in the United States and Austria.

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

I believe this excitement is felt and shared by all those involved in the ReSPA project, whether they are organisers or beneficiaries of the project. Personally, I highly support the idea behind the establishment of ReSPA, which is the acquirement of a sense of regional ownership over such an important sphere in the democratisation process of the Western Balkans, as is reform and capacity building in the various public administrations. I expect this project to prove itself as a highly successful one and to influence further cooperation within the region in other spheres as well.

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

As ReSPA is a relatively young organization, in the coming years I would like to see it's strong and consolidated team turn the Regional School of Public Administration into one the most renowned institutions for the training of and networking with public administration officials in the Western Balkans and the wider region. I believe ReSPA has great potential to grow as an institution, especially in terms of the variety of activities undertaken, and I, therefore, hope that the current ReSPA team, myself included, will help it achieve this potential to the fullest.

***Q: What are your first impressions of ReSPA?***

From the very first day I have been positively impressed by both the quality of the training facilities and the working conditions here in Danilovgrad, as well as the professionalism and friendliness of ReSPA's staff. I believe the multicultural background of the team has a very strong positive influence in this respect.

*....supporting the idea  
behind the establishment  
of ReSPA.*

## ReSPA Director attends DISPA Meeting in Warsaw

### ReSPA work presented to European School Directors meeting in Warsaw

The Directors of Schools of Public Administration (DISPA) within the European Union meet once during each rotating Presidency of the EU to discuss matters of mutual interest and share views on issues concerning the development of civil servants in their countries.

ReSPA Director, Suad Music, was invited to present ReSPA together with NISPA and the Ukraine Academy for Public Administration at the bi-annual meeting which was held in Warsaw on 13-14 October 2011. The theme of this meeting was leadership, and how civil servants might be most effectively developed. Hosted by the National School of Public Administration in Poland- KSAP (Institute of Public Administration of Poland ) and attended by most of the Heads of EU schools as well as representatives of the Brussels-based European Administrative School (EAS) which trains officials of the EU institutions, the European Commission and umbrella organisations as IASIA and NISPAcee.

*ReSPA work  
presented to  
European School  
Directors meeting in  
Warsaw*

<http://www.ksap.gov.pl/ksap/content/view/659/94/>

The proceedings were opened by the Head of the Polish Civil Service Slawomir Brodziński, while the key speaker in the early stages was Luc Roullet, a leading expert in leadership training, whose wide-ranging presentation on "Teaching leadership for public administration" gave much food for thought. Roullet focused on such diverse leadership-relevant issues as the value of admitting to a lack of knowledge and facing reality as it is, and the importance of innovation and risk-taking. During this meeting, a resolution concerning the further development and promotion of DISPA, initiated at the Budapest DISPA meeting in May 2011 was also adopted.

([http://www.ksap.gov.pl/ksap/file/pdf/kalendarium/2011-10-13/Budapest-Warsaw\\_resolution.pdf](http://www.ksap.gov.pl/ksap/file/pdf/kalendarium/2011-10-13/Budapest-Warsaw_resolution.pdf))



## Interview with Mr. Piotr Rakowski, (KSAP Expert)

A KSAP expert, Mr. Rakowski recently delivered training in the ReSPA centre in Danilovgrad. We were curious about his background and his assessment of ReSPA.



**Q: Could you please tell us something about your general professional background?**

I am a civil servant working for almost 15 years in government administration in Warsaw, Poland. For many years I have been employed in the Ministry of the Interior and Administration in Warsaw, where I was responsible, among other things, for the EU accession negotiation process, and for last one and a half years I have been working in the Ministry of Foreign Affairs. I am a lawyer by education, having also a PhD degree in the area of EU's internal security.

My professional practical background covers in particular experience in functioning in the EU environment (both as diplomat and seconded national expert), participating in the EU decision making process and performing the tasks related to the EU Presidency. Additionally, I am also engaged in the academic activity and training functions for national and foreign civil servants (e.g. as TAIEX expert).

*Workshop on:  
"Membership in the EU  
and the challenges for  
the national  
administrations"*

**What were your expectations prior to the workshop and what are your impressions upon its completion?**

I was hoping to find at least a medium level of awareness of EU matters as well as a satisfactory command of English among all the participants. These were key preconditions to complete the workshop successfully, particularly given the workshop goals and objectives.

At the end, I must admit that I was very positively surprised. Nearly all of the participants were very interactive, participating in a substantial way in all activities and discussions. The command of English was very often beyond my expectations and the critical reasoning towards different problems raised during the workshop was also very satisfactory.

**Q: How would you describe the working conditions in ReSPA school and are there any recommendations for improvement?**

To begin with, I must say that I am not very familiar with ReSPA working conditions and environment. Due to the lack of time, my first attendance at the Academy was rather short and therefore my assessment of this issue is rather limited.

However, as regards the workshop conditions related to this event, they totally fulfilled my needs. The technical appliances (computer, presentation devices, translation equipment) were perfect. The same applies to the environmental conditions such as the room and its surroundings.

The only comment for possible consideration in the future, although not really related to the workshop, deals with the social aspect of the workshop. It seems that the offer to keep the participants in the premises after the training is rather limited. Such examples as library, common room, fitness/sport, etc. might be worth considering in the future. It may lead to more integrated approach.

## Interview with Ms. Merdzana Iglica, Participant

ReSPA is always interested in the opinions of participants and we were delighted one participant, Ms. Iglica, addressed our questions!

