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ReSPA 9th Annual Conference Report

(15-18 November 2016)

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Change in culture in public administrations

Reforming public administration through EU accession to better respond to citizens' needs

PODGORICA, 15 November 2016 – The European Union places a particular emphasis on public administration reform in the enlargement countries, but these reforms will fully deliver the desired results only if countries are seriously committed to comprehensive, ambitious and credible reforms, said the EU Ambassador to Montenegro Aivo Orav at the 9th annual conference of the Regional School for Public Administration (ReSPA), an institution that the EU has been supporting since its establishment.

He recalled that the European Commission's 2016 Enlargement package noted several key issues that need to be addressed in the region when it comes to public administration, ranging from politicisation of civil service, to the quality of policy-making and legal drafting and e-government services.

"In most countries, the structure of public administration remains complex and does not ensure sufficient accountability. Citizens' right to good administration and access to information have to be better ensured", said Ambassador Orav.

He added that the fact that civil service is politicised remains an issue of concern across the region. "The quality of policy-making and legal drafting is not in line with the approach of the EU Better Regulation Agenda. Legislation, public policies and major investments are often prepared without sufficient impact assessments, internal and public consultations, said Orav.

He also pointed out that regional cooperation is another key political objective of the EU and of the Western Balkan countries' EU accession path. In this regard, ReSPA, as a regionally owned initiative, is well-placed to contribute to the development of administrative capacity in the region.

ReSPA has been set-up as an inter-governmental organisation, supported by the EC to serve as regional hub for policy research, knowledge sharing and networking programmes in the field of public administration in Western Balkans. In 2014-2015 ReSPA organised more than 100 networking and capacity building events involving over 2000 public servants, and produced 10 research studies with policy recommendations for public administration reforms related solutions.

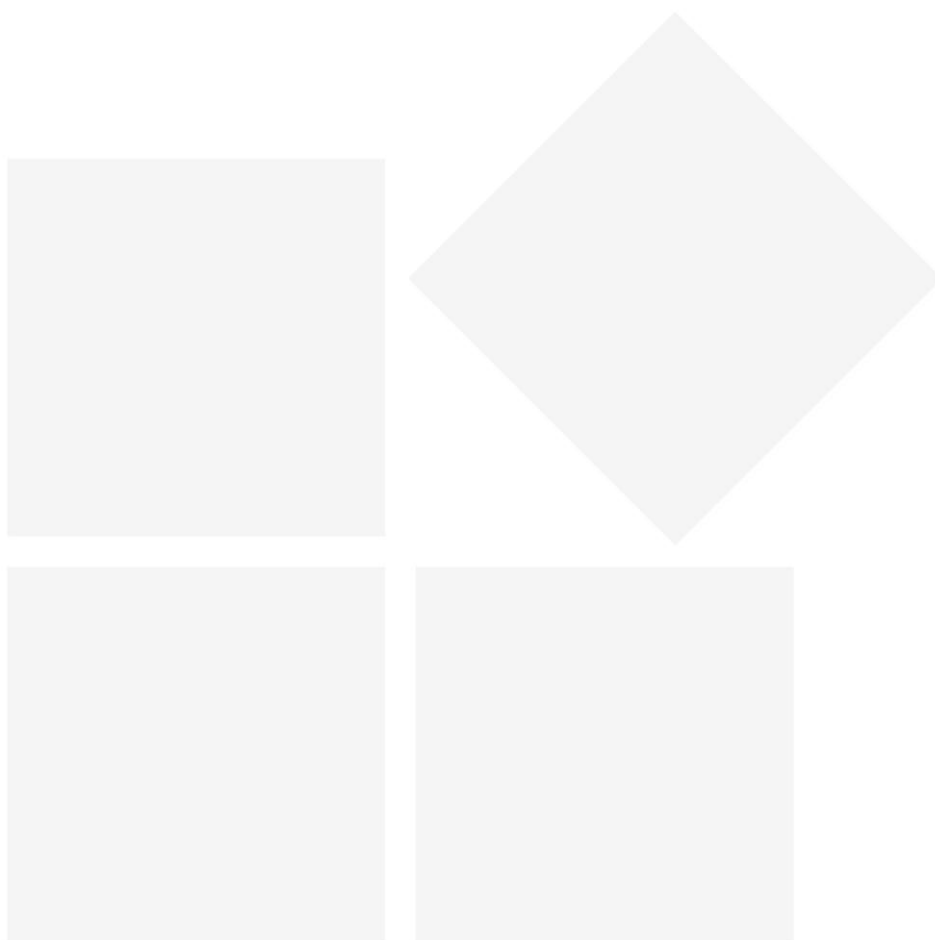
ReSPA's Director Ratka Sekulovic, quoting the EC's 2016 Enlargement package findings, pointed out that public administrations must be able to keep up with the fast-changing political, economic and social environment and growing technological requests so as to fulfil their responsibility to protect public interest without jeopardizing the necessary development.

"The need to improve competitiveness, concerns about fiscal sustainability and growing demands for better public services at a lower cost, have prompted wide-ranging reforms in the public sector. This includes efforts to optimize public administration, as well as recent initiatives to improve the quality of regulation and reduce administrative costs. And optimizing economy depends directly on optimizing public administration", concluded Sekulovic.



One of the concrete contributions to this goal is a new study that ReSPA presented at the conference - Optimization of Public Administrations in the Western Balkan Region that provides information on size, costs and effects of public administration reforms, and indicates possible frameworks of future cooperation and areas of intervention.

[Link](#)



Pristupanjem EU do reforme javne uprave za bolji odgovor na potrebe građana

PODGORICA, 15. novembar 2016. – Evropska unija stavlja poseban naglasak na reformu javne uprave u zemljama proširenja, ali ove reforme će dati željene rezultate u punoj mjeri samo ako zemlje budu ozbiljno posvećene sveobuhvatnim, ambicioznim i kredibilnim reformama, izjavio je ambasador EU u Crnoj Gori Aivo Orav na 9. godišnjoj konferenciji Regionalne škole za javnu upravu (ReSPA), institucije koju EU podržava od njenog osnivanja.



On je podsjetio da je Evropska komisija u Paketu proširenja za 2016. navela nekoliko ključnih pitanja koja treba rješavati u regionu kada je riječ o javnoj upravi, od politizacije državne službe, do kvaliteta donošenja politika i izrade nacrtu zakona i servisa elektronske uprave.

"U većini zemalja, struktura javne uprave i dalje je složena i ne obezbjeđuje dovoljan stepen odgovornosti. Moraju se bolje osigurati prava građanima na dobru upravu i pristup informacijama", rekao je ambasador Orav.

On je dodao da politizovana državna služba i dalje predstavlja razlog za zabrinutost u cijelom regionu. "Kvalitet načina donošenja politika i izrade zakona nije u skladu sa pristupom datim u EU Agendi o boljoj regulativi. Zakonska rješenja, javne politike i velike investicije se često pripremaju bez dovoljne procjene uticaja, internih i javnih konsultacija", rekao je Orav.

On je istakao da je regionalna saradnja još jedan ključni politički cilj kako same EU, tako i procesa pristupanja zemalja Zapadnog Balkana Evropskoj uniji. U tom pogledu ReSPA, kao regionalna inicijativa, ima važnu ulogu da doprinese razvoju administrativnih kapaciteta u regionu.

ReSPA je uspostavljena kao međuvladina organizacija, uz podršku Evropske komisije, da služi kao regionalni centar za istraživanje politika, razmjenu znanja i programa umrežavanja u području javne uprave na Zapadnom Balkanu. U 2014. i 2015. ReSPA je organizovala više od 100 događaja u svrhu umrežavanja i izgradnje kapaciteta za preko 2000 javnih službenika, a proizvela je i 10 istraživanja koja su dala preporuke za moguća rješenja za reformu javne uprave.

Direktorica ReSPA-e Ratka Sekulović, pozivajući se na nalaze Paketa proširenja Evropske komisije za 2016. godinu, istakla je da javne administracije moraju biti u stanju da se nose sa političkim, ekonomskim i društvenim okruženjem koje se brzo mijenja, kao i rastućim tehnološkim zahtjevima, kako bi ispunile odgovornost za zaštitu javnog interesa bez ugrožavanja potrebnog razvoja.

„Potreba za poboljšanjem konkurentnosti, briga o fiskalnoj održivosti i sve veći zahtjevi za bolje javne usluge po nižoj cijeni, podstakli su opsežne reforme u javnom sektoru. One uključuju napore u optimizovanju javne administracije, kao i nedavne inicijative za poboljšanje kvaliteta propisa i smanjenje administrativnih troškova. A optimizovanje ekonomije direktno zavisi od optimizacije javne administracije“, zaključila je Sekulović.

Jedan od konkretnih doprinosa ovom cilju je i nova studija koju je ReSPA predstavila na konferenciji - Optimizacija javne uprave u regionu Zapadnog Balkana koja pruža informacije o veličini, troškovima i efektima reformi javne uprave, i ukazuje na moguće okvire buduće saradnje i područja intervencije.

Portal Ekonomski.net, 15 November 2016

ReSPA Annual Conference began in Podgorica

The 9th Annual Conference of the Regional School of Public Administration (ReSPA) began today in Podgorica and it will discuss experiences, methodologies, lessons learned and innovative practices in the process of optimization of public administration in the Western Balkans.

This topic was chosen as one of most important mechanisms related to the systemic changes needed for effective optimization of public administration, ReSPA said in a statement.

The conference was opened by ReSPA Director, Ratka Sekulović and the EU Ambassador to Montenegro and Head of Delegation of the European Union to Montenegro. Aivo Orav.

Participants of the Annual Conference will be practitioners and experts from the state administration of the Western Balkans countries, as well as experts from the European Union, representatives of international organizations such as the OECD, SIGMA, UNDP and the World Bank, academia and civil society.

[Link](#)





ReSPA

Regional School
of Public Administration

POČELA GODIŠNJA KONFERENCIJA RESPA U PODGORICI

15. Nov 2016, 12:23 Najnovije vesti iz Sveta, Vesti

U Podgorici je danas počela IX Godišnja konferencija Regionalne škole za javnu upravu (ReSPA) na kojoj se razgovara o iskustvima, metodologijama, stečenim poukama i inovativnim praksama u procesu optimizacije javne administracije na Zapadnom Balkanu.

Ova tema je odabrana kao jedna od najvažnijih u vezi sa sistemskim promenama potrebnim za podsticanje reformi javne administracije, navodi se u saopštenju ReSPA.

Konferenciju su otvorili direktorka ReSPA Ratka Sekulović i šef Delegacije i ambasador Evropske unije u Crnoj Gori Aivo Orav.

Učesnici na Godišnjoj konferenciji će biti praktičari i stručnjaci iz državne uprave zemalja Zapadnog Balkana, kao i stručnjaci iz zemalja Evropske unije, predstavnici međunarodnih organizacija, kao što su OECD, SIGMA, UNDP i Svetska banka, akademske zajednice i civilnog društva.

POVEZANI ČLANCI



"Air Serbia" čini polovinu ukupnog prometa na beogradskom aerodromu

22. Nov 2016, 12:34



Portal Tanjug, 15 November 2016

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[Link](#)

Počela Godišnja konferencija ReSPA u Podgorici

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15 Novembar 2016 11:30



Vaša reklama ovde:



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Portal InPress, 15 November 2016

Regional School of Public Administration in the Western Balkans countries begins in Montenegro

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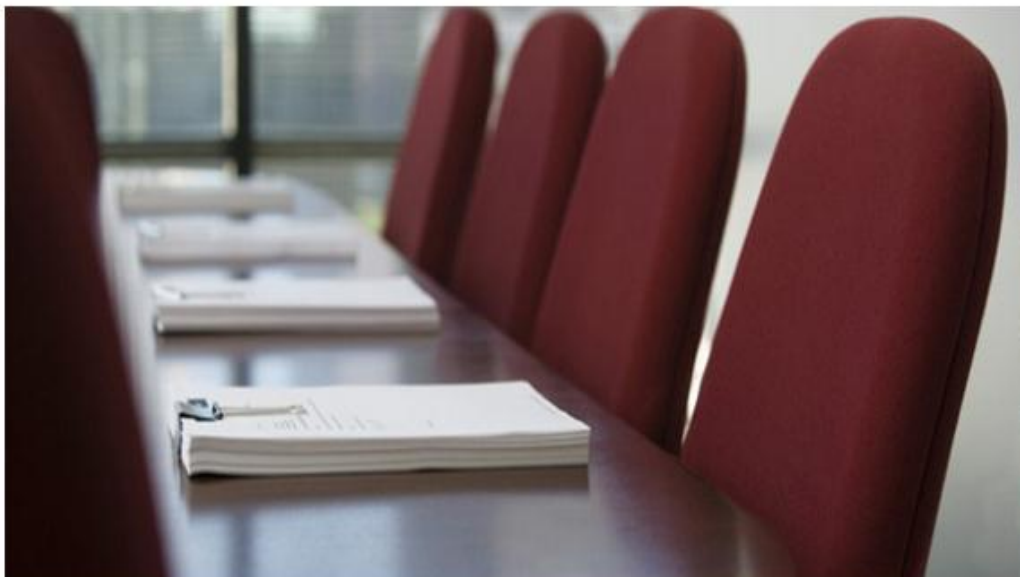
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[Link](#)





Во Црна Гора започнува Регионална школа за јавна администрација во земјите од Западен Балкан

Подгорица, 15. ноември 2016 (ИНПРЕС) – Од денес Регионалната школа за јавна администрација (РеСПА) ќе ја започне својата 9-та конференција посветени на дискусии за искуствата, методологии, научни лекции и иновативни практики во процесот на оптимизација на јавната администрација во земјите од Западен Балкан.

Оваа тема е избран како една од најважните во однос на системските промени кои се потребни за реформите на јавната администрација.

Школата ќе се одржува во Подгорица, Црна Гора. Ќе говорат Ратка Секуловиќ, директор на РеСПА и Аиво Орав, Шеф на Делегацијата и амбасадорот на Европската унија во Црна Гора.

Учесниците на годишната конференција на РеСПА ќе бидат експерти од јавната администрација на земјите од Западен Балкан, експерти од земјите на ЕУ, претставници на меѓународни организации (ОЕЦД СИГМА, УНДП, Светска банка), академските институции и организациите на граѓанското општество. (Крај)

Strengthening public administration common goal

The Western Balkan countries are at different stages of European integration, but they have a common goal - to strengthen the public administration. This was stated at the opening of the two-day 9th Annual Conference of the Regional School of Public Administration (ReSPA), titled Optimization of Public Administration in the Western Balkans.

This topic brought together in Podgorica more than 180 civil servants from the member countries of the Regional School of Public Administration and Kosovo, and the event is attended by representatives of the European Union, UNDP, Sigma and other international and regional organizations.

[Link](#)

EU INTEGRACIJE REGIONA
15. 11. 2016.
16:06 >> 15:44
0

Jačanje javne uprave zajednički cilj

Zemlje Zapadnog Balkana jesu u različitim fazama evropskih integracija, ali jedan zadatak im je zajednički, a to je jačanje javne uprave. Poručeno je to na otvaranju dvodnevne devete godišnje konferencije ReSPA, pod nazivom "Optimizacija javne administracije u regionu Zapadnog Balkana".

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www.rtcg.me

Ta je tema u Podgorici okupila više od 180 nacionalnih javnih službenika iz zemalja članica regionalne škole za državnu upravu i Kosova, kojoj prisustvuju i predstavnici Evropske unije, UNDP-a, Sime i drugih međunarodnih i regionalnih organizacija.

ZAPADNI BALKAN
RESPA



Portal Crna.Gora.me, 15 November 2016

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[Link](#)

Jačanje javne uprave zajednički cilj

Objavio **Radio Televizija Crne Gore** - 15. novembra 2016.

8



#ZapadniBalkan #Respa

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Your browser does not support the video tag.

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Izvor: **Radio Televizija Crne Gore**

Preuzmite BESPLATNU E-KNJIGU



Broadcaster TVCG, 15 November 2016 (Dnevnik 2, 19:44:17 – 156 sec)(Dnevnik 3, 23:13:53 – 101 sec)

Civil service is politicised

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Dražen Maravić, Serbian Deputy Minister of Public and Local Administration: "There is a saying - Give me six hours to chop down a tree and I will spend the first four sharpening the axe."

This saying helps the Regional School of Public Administration (ReSPA) too, as its director said, to sharpen the axes of public administration and cut down the problems that appear in the relationship between citizens, the administration and the economy, but also among the countries of the region.

Svetlana Vuković, Human Resources Administration Director: "It is obvious that ReSPA is located in Montenegro, but ReSPA does not belong to Montenegro, it is a regional school, and its management is composed of representatives of countries that have established ReSPA. Participation of people from different countries also shows that ReSPA is a regional school."

A comparative study Optimization of Public Administrations in the Western Balkan Region, written by professor Gordana Djurovic, has detected what separates and what connects these countries.

"The Western Balkan countries are at different stages of European integration with various economic challenges, but the common goal for them all is to strengthen the public administration."

Last week's European Commission reports have confirmed that the progress of the Western Balkans in the public administration reform is uneven, ReSPA director Ratka Sekulović called to mind at the conference.

Ratka Sekulović, ReSPA Director: "Most Western Balkan countries made progress in adopting public administration reform strategies, but they should ensure their implementation and long-term sustainability. In most countries, the public administration structure is still complicated and does not provide enough accountability."

The EU Ambassador to Montenegro Aivo Orav was even more detailed.

Aivo Orav, EU Ambassador to Montenegro: "A fact that civil service is politicised remains an issue of concern across the region. Citizens' right to good administration, access to information and administrative justice have to be better ensured."



If not at the beginning, it is important to note at the end that optimization of public administration does not mean reducing the number of employees. That is not the purpose of optimization, but constant pressure on employees and other resources to be used as efficient as possible.



Broadcaster Prva, 15 November 2016 (Žurnal, 19:09:11 – 117 sec)

ReSPA - Public administration should be faster, more efficient and transparent

Public administration must be more efficient, more transparent, with minimal costs, citizen-oriented – it was concluded at the 9th Annual Conference of the Regional School of Public Administration (ReSPA). Head of the EU Delegation to Montenegro Aivo Orav says that regional cooperation is key in this field and that the Western Balkan countries have made progress, but that the implementation of measures and their sustainability are yet to be confirmed.

“Montenegro should remove certain procedures from its public administration. It should become faster, more efficient, more transparent,” says Head of EU Delegation Aivo Orav. He said that the implementation of reforms is positive, but additional impact assessment is needed, including local and public consultations.

Aivo Orav, Head of EU Delegation in Montenegro: "The European Union strongly believes that regional cooperation contributes to building a sustainable long-term response to the challenges in the Western Balkans. Since ReSPA is a regional initiative, it has a strong foundation to contribute to the development of administrative capacity in the region, and a clear political commitment is needed that the countries would support public administration reform and EU integration."

The public administration agrees that the system is too complex and should be simplified. ReSPA Director, Ratka Sekulović, says that experience of EU countries helps ReSPA be more effective.

Ratka Sekulović, ReSPA Director: „Public administrations must be able to keep up with the fast-changing political, economic and social environment and growing technological requests. The need to improve competitiveness, concerns about fiscal sustainability and growing demands for better public services at a lower cost, have prompted wide-ranging reforms in the public sector.

Sekulović says that networking of institutions on the regional level is planned. In the next two years, there is €3.5m at their disposal to organize activities. This money should help with reorganization.



Broadcaster 777 TV, 15 November 2016 (Aktuelno, 19:02:31 – 134 sec)(Aktuelno u 22, 22:03:13 -134 sec)

9th ReSPA Annual Conference began

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Ratka Sekulović, ReSPA Director: "Most Western Balkan countries made progress in adopting public administration reform strategies, but they should ensure their implementation and long-term sustainability. In most countries, the public administration structure is still complicated and does not provide enough accountability."

Aivo Orav, EU Ambassador to Montenegro: "A fact that civil service is politicised remains an issue of concern across the region. Citizens' right to good administration, access to information and administrative justice have to be better ensured. The quality of policy-making and legal drafting is not in line with the approach of the EU Better Regulation Agenda. Legislation, public policies and major investments are often prepared without sufficient impact assessments, internal and public consultations. In most countries, the structure of public administration remains complex and does not ensure sufficient accountability. Citizens' right to good administration and access to information have to be better ensured."

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Newspaper Vijesti, 16 November 2016 (Politika, p.3)

Public administration system does not ensure accountability

The European Union places a particular emphasis on public administration reform in the enlargement countries, but these reforms will fully deliver the desired results only if countries are seriously committed to comprehensive, ambitious and credible reforms, said the EU Ambassador to Montenegro Aivo Orav at the 9th annual conference of the Regional School for Public Administration (ReSPA), an institution that the EU has been supporting since its establishment.

"In most countries, the structure of public administration remains complex and does not ensure sufficient accountability. Citizens' right to good administration and access to information have to be better ensured", said Ambassador Orav.

ORAV PONOVIIO ŠTA EVROPSKA UNIJA TRAŽI

Sistem javne uprave ne obezbjeđuje odgovornost

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"U većini zemalja, struktura javne uprave i dalje je složena i ne obezbjeđuje dovoljan stepen odgovornosti. Moraju se bolje osigurati prava građanima na dobru upravu i pristup informacijama", rekao je ambasador Orav.

Newspaper Pobjeda, 16 November 2016 (Društvo, p.7)

Politicised civil service remains issue of concern across region

PODGORICA – “Politicised civil service remains an issue of concern across the region, so citizens' right to good administration, access to information and administrative justice have to be better ensured,” Aivo Orav, EU Ambassador to Montenegro said at the opening of the 9th Annual Conference of the Regional School of Public Administration (ReSPA).

As RTCG web portal carried, the conference titled Optimization of Public Administration in the Western Balkans Region brought together more than 180 civil servants from the member countries of the Regional School of Public Administration and Kosovo, and the event is attended by representatives of the European Union, UNDP, Sigma and other international and regional organizations.

Professor Gordana Djurovic said that the Western Balkan countries are at different stages of European integration with various economic challenges, but the common goal for them all is to strengthen the public administration.

ReSPA director Ratka Sekulović called to mind that the progress of the Western Balkans in the public administration reform is uneven, which was confirmed by last week's European Commission progress report.

"Most Western Balkan countries made progress in adopting public administration reform strategies, but they should ensure their implementation and long-term sustainability. In most countries, the public administration structure is still complicated and does not provide enough accountability," Sekulović warned.

Konferencija o reformi javne uprave održana juče u Podgorici

Ispolitizovana državna služba problem regiona

PODGORICA - Ispolitizovana državna služba i dalje ostaje predmet koji izaziva bojazan u cijelom regionu, pa stoga prava građana na dobru upravu, pristup informacijama i administrativna pravda moraju da budu obezbijeđeni na bolji način – poručio je šef Delegacije Evropske unije u Crnoj Gori Avio Orav na otvaranju devete godišnje konferencije Regionalne škole za javnu upravu (RESPA).

Kako je prenio portal RTCG, za konferenciju pod nazivom „Optimizacija javne administracije u regionu Zapadnog Balkana“ bilo je zainteresovano više od 180 nacionalnih javnih službenika iz zemalja članica Regionalne škole za državnu upravu i Kosova, kojoj prisustvuju i predstavnici Evropske unije, UNDP-a, Sigme i drugih međunarodnih i regionalnih organizacija.

Profesorica Gordana Đurović je kazala da su naše zemlje u različitim fazama evropskih integracija, ali da imaju zajednički



Sa konferencije u Podgorici

zadatak - da ojačaju javnu upravu.

Direktorica RESPA Ratka Sekulović naglasila je da je napredak zemalja u reformi javne administracije neujednačen i

da to potvrđuje prošlonedjeljni izvještaj Evropske komisije.

- Većina zemalja Zapadnog Balkana napredovala je u stvaranju strategija za reformu javne administracije, ali treba osi-

gurati sprovođenje i dugoročnu održivost. U većini zemalja struktura državne administracije i dalje je složena i ne obezbjeđuje dovoljno odgovornosti - upozorila je Sekulović. **R.D.**

Strengthening public administration common goal

The Western Balkan countries are at different stages of European integration, but they have a common goal - to strengthen the public administration. This was stated at the opening of the two-day 9th Annual Conference of the Regional School of Public Administration (ReSPA), titled Optimization of Public Administration in the Western Balkans Region.

This topic brought together in Podgorica more than 180 civil servants from the member countries of the Regional School of Public Administration and Kosovo, and the event is attended by representatives of the European Union, UNDP, Sigma and other international and regional organizations.

The conference will be continued today.



PODGORICA: KONFERENCIJA RESPA

Jačanje javne uprave zajednički zadatak

Zemlje Zapadnog Balkana jesu u različitim fazama evropskih integracija, ali jedan zadatak im je zajednički, a to je jačanje javne uprave. Poručeno je to na otvaranju dvodnevne devete godišnje konferencije ReSPA, pod nazivom "Optimizacija javne administracije u regionu Zapadnog Balkana".

Ta je tema u Podgorici okupila više od 180 nacionalnih javnih službenika iz zemalja članica regionalne škole za državnu upravu i Kosova, kojoj prisustvuju i predstavnici Evropske unije, UNDP-ja, Sige i drugih međunarodnih i regionalnih organizacija.

Konferencija nastavlja rad danas.

Western Balkans countries to collaborate more effectively in optimization of public administration

In order to holistically reflect the complexity of the optimization of public administration in the Western Balkans, the Regional School of Public Administration (ReSPA) has devoted its 9th Annual Conference to a discussion on experiences, methodologies and innovative practices in this process. ReSPA has chosen this topic so as to help demystify optimization as one of most important mechanisms for pushing public administration reforms towards creation of more rational, transparent and accountable services for the citizens of the region.

ReSPA's Annual Conference initiated a more permanent experience exchange and concrete follow-up activities related to the systemic changes needed for effective optimization of public administration. One of the key Conference conclusions is the recognized necessity for change in the current organizational culture in public administrations. This sector should introduce and insist on quality management, rewarding success, learning from failures and punishing inaction.

At the opening of the Annual Conference, ReSPA's Director Ms. Ratka Sekulovic, quoting the EC's 2016 Enlargement package findings, pointed out that public administrations must be able to keep up with the fast-changing political, economic and social environment and growing technological requests so as to fulfil their responsibility to protect public interest without jeopardizing the necessary development.

For the purpose of preparation of the relevant discussion document for the Conference, ReSPA commissioned a Comparative Study with Baseline Analysis, which encompasses the state of art in the optimization of public administrations in the Western Balkan countries. Special attention in the Study is given to the importance of regional cooperation.

"The Study emphasizes the importance of regional cooperation of public administrations in the Western Balkans in the optimization process, and indicates possible frameworks of future cooperation, areas of intervention and the role of ReSPA. Our ultimate goal is to help the region in fostering the European Principles of Public Administration as a substantial practical precondition for the accession in the EU", Ms. Sekulovic said.

The European Union places a particular emphasis on public administration reform in the enlargement countries, but these reforms will fully deliver the desired results only if countries are seriously committed to comprehensive, ambitious and credible reforms, said H.E. Mr. Aivo Orav, Head of Delegation of the European Union to Montenegro at the Annual Conference of ReSPA, an institution that the EU has been supporting since its establishment.

He recalled that the European Commission's 2016 Enlargement package noted several key issues that need to be addressed in the region when it comes to public administration, ranging from politicisation of civil service, to the quality of policy-making and legal drafting and e-government



services. "In most countries, the structure of public administration remains complex and does not ensure sufficient accountability. Citizens' right to good administration and access to information have to be better ensured", said Ambassador Orav.

Participants in the Annual Conference were 160 practitioners and experts from public administrations of the Western Balkan countries, experts from EU countries, representatives of international organizations (OECD, SIGMA, UN, World Bank), academia and civil society organizations.

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ReSPA 2016 Annual Conference main conclusions and recommendations

The optimization of public administration has been defined as a process or methodology of making public administration as fully functional or effective as possible. Optimization should be understood as one segment of a broader public administration reform focusing on: public finance, civil service system, public service delivery and decision-making process.

The main emphasis of the Day 1 of the Conference was put on key concepts of optimization of public administration: from budgetary constraints and reduction, reorganization, functional and structural changes, capacity development and business process redesign, up to ICT and digital government. Functional review, and internal and external benchmarking are recognized as the most important tools in the optimization process.

The discussion revealed the key challenges that currently stand in the way of optimally organized public administration, such as identification of the right size of a government entity, and which criteria and methodologies are used for establishing and/ or optimizing existing public administration institutions. A wider perspective has also been perceived from the "international panel" which connected considerable worldwide experience and practice to the Western Balkan countries, taking into account the World Bank best case example, Baltic specific experience, the EU wide perspective and local context; and highlighting how SIGMA, OECD, UNDP, UNDESA deal with public administration reforms in an innovative and transformational manner, and what they believe are the key ingredients of catalytic impact at the system level.

Optimization is an incremental change; transformation is a deep change. As highlighted during the conference, complex public administrations in the Western Balkans have already stepped deeply into the reform process, and have strategic plans in all identified areas of optimization process. The focus of optimization for the forthcoming period has to be on quality in public administration and public services (e.g. education, health). Optimization in public administration systems should be understood not as a rightsizing issue but as a process improvement that includes innovation, involving IT and outsourcing.

Having in mind the complexity and the current situation in specific areas of optimization process in individual Western Balkan countries, regional cooperation through the exchange of experience and joint efforts can significantly contribute in overcoming some of national challenges.



Day 2 of the Conference outlined possible models of regional cooperation, which include: policy development, networking, capacity building, development of manuals for different rightsizing initiatives (Outsourcing policy). ReSPA will support the follow up activities believing that sector wide approach within its portfolio will enable more diversified activities in domains of public service delivery and quality in public administration.

It was outlined that a more promising aspect of optimization is systemic approach to the reorganization of public administration institutions including horizontal and system functional analysis (one of the most often used methodologies). Quality in public administration, public services and strategic planning were highlighted as prerequisites for a longer term sustainable development. A unique understanding of ICT as a driver for change has also been encompassed, and the audience got an insight in real life cases of ICT utilization in public administration systems. The role of civil society organizations has been emphasized as important in creating a public policy on the optimization processes at the national and regional level; and in particular, in providing advice on various reform initiatives.

One of the key Conference conclusions is the recognized necessity for change in the current organizational culture in public administrations. Public administrations need to introduce and insist on quality management, rewarding success, learning from failures and punishing inaction.

* * *

In line with the EU Enlargement Strategy, countries of the Western Balkans jointly initiated the Regional School of Public Administration (ReSPA) in 2003, a powerful instrument for improving regional co-operation, sharing learning and building up public administration towards integration within the EU. ReSPA seeks to achieve this mission through the organisation and delivery of training activities, high level conferences, networking events and regional comparative research projects with policy recommendations. The overall objective is to transfer new knowledge and skills as well as to facilitate the exchange of experiences both within the region and between the region and the EU Member States.

[Link](#)

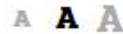
Zemlje Zapadnog Balkana će efektnije sarađivati na optimizaciji javne administracije

Kako bi cjelovitije obuhvatila složenost optimizacije javne administracije na Zapadnom Balkanu, Regionalna škola za javnu upravu (ReSPA) je svoju IX Godišnju konferenciju posvetila raspravi o iskustvima, metodologijama i inovativnim praksama u tom procesu. ReSPA je izabrala ovu temu kako bi pomogla u demistifikovanju optimizacije kao jednog od najvažnijih mehanizama za podsticanje reforme javne administracije ka ostvarivanju racionalnijih, transparentnijih i odgovornijih usluga za građane regiona.



Objavljeno: 17. 11. 2016 - 09:23

Promjenite veličinu teksta:



Komentari (0)

Godišnja konferencija ReSPA je pokrenula trajniju razmjenu iskustava i konkretne pratne aktivnosti u vezi sa sistemskim promjenama potrebnim za djelotvornu optimizaciju javne administracije. Jedan od glavnih zaključaka konferencije odnosi se na prepoznavanje neophodnosti za promjene u sadašnjoj organizacionoj kulturi javne administracije. Ovaj sektor treba da uvede, i da insistira na upravljanju kvalitetom, nagrađivanju uspjeha, učenju iz neuspjeha i kažnjavanju nedjelovanja.

Na otvaranju Godišnje konferencije, direktorka ReSPA **Ratka Sekulović**, citirajući nalaze Paketa proširenja Evropske komisije za 2016. godinu, ukazala je da javne administracije moraju biti u stanju da se nose sa političkim, ekonomskim i društvenim okruženjem koje se brzo mijenja, kao i rastućim tehnološkim zahtjevima, kako bi ispunile odgovornost za zaštitu javnog interesa bez ugrožavanja neophodnog razvoja.

Za potrebe izrade relevantnog dokumenta za konferencijsku raspravu, ReSPA je naručila Komparativnu studiju sa osnovnim analizama koja obuhvata sadašnji stepen razvoja optimizacije javnih administracija u zemljama Zapadnog Balkana. U studiji je posebna pažnja posvećena regionalnoj saradnji.

“Studija ukazuje na važnost regionalne saradnje javnih administracija u zemljama Zapadnog Balkana u procesu optimizacije, i ukazuje na moguće okvire buduće saradnje, područja djelovanja i ulogu ReSPA. Naš krajnji cilj je pomoć regionu u usvajanju evropskih Načela javne administracije kao suštinskog praktičnog preduslova za pristupanje Evropskoj uniji”, rekla je gđa Sekulović.

Evropska unija stavlja poseban naglasak na reformu javne uprave u zemljama proširenja, ali ove reforme će dati željene rezultate u punoj mjeri samo ako zemlje budu ozbiljno posvećene sveobuhvatnim, ambicioznim i kredibilnim reformama, izjavio je **g. Aivo Orav, šef Delegacije i ambasador Evropske unije u Crnoj Gori** na Godišnjoj konferenciji ReSPA, institucije koju EU podržava od njenog osnivanja.

On je podsjetio da je Evropska komisija u Paketu proširenja za 2016. navela nekoliko ključnih pitanja koja treba rješavati u regionu kada je riječ o javnoj administraciji, od politizacije državne službe do kvaliteta određivanja politika i izrade nacrtu zakona i servisa elektronske uprave. „U većini zemalja, struktura javne administracije i dalje je složena i ne obezbjeđuje dovoljan stepen odgovornosti. Moraju se bolje osigurati prava građanima na dobru administraciju i pristup informacijama”, rekao je ambasador Orav.

Na Godišnjoj konferenciji je učestvovalo 160 praktičara i stručnjaka iz državne uprave zemalja Zapadnog Balkana, stručnjaka iz zemalja Evropske unije, predstavnika međunarodnih organizacija (OECD, SIGMA, UN, Svjetska banka), akademske zajednice i civilnog društva.

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Glavni zaključci i preporuke Godišnje konferencije ReSPA

Optimizacija javne administracije je definisana kao proces ili metodologija uz pomoć koje javna administracija treba da postane što funkcionalnija ili djelotvornija. **Optimizaciju treba razumjeti kao dio šire reforme javne administracije sa naglaskom na: javnim finansijama, sistemu usluga za građane, isporukama javnih usluga i procesu donošenja odluka.**

Glavni akcenat tokom prvog dana Konferencije bio je na ključnim konceptima optimizacije javne administracije: od budžetskih ograničenja i smanjenja; reorganizacije, funkcionalnih i strukturalnih promjena, razvoja kapaciteta i preuređenja poslovnih procesa do ICT i e-upravljanja.

Funkcionalno ocjenjivanje, kao i unutrašnje i spoljne sistemske procjene (benchmarking) prepoznati su kao najvažniji instrumenti u procesu optimizacije.

Rasprava je otkrila **glavne izazove koji trenutno stoje na putu optimalno organizovanoj javnoj administraciji, a to su određivanje prave veličine nekog vladinog entiteta, kao i koji kriterijumi i metodologija se koriste za uspostavljanje i/ili optimizovanje postojećih institucija javne administracije.** Na „međunarodnom“ panelu je takođe percipirana šira perspektiva koja značajna svjetska iskustva i prakse spaja sa zemljama Zapadnog Balkana, uključujući najbolju studiju slučaja Svjetske banke, specifično baltičko iskustvo, široku perspektivu EU i lokalni kontekst; uz naglasak na inovativnim i transformacijskim načinima na koje SIGMA OECD, UNDP ili UNDESA rade na reformama javne administracije, kao i šta vjeruju da su ključni sastojci katalitičkog uticaja na sistemskom nivou.

Optimizacija donosi male, postupne promjene; transformacija znači duboku promjenu.

Kako je istaknuto tokom konferencije, složene javne administracije na Zapadnom Balkanu već su duboko zagazile u proces reforme i imaju strateške planove u svim identifikovanim oblastima procesa optimizacije. Fokus optimizacije u narednom periodu mora biti na kvalitetu u javnoj administraciji i javnim službama (npr. obrazovanje, zdravstvo). Optimizaciju u sistemima javne administracije treba shvatiti ne kao pitanje adekvatnog dimenzionisanja nego kao poboljšanje procesa koji uključuje inovacije, IT i angažovanje spoljne podrške (outsourcing).

Imajući u vidu složenost i trenutno stanje u određenim oblastima procesa optimizacije u pojedinim zemljama Zapadnog Balkana, **regionalna saradnja kroz razmjenu iskustava i zajednički naponi mogu značajno doprinijeti u prevladavanju nekih od nacionalnih izazova.**

Tokom drugog dana Konferencije navedeni su mogući modeli regionalne saradnje, među kojima su: razvoj politika, umrežavanje, izgradnja kapaciteta, izrada priručnika za različite inicijative u pogledu adekvatnog dimenzionisanja (outsourcing politike). **ReSPA će podržati buduće aktivnosti ove vrste, u uvjerenju da će pristup širom različitih sektora u okviru njenog portfelja omogućiti više raznovrsnih aktivnosti u područjima pružanja javnih usluga i kvaliteta u javnoj administraciji.**

Naglašeno je da se aspekt optimizacije koji više obećava odnosi na sistemski pristup reorganizaciji institucija javne administracije, uključujući horizontalnu i sistemsku funkcionalnu analizu (jedna od najčešće korišćenih metodologija). **Kvalitet u javnoj administraciji, javnim službama i strateško planiranje su istaknuti kao preduslovi za dugoročniji održivi razvoj.** Jedinstveno razumijevanje sektora ICT kao pokretača promjena takođe je obuhvaćeno, a učesnici su stekli uvid u slučajeve korišćenja ICT u sistemima javne administracije u realnom životu. **Uloga organizacija civilnog društva je naglašena kao važna u stvaranju javnih politika u domenu procesa optimizacije na nacionalnom i regionalnom nivou, a posebno je naglašena njihova uloga u pružanju savjeta o različitim reformskim inicijativama.**

Jedan od glavnih zaključaka Konferencije odnosi se na prepoznavanje **neophodnosti za promjene u sadašnjoj organizacionoj kulturi javne administracije.** Ovaj sektor treba da uvede, i da insistira na upravljanju kvalitetom, nagrađivanju uspjeha, učenju iz neuspjeha i kažnjavanju nedjelovanja.

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U skladu sa Strategijom Evropske unije za proširenje, zemlje Zapadnog Balkana su 2003. godine zajednički pokrenule Regionalnu školu za javnu upravu (ReSPA), snažan instrument za poboljšanje regionalne saradnje, razmjenu znanja, kao i jačanje kapaciteta javnih administracija na putu ka integraciji u EU. ReSPA nastoji da ostvari svoju misiju kroz organizaciju i sprovