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ReSPA Newsletter

September Issue, 2012

ReSPA organizes first summer school in Danilovgrad with the Theme” Young Managers in Public Administration”.



For the first time, in 2012 ReSPA organized the first summer school for the duration of two weeks in its premises at the ReSPA Campus.

Titled “Young Managers in Public Administration”, the Summer School was dedicated entirely to young managers in the public administrations from the Western Balkans. From 2-11 of July

2012 ReSPA campus became home to 14 of them.

They came from different backgrounds and different cultures, but with the great will and desire to learn and to be able to utilize the knowledge gained in their daily work.

The programme was designed in such a way that it addressed the most related information and



fact based knowledge in wide spectrum of interconnected topics. These topics covered three major areas of their interest and needs which included: Leadership (change management) skills and Communication skills, Public administration and EU integration, Public sector policies and Public finance management. The proposed topics and subtopics were selected in line with structural complexity of the Western Balkan countries and being very important to all aspects of the EU integration process.

The overall objective of the summer school was to develop the necessary capacities of the young managers, by developing their soft skills as well as by transferring the necessary knowledge on the selected topics. The specific objective was to train and prepare them for

progression into their prospect careers.

The experts for each of the topics and sub-topics was carefully selected and approached according to the needs of the participants. Experts included international and regional experts in their respective fields. Each of these major topics lasted for an equal number of days, thus giving the same importance to all the issues that were treated in the summer School. The participants also had a chance to exchange views and opinions with Mr. Kjartan Björnsson, Head of Section, Regional Cooperation and Programmes, DG Enlargement in European Commission.

Besides, the classroom training component, the programme was designed in such a way that the participants would be able

to visit some of the government institutions in Montenegro as the host country of ReSPA. They were able to visit the Ministry of Finance and get the feel of how the institutions are working in Montenegro.

Apart from the training element, for the amusement of the participants many social activities were organized. For this purpose the film night was organized, which turned the White Room into a cinema. At the end of the event refreshments were offered to the participants. Another activity was the visit to the beautiful city of Budva, where the participants enjoyed the beautiful seaside as well as had the chance to visit some of the most interesting places on the city.

At the end, they had not only received training, visited institutions, and enjoyed social activities, but they also established new friendships, exchanged opinion, views and ideas.

As Adisa Bala on the participants said” This event was great! The experts were excellent, the food and accommodation was very good, the social activities provided a different dimension to the training and I made lots of friends”.

It was their final wish to come again to ReSPA and to participate in similar events in the future.



ReSPA 8th Governing Board Meeting

Representatives of the Governing Board Senior Level met on 04 and 05 July to convene the 8th Meeting which took place in ReSPA, Danilovgrad.

Present at the event were representatives from each ReSPA Member State as well as Mr. Kjartan Björnsson, Head of Section, Regional Cooperation and Programmes, DG Enlargement in European Commission and Ms. Patricia Perez Gomez, EU Representative (ReSPA Task Manager).

The Governing Board Meeting at Senior Level is an event that takes place normally 4 times a year on a quarter basis, but there may be cases when they meet out of the ordinary schedule and such meetings are considered extraordinary with a specific issue as the main theme of the meeting.

During this meeting many issues were discussed and many proposal and solutions were provided by the present members to ReSPA.

Such was the decision to concentrate more efforts (human and financial) towards the core activities of ReSPA such as the trainings, networking and other related events, and the relocation of budget towards this support. It was also highlighted that ReSPA should focus more on the qualitative trainings and not too much on the quantitative ones.

Discussions were also made with regard to the criteria for the selection of participants, in order to be able to receive the most adequate and event related participants in terms of skills, knowledge gained and the ability and possibility to apply them in the work set-

ting. Also, part of this process was the presentation made by on the criteria for the selection of trainers and experts as well as the preceding of the expert database.

Advisory Board of ReSPA received attention from all present at the meeting due to the great importance its establishment and composition has in regard to ReSPA's development, progress and success. It was also agreed that GB shall agree on the indicative composition of the Advisory Board and nominate representatives from each member state.

In order to enhance the team spirit and the cooperation efforts, a proposal came from the EC Representatives to organize a team building session with the participation of ReSPA Secretariat, GB and the EC.



ReSPA Capacity Needs Assessment (CNA) 2013



In order to build upon the experience and lessons learned from the Training Needs Assessment (TNA) conducted in 2011, when only the needs in the field of the trainings were analyzed, this year ReSPA increased the scope for the needs assessment which covered not only the trainings but the entire capacity programme needs. As such, the activity was re-programmed and re-organized into a Capacity Needs Assessment (CNA) which was comprised of the two following phases:

- CNA 2013 workshop (held on 19-20 July 2012)
- Related CNA activities in respective institutions in the ReSPA MS.

CNA 2013 represented a uniform stakeholder consultation and feedback system which enabled avoiding overlaps with national training programmes. Main aim of the CNA 2013 process was also to analyze the existing capacity needs in the areas mentioned above, as well as to identify the niche areas i.e. gaps between required skills and knowledge in the

ReSPA MS public institutions and current state of the art in the domain of the latter mentioned characteristics. As mentioned above, the CNA encompassed the needs assessment not only in terms of training activities, but also focusing on other ReSPA core activities such as: networking events, mobility scheme programmes, comparative study analyses and other. The CNA 2013 stressed the added value of ReSPA events gained from its regional focus on delivering training on EU standards and lessons learnt from the region by including both International Experts as well as Regional Experts on all activities.

The Workshop on Capacity Needs Assessment (CNA) 2013, which was held at the premises of ReSPA in Danilovgrad, from 19-20 July 2012, brought together 13 participants from all ReSPA MS. The workshop programme offered a variety of possible inputs of the participants. i.e. providing data of the respective countries with respect to the Public Admin-

istration Performance; carrying out the examples of “organizational mandates” of relevant PA institutions; supply with the actual national training programmes for public administrations of the ReSPA MS; providing information of the national networking initiatives and powers; providing information about comparative administrative studies of the ReSPA MS. In the frame of the CNA process, ReSPA in cooperation with the counterparts from Montenegro and Albania, managed to organise three focus groups on the CNA on the first week of September, two in Podgorica and one in Tirana. Due to the time pressure and constraints on the deadlines, it was not possible to organise other focus groups in other ReSPA MS. It is worth mentioning that Croatian participants from the CNA workshop have conducted a focus group on their own and the results from their focus group were shared with ReSPA in order the findings are incorporated at the final CNA report.



The final report on CNA will be presented at the next Governing Board meeting scheduled to take place in October 2012.

Workshop on Evaluation of Public Administration Policies, Danilovgrad (Montenegro), 17-19 September 2012.

The main objective of the training held from 17-19 September 2012, at the premises of ReSPA in Danilovgrad, was to further strengthen the knowledge and skills of the participants in the field of public policy evaluation, including the introduction of some theoretical concepts as well as presentation of tools and concrete examples of evaluations. Furthermore, the goals of the workshop were to strengthen capacities of the participants in analysing the impact of public policies as well as to facilitate the exchange of experiences both within the region and between the region and the EU

Member States. The workshop also focused on specific topics of the evaluation process, such as: Development and elaboration of a public policy: methods, actors and stakes; How to take into account the financial, economical, environmental, social, political impact of a policy; etc.

The two international and one regional expert ensured that the workshop was highly interactive in nature, with each session

including a mini-presentation as well as an interactive exercise in the form of brainstorming, small group work, or a plenary discussion. The participants were able to relate the presented topics to their own experience. This training, which gathered 19 participants, was organised and implemented in cooperation with École nationale d'Administration – ENA, France.



Workshop - Performance Assessment Training for Managers in Public administration”, Danilovgrad (Montenegro), 03-06 July 2012

The main aim of the workshop, which was held from 3-6 July 2012 at the premises of ReSPA in Danilovgrad, was to discuss the theory and practical issues of performance assessment in public administration. The training also focused on the issues of implementation of performance assessment in the Public Administration, with special emphasis on some spe-





cific areas: setting targets and skills, assessment interviews, planning a performance assessment process. Another added

value for the participants was the opportunity to exchange theoretical and practical information on this topic among

colleagues that work on Public Management and Public Employment in the region.

The workshop gathered 21 participants: managers and senior officials of the ministries and other civil service bodies - as main actors in human resources management in public administration; heads of departments - as the representatives of the middle management; and the staff employed in the units responsible for management of human resources. The training was organised and implemented in cooperation with INAP Madrid.

Summer School “EU Law and its Implementation”, Luxembourg, 2-13 July 2012

For the fourth time in a row, ReSPA offered the opportunity to 7 participants from the ReSPA Member states and Kosovo* to attend the Summer School organised and delivered by the European Institute of Public Administration (EIPA Luxembourg - European Centre for Judges and Lawyers). The main objectives of the summer school was to provide participants with in-depth knowledge of the fundamental concepts of EU law and EU law-making process, to offer a practical overview of the implementation of EU law at both

the EU and national MS levels, as well as to provide a platform for the exchange of experience, information sharing and professional networking. With regard to the implementation of EU law, special attention was paid to the similarities and differences between the EU Member States and the Candidate and Associate countries.

The Summer School was highly interactive, combining a solid foundation of presentations with a considerable share of workshops, case studies, simulations

and a study visit to the European Court of Justice. Case-studies and workshops were used to put the knowledge gained by participants in a practical context. During the second part of the programme, participants were able to choose between two different sets of sessions: one focusing on internal market issues and one covering justice and home affairs as well as the common foreign and security policy, which allowed participants to tailor the summer school to meet their personal and professional needs and interests.

**This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ opinion on the Kosovo declaration of independence*



Third Regional Network for Senior e-Government Practitioners, 17-18 September 2012

In the context of the public administration reform process in the countries of the Western Balkan, and harmonisation with the European principles and practices in the field of e-Government, the senior e-Government Practitioners met in ReSPA for the third time.

This meeting boosted cooperation and allowed learning from one another in: Development and implementation of Key Registries and Development of Interoperability framework; Implementation of Governmental Databases Interoperability implementation – Regional cooperation opportunities. In addition,

the Comparative Study draft, devoted to e-Government was presented and future training needs related to networking were identified, as well as future operation of the network and relevant topics. The work of 17 participants was facilitated by two international experts.



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ReSPA Organisation Development Session, 20 -21 September 2012

For the first time, since ReSPA establishment, a joint workshop was organised in Istanbul for 17 Governing Board members and international ReSPA staff. The workshop was facilitated by an external expert and it resulted in reviewing

and agreeing on ReSPA mission and, based on the needs and expectations of member countries, the vision and key achievement areas for the next 3 years. The workshop further confirmed the role of the Governing Board, the fo-

cus of their work and their key working processes and style, as well as, the expectations of the role and key responsibilities of the Secretariat over the strategic period.



Fair of Practise

The Human Resources Management Authority (HRMA) in cooperation with the Career Team organized **the Second Fair of Practice.**

25 state authorities and 16 private companies participated at the Fair,

with the aim of enabling students from state and private faculties of Montenegro to perform a two-month practice in the appropriate institutions and therefore gain the impressions about the work of institutions.

The Second Fair of Practice was opened by the Prime Minister Mr. Igor Luksic, as well as by Ms. Svetlana Vukovic (Director of Human Resources Management Authority) and Mr. Vedran Rocenovic (Director of Career Team).



Interview with Gerta Begolli, Ministry of Interior of Albania

1. What were your expectations at the Summer School organized in ReSPA?

The subject of the Summer school this year was on "Young Public Administration Managers". Being a member of the Management Planning Program Team, Summer School seemed very convenient for me as a member of the team and as a civil servant. After reading the summer school program, I found all topics of this training very interesting, but also very helpful in my development as a civil servant. Topics such as management skills and communication skills, the process of European Integration

and structures of the European Union, the policies pursued in the public sector and public finance management are quite interesting and useful to me as a civil servant but also to my profession in general. Also very interesting was the fact that in this summer school there would be participants from 7 countries of the Balkans, and it would be a good opportunity to hear the experiences of my colleagues from neighboring countries. The program that was presented was considered as more interactive, where there would be more space for discussion and exchange of experiences, whether

negative or positive. This would be a good opportunity for me to expand my contacts and why not, my friends. Another interesting thing in the program were professional and social activities that were organized throughout our stay at ReSPA.

2. Did you meet these expectations in this course at ReSPA?

After attending the Summer School I can say that this experience has not only totally met my expectations but exceeded them. All the topics developed in the course were very interesting both



in content and in the way of their development. Each subject was treated by two foreign professors (a total of 6 different professors) who developed the learning process in a very interesting and professional way.

3. Now you're back in your workplace, the Ministry of Interior, do you think that the knowledge obtained during summer school will serve you in your daily work?

As I mentioned above, I am a member of the Management Program Team of the Planning Management Program by the Ministry of Interior. The policy of this program is to improve standards, to unify them with other EU counterparts, improve human resource management, financial, IT and materials, reference to the conditions and standards set by international partners. All topics developed in the summer school were very helpful to me because of all the information obtained therein will serve more in contributions and in my daily work. I received extra knowledge in this Summer School also regarding the communication in the working environment that will serve me personally to improve my skills to work in a group. I would like to highlight in particular the topic on Public Financial Management, which is directly related to my profession as a specialist of finance and the contribution that I give to medium-term budget program planning for the years 2013 - 2015.

4. Have you established contact with other participants in the Summer School, or organizers and lecturers during your stay there?

A very positive thing in this experience that I will take with me is the interpersonal relationships that were created by those participants, speakers and organizers. There were participants from 7 countries: Albania, Kosovo*, Croatia, Serbia, Montenegro, Macedonia and Bosnia & Herzegovina. Since the first day of the course I got very positive impression for all participants. One very important thing that helped our socializing process happened on the first day of the course, during the presentation part. Very good relationships with all participants during all days and many of them still maintain contact by phone or e-mails. Also lecturers created many positive relations, very professional and communicative.

During the days of our stay in ReSPA we had contacts with some of the organizers as they supported us. We were satisfied with the lectures, or the condition of the school, organization, etc..

5. What could you recommend to other applicants in summer courses / training in ReSPA?

Summer School experience was very positive. It really will help civil servants who apply for their individual and professional development. I would recommend that before they read the program and prepare some questions related to

the topic of training, being interested to know for ReSPA lecturers or else. I would also recommend keeping as many contacts with other participants as it is a very interesting experience and moreover keeping good relationships can help spend some good time in ReSPA.

6. Other comments

As I said earlier, my expectations were not only met but they exceeded. Transportation from Tirana to ReSPA and vice versa was very comfortable. The campus was built in a suburban area and it was very positive as there was a tranquility that made the stay there very pleasant. One thing that has been very impressive to me were the ideal conditions to relax, read, study and discuss with other participants; doing conversations about topics developed during lectures or even to talk about personal things. Conditions were very good- hotel rooms were very comfortable. The restaurant was very clean. The menu contained a variety of dishes. Another positive thing was the organizers' interest steadily on our stay there and constantly asked us whether we were satisfied with the conditions of the hotel, the food, the place of learning, etc. ReSPA provided a great teaching environment, the individual space so much needed for comfort and relaxation, as well as all the necessary tools and equipments to develop teaching classes in ideal conditions.

Prepared by Evis Taska
Liaison Officer Albania



Interview with Ira Papagjika, Ministry of Interior of Albania



1. What were your expectations at the Summer School organized by ReSPA in Luxembourg?

Summer School topic was on “EU Law and its Implementation”. Albania is a country that aspires to enter soon in the European Union. Strengthening of the administrative capacity of civil servants to know and support this process is a necessary condition, which makes such activity necessary for them. Since the training topics were very interesting, starting from the establishment of the EU, its’ Institutions, pursuing expansion policies requiring states to adhere to policies with neighboring countries, the domestic market, the EU decision-making, innovation after Lisbon’s etc, combined these with the study visits to the European Court of Justice or to the house of one of the founders of the European Union, Robert Schuman, made this training more attractive and fulfilling for me since I am lawyer by profession. All of these topics I found very interesting but also very useful for me as a Civil Servant and also for me personal

development.

1. Did you meet these expectations in this course at ReSPA?

After completing the course organized by ReSPA I can say that this experience has not only fulfilled my expectations, but exceeded them. All the topics and areas developed in the course were very interesting both in content and in the way of their development. Each subject was treated by two professors, who developed the course in a very professional, interesting and interactive way, working on practical cases for many theoretical issues used in the course.

3. Now you are back in your work, the Ministry of Interior, do you think that the knowledge obtained during summer school will serve you in your daily work?

As I mentioned above, I am a lawyer by profession and to receive an enhanced knowledge for 2 weeks on functioning of the European family, its legislation and implementation by Member States

served me individually and professionally. Albanian administration passed successfully the questionnaire prepared by the European Union and is going step by step at all levels to achieve the Candidate Status currently and EU member country in the future. I consider that Civil Service administration should have strong notions of the functioning of the EU.

Personally as a lawyer I was interested especially on the legal and judicial practices. This Summer School was such a wonderful professional experience to me.

4. Have you established contact with other participants in the Summer School, or organizers and lecturers during your stay there?

A very positive thing in this experience was the interpersonal relationships that were created by the participants, lecturers and organizers. There were participants from many countries but ReSPA participants were from 7 countries: Albania, Kosovo*, Croatia, Serbia, Montenegro, Macedonia and Bosnia & Herzegovina. Very good relationships were established since the very first moment of the Summer School among all participants. Lecturers also created many positive, professional and communicative contacts. Training organizers were also very polite and provided full support not only on training related issues but also to matters outside the scope of this course.



5. What could you recommend to other applicants in summer courses / training in ReSPA?

The Summer School experience was very positive. It really helps civil servants who apply for their individual and professional development.

The network created is could be of importance for future collaboration. This is a very interesting experience from which Civil Servants can benefit through the lessons learned, sharing of experiences, and ideas and why not work practices as well.

As I mentioned above earlier, my expectations were not only achieved but exceeded. Transportation, hotel, training facilities was very good. Another positive thing was the organizers' interest steadily on our stay.

Prepared by Evis Taska
Liaison Officer Albania

6. Other comments

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ReSPA interview (Duško Glodić)

1. Tell us a little bit about yourself (which country, department, function)

I work for the Directorate for European Integration of the Council of Ministers of Bosnia and Herzegovina. I am employed at the Integration Strategy Division within which I fulfill the function of Head of Unit for Coordination of the Stabilization and Association Process. The main task of this Unit is to coordinate the implementation of the Interim Agreement on Trade and Trade Related Issues concluded between the EC and BiH, as well as the work of EU-BiH joint bodies established according to the former. Upon the entry into force of the SAA, we shall coordinate its implementation.

2. First time in ReSPA? What do you think of ReSPA Campus?

This training was my first training in ReSPA. I think that ReSPA premises reach the level of the most highly ranked institutions of such a type in Europe.

3. Now let's talk about the training course. Were your expectations met?

My expectations were mostly met. However, regarding the training and the subject thereof, I think that additional two days should have been accorded to the presented topics in order for participants to be able to explore the subject to the sufficient deep.

4. How will the professional experience gained here at ReSPA reflect your work now and in the future?

I will try to use some aspects of knowledge I acquired in ReSPA in my everyday work, though this will depend on the compatibility of our administrative practice with skills explored during the particular seminar.

5. Did you have the chance to meet new people? Are you still in contact with them?

The training was a great opportunity to meet colleagues from other countries and to have exchanged our experiences. I think that this net-



working aspect of courses offered by ReSPA is an important feature of its educational scheme. Possibility to share some knowledge among participants makes us believe to belong to a wider administrative space covering the whole region and sharing the same challenges. Besides a number of other activities having a regional dimension, I think that ReSPA is a genuine regional endeavor and project leading to immediate results of regional cooperation.

6. What would you suggest to ReSPA?

I would suggest to ReSPA to propose some longer courses and seminars and to establish a kind of an Alumni network/association. Also, I think that it would be useful for ReSPA to improve its website presentation.

7. What would you like to say to your friends and colleagues from the civil service in your country?

I will certainly warmly en-

courage all my colleagues to apply to different types of trainings offered by ReSPA. I also look forward to having another training opportunity in ReSPA.

Prepared by Zlatan Siric
Liaison Officer BH

“COWEB” Comitee of EU Member State diplomats visited Bosnia and Herzegovina

Members of the European Union's Working Party on the Western Balkans Region (COWEB) visited Bosnia and Herzegovina on 26, 27 and 28 September 2012. The members were diplomats from the embassies of the 27 Member States to the EU.

The three-day visit aims to inform COWEB members about the political and economical situation in the country through meetings with representatives of the local institutions, international community and civil society.

Head of the European Union Delegation/EU Special Repre-

sentative, Ambassador **Peter Sorensen**, who hosted the visit, said that this is one of the ways in which the EU Member States ensure up to date familiarity with the country.

COWEB members met with BiH Minister of Justice, **Mr Bariša Čolak**, BiH Minister of Security, **Mr Sadik Ahmetović**, FBiH Prime Minister, **Mr Nermin Nikšić**, BiH Deputy Foreign Minister, **Ms. Ana Trišić-Babić**, RS Prime Minister, **Mr Aleksandar Džombić**, European Integration Committees of the BiH Parliamentary Assembly, FBiH Parliament and RS National Assembly as well as

representatives of the civil society in Bosnia and Herzegovina.

COWEB is responsible for issues concerning the EU's relations with the Western Balkans region: Albania, Bosnia-Herzegovina, the Former Yugoslav Republic of Macedonia, Serbia and Kosovo*. The group deals with both general political and economic development in these countries as well as with the stabilization and association processes and regional co-operation.

Prepared by Samra Ljuca
Liaison Officer BH



Civil Service Agency of the Republic of Srpska: Extension of the Central Personnel Database with software modules for personnel planning and internal labor market



One of the responsibilities of the Civil Service Agency of the Republic of Srpska is to ensure running and maintenance of the Central Personnel Database for all institutions of the Republic of Srpska Civil Service. This has been done for several years now, but, as with any other software, it needs constant upgrades and improvements.

Civil Service Agency is at the first stage of implementation of the project "Extending information system for human resources management with software modules for personnel planning and internal labor market" which was submitted to the Fund for Public Administration to approve the funding for the project. Efficient and effective management of

these tasks today is unthinkable without the help of information technology.

Every republican institution prepares a personnel plan for the following year which is, after approval from the Ministry of Finance, sent to the Civil Service Agency. The form of personnel plan is composed of two parts. The first part includes an overview of current workforce: systematized jobs, the number of temporary staff and the number of full time employees in the workplace, and the title of the category of civil servants, employees, interns, volunteers and others. The second part of the personnel plan includes information on the planning of staff for the coming year: the required number for an indefinite time, definite period of time, the number of those who will remain unassigned, the number of those who will be made redundant, interns, volunteers and others. Two standard reports (personnel plans of institutions and overall government personnel plan) are planned for this module, alongside with

other types of statistical reports.

Civil Service Agency keeps track of the internal labor market for republican institutions. Records of internal labor market include information on job vacancies, civil servants who want permanent or temporary transfer to another position, information on unallocated civil servants and information about other personnel needs. All of this will be facilitated through an optional module dealing with internal labor market. This module will allow all Republic of Srpska Civil Service employees, by filling in the appropriate form, to apply for a certain position. Module on internal labor market will be the communication channel between a civil servant and HR departments. The purpose of data dissemination through the internal labor market is to make them accessible both to persons employed in the Republic of Srpska Civil Service, and human resources departments of institutions for which there are vacancies.

Prepared by Dalibor Copic
Liaison Officer BH

Project: Strengthening Citizens' Confidence in State Administration by Promoting Ethical Principles and Standards of Conduct for Civil Servants

The Ministry of Public Administration of the Republic of Croatia wants to influence the enhancement of ethical standards on all levels, i.e. on state and local levels and in all

public institutions and services, since there is currently no unified law stipulating the basic standards of conduct for civil servants and public employees, and ethical prin-

ciples for the performance of public service and exercise of public duty in the entire public sector (state administration bodies and other state bodies, public institutions, and lo-



cal and regional self-government units). The enhancement of ethical standards in the civil service is one of the strategic objectives of the Ministry of Public Administration, laid down in the Strategic Plan of the Ministry 2013-2015. To accomplish the objective, a series of activities is planned to improve the ethical values system in the public sector of the Republic of Croatia so as to reach the standards of EU countries. The Directorate for Civil Service Employment Relations of the Ministry of Public Administration has developed the project Strengthening Citizens' Confidence in State Administration by Promoting Ethical Principles and Standards of Conduct for Civil Servants, which encompasses various activities designed to accomplish the set objective.

Mr. Ranko Lamza, Assistant Minister and Head of the Directorate for Civil Service Employment Relations, provided more detail on the project.

What is the initial idea behind the project?

The initial idea behind the project is to bring the public administration closer to citizens and to improve the ethical values system in the entire public sector of the Republic of Croatia.

What is the main objective of the project?

The main objective of the project is to familiarise the public with the principles of the Civil Service Code of Ethics and the rights of citizens as public service users in case of violation of those principles, and to

adopt a law stipulating basic standards of conduct for all public service employees.

By doing that we want to strengthen citizens' confidence in public institutions, encourage citizens to report inappropriate conduct of public employees, strengthen the integrity of civil servants and public service employees, and adopt a single law on ethical conduct in the public sector.

What is the duration of the project and how is it envisaged?

The implementation of the project started in July 2012 and is planned to be completed in July 2013. In its first stage, citizens will be familiarised via a publicity campaign with ethical principles, i.e. the prescribed rules of good conduct of civil servants towards citizens. For that purpose, state administration bodies will, in places which are visible and accessible to citizens, place publicity leaflets and stickers on the application of ethical principles laid down in the Code of Ethics. Moreover, civil servants who are in immediate contact with citizens will be wearing a tag indicating their name, surname and position.

In the second stage, it is planned to adopt a single law on ethical conduct for all public sector employees (with a view to establishing a unified value system), which will apply to state administration bodies and other state bodies, public institutions and services, and local and regional self-government units. The project evaluation is planned by December 2013, and we expect that success will be visible from the

increase in the number of received and resolved complaints about unethical conduct of civil servants in 2013 in relation to 2012, and from the adoption of the single law.

Which activities have been implemented so far?

Based on the Government Conclusion of 20 September 2012, the Ministry of Public Administration has initiated the first stage of project implementation. We started the publicity campaign by presenting the leaflet, and other activities are to follow according to the time schedule.

What results do you expect?

The publicity campaign will familiarise citizens with the principles of the Civil Service Code of Ethics and the manner of filing complaints in cases of its violation. We will initiate a public debate on the draft proposal for the single law stipulating the obligation to adopt codes of ethics for employees and officials in the public sector, in accordance with the principles laid down in the law. This is planned for the 1st quarter of 2013, while forwarding of the legislative draft proposal to the Croatian Government for adoption is planned for the 2nd quarter of 2013.

The intention behind this law is to prescribe basic standards of conduct of civil servants and employees towards citizens, such as personal behaviour of civil servants, possible conflict of interest, receipt of gifts, etc., and standards on which the code of ethics of each public body would be based.

Prepared by Gordana Zoretic
Liaison Officer Croatia



Project Management trainings according to PRINCE2



The Minister of Information Society and Administration of the Republic of Macedonia, Mr. Ivo Ivanovski, and the UK Ambassador to the Republic of Macedonia, Mr. Christopher Yvon, handed over the PRINCE2 certificates to 10 employees from the Ministry of Information Society and Administration who have successfully passed the PRINCE2 foundations and practitioners exams.

The trainings and exams were organized within the frame of the project “Support to the reform of public administration”, with co-

operation of the Embassy of the United Kingdom in the Republic of Macedonia.

PRINCE2 is an internationally recognised standard for project management developed by the UK Government and is administered by international bodies and organizations certified for its further application.

“This is the first time in the administration of the Republic of Macedonia, that civil servants have participated in trainings and passed exams to be certified according to

internationally recognized methods for successful project management, which is in line with the efforts for capacity building needed for leading the reforms of the administration” said Minister Ivo Ivanovski.

British Ambassador Christopher Yvon, congratulating to the employees who have gained PRINCE2 certificates, noted that this represents a major step towards professional advancement and performance. “The standard for project management based on PRINCE2 methodology is one of the leading in the world, used even for high scale projects, such as the London Olympics 2012, which were perfectly carried out,” said Ambassador Yvon.

Prepared by Martin Todevski
Liaison Officer Macedonia

Training in e-government

The Ministry of Justice and Public Administration organized a comprehensive training program entitled “Competency raising and institution building related to the use of e-Government within the Serbian Public Administration” during September and October 2012. Training program was developed on the basis of previously conducted TNA in this field and it was aimed at different profiles of public servants at central and local

level. The program was realized through four training sessions for more than 200 participants from central and local level.

Participants were selected from four target groups. First target group covered heads of internal organizational units of public administration bodies whose scope of work is related or affected by e-Government development and implementation. Second target group covered ICT staff from both

central and local level. Third group covered heads of the internal organizational units in local self-governments, which are responsible for tasks related to provision of services to citizens (certificates on birth, death, marriage, citizenship, voters list, etc.). Fourth target group were the trainers from various bodies on central and local administrative level. Training sessions for different target groups were specifically designed in ac-



cordance with identified needs and covered primarily specific topics (e-government planning, interoperability frameworks and standards, personal data protection, integrated services for citizens and businesses, specific features of e-Government training) with several general ones (introduction to e-government, provision of electronic services, European and Serbian best practice). The aim of the training course was to provide additional information, develop basic skills necessary for

the establishment or improvement of electronic services, help to be familiar with the benefits of e-Government and to enhance knowledge for successful management and coordination of the ICT supported activities in Serbian public administration.

The training program was developed and implemented with the assistance of the EU funded IPA Project “**Support to e-Government Development**”, which provides technical assistance to improve the Public Administration

system in the Republic of Serbia in accordance with the requirements of EU integration and contributes to the extended use of e-Government as part of the overall Public Administration Reform. A special attention is paid to support further development of basic public services to the citizens through the use of e-Government and to strengthen the capacity of central authorities and local self-governments in the development and provision of services using electronic data and communication. One important activity in this relation is the competency-raising of public servants contributing in different forms and channels to electronic service provision. Project is implemented by international Consortium led by AAM Consulting, Hungary.

Prepared by
Biljana Sladojevic
Liaison Officer Serbia

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This designation is without prejudice to positions on status, and it is in line with UNSCR 1244 and the ICJ. Opinion on the Kosovo Declaration of Independence



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About ReSPA

ReSPA is an International Institution set-up as a joint initiative of European Union and the Western Balkan countries working towards fostering and strengthening the regional cooperation in public administration, human resource management and civil service reform among its Member States.

It seeks to offer excellent innovative and creative training events, networking activities, capacity building and consulting services to ensure that the shared values of respect, tolerance, collaboration and integration are reaffirmed and implemented throughout the public administrations in the region.

ReSPA 3rd Governing Board Meeting -Ministerial Level

ReSPA Governing Board Meeting at the Ministerial Level will be taking place from 10-11 of December in Sarajevo. This is a unique opportunity, because this event lays down the platform whereby ministers in charge of Public Administration and Civil Service reform from the Western Balkan countries (Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia) will meet and discuss about the stage of development of PAR and EU Integration from the regional perspective. Public Administration Reform and the EU Integration are vital processes for the administrations of all these countries and are considered as priorities by the respective governments.

During the event, ReSPA will inform the ministers about the current progress and the plans for the future development. The Ministers will provide their guidance and leadership with regard to the direction and approach of ReSPA for the following year.

At the end of the event, the Minister of Justice of Bosnia and Herzegovina Mr. Barisa Colak, will hand the chairmanship to Mr. Arsen Bauk, Minister of Public Administration of Croatia as the next in line to Chair ReSPA on annual basis. The chairmanship is organized according to the grammatical order of the Member States.