**Q: What were your expectations before attending this event?**

My expectations, like always with ReSPA, were very high, bearing in mind the topic (Workshop on Membership in the EU and the challenges for the national administrations) and the highly qualified and experienced trainers.

**Q: So far, to what extent would you say these expectations have been met?**

My expectations have been met completely, even above, especially the last two days with Marcin Gorski.

**Q: How do you think the attendance of this event will influence your future work?**

The knowledge I acquired during this seminar is very useful for me and my future work because I learned a lot about EU funds and procedures on how to apply and implement them successfully, about the EU decision-making process and especially about the effect of EU law in the domestic legal order.

**Q: Will you keep in contact with the other participants?**

Of course, I already received the album of photos from one colleague from Albania.



**Workshop on:  
"Membership in the EU  
and the challenges for  
the national  
administrations"**

## General Secretary network meeting in Estonia

### General Secretary network meeting in Estonia

The second meeting of the Network for Secretary Generals (CoG) took place in Tallinn, Estonia from 10-13 October 2011. The CoG meeting brought together six participants from the following countries: Albania (*Mr. Arben Shkodra, Head of Department HR*) Bosnia and Herzegovina (*Mr. Zvonimir Kutlesa, Secretary General*), Macedonia (*Mr. Ilham Ismani, Deputy of Secretary General*), Montenegro (*Ms Dragana Ranitovic Deputy of Secretary General*) and Serbia (*Ms Anastasija Pejanovic, Advisor to the Secretary General and Mr. Pavle Jankovic, Advisor to the Secretary General*).

The meetings were held in the premises of the Government of Estonia, Secretary General Facilities (Tallinn) and included different interactive sessions, where all the participants had an opportunity to present themselves and the situation in their respective countries and to question each other.

The organiser, Mr. Heiki Loot, State General Secretary of Estonia together with his colleagues (*Mr. Keit Kasemets, Mr. Martin Jaško and Mrs. Eve Limbach-Pirn*) presented the Structure and Functions of the Government Office of Estonia and a Review of the Organisation and Functions of the State Chancellery of the Government of Estonia.

This was followed by a presentation on Estonian e-cabinet and e-consultation systems and a presentation on how the Estonian government works. More detailed discussions on planning and policy coordination issues were also incorporated as well as Government communication which included an Estonian example – the Government Communication Handbook. The extensive two-day event also included a planning session, which concluded that strategic management and reform of the PA, policy coordination and policy reform, conflict management, e-Governments and others could be the topics for the next CoG meeting.



**ReSPA organizes a study  
visit to Estonia for  
Secretary Generals from  
WB countries**

## Regional Conference on PAR held in Belgrade

The regional conference entitled “*Service, Skills and Capacity - Key Challenges in Europe in Building a Modern Public Administration*” which took place in Belgrade on 6 – 7 October 2011 brought together over 200 participants - Ministers and senior officials from the ministries in charge of public administration reform in the countries in the region together with representatives of the EU institutions, representatives of public administration bodies, training institutions for public administration, donor organizations, academic institutions, civil society and domestic and international experts.

The two-day event allowed participants from Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Slovenia to exchange ideas, approaches, good practices and lessons learnt in the implementation of public administration reform both on ministerial and expert level, and also to discuss the experience of the EU member states.

During the first day, three expert panels/working groups took place on the following topics:

- Better Services for Citizens and Businesses
- Management Skills Development for Public Administration
- Building Administrative Capacities for Implementing the *Acquis Communautaire*.

The results of these groups showed that there is a need for continuous and coordinated implementation of the reform of public administrations in the region as well as for improving the efficiency of public institutions, while enhancing the quality of public services.

These conclusions have been stated in the “Declaration on regional cooperation of Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Slovenia in the field of public administration reform” which was signed on the second day of the Conference by the Minister of Information Society and Administration of the Republic of Macedonia, Mr. Ivo Ivanovski, the Minister of the Interior of Montenegro, Mr. Ivan Brajovic, the Deputy Minister of Interior Affairs of Albania, Mr. Ferdinand Poni, the Ambassador of Slovenia in Serbia, H.E. Mr. Franc But and the Minister of Human and Minority Rights, Public Administration and Local Self-Government of the Republic of Serbia, Mr. Milan Markovic. The declaration will be signed by the Republic of Croatia and Bosnia and Herzegovina later on.

The presence of the President of the Republic of Serbia, Mr. Boris Tadic, and the Vice-President of the European Commission and Commissioner for Inter-Institutional Relations and Administration, Mr. Maroš Šefčovič on the second day of the conference, attracted great attention. Mr. Tadic stressed that the public administration in Serbia must be protected from political influence, but that it is also necessary to prevent monopolization of positions in the public administration through straight legal solutions. Speaking at the conference, Mr. Šefčovič said, inter alia, that public administration must be oriented to the citizens.

As a regional centre for cooperation and training of public administration in the Western Balkan countries, the Regional School of Public Administration had an important role at the conference. Mr. Suad Music, director and Mr. Goran Pastrovic, training manager presented not only ReSPA's mission, values, objectives but also the concrete future activities to the audience on both days.

The organizer of the regional conference was the Ministry of Human and Minority Rights, Public Administration and Local Self-Government, with support from the Swedish Government, the Swedish International Development Cooperation Agency and the Swedish Institute for Public Administration.



**Regional Conference on  
Modernisation of Public  
Administration and  
Sustainability of  
Reforms held in  
Belgrade**



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\*Under the United Nations Interim Administration Mission in Kosovo (UNMIK) pursuant to United Nations Security Council Resolution 1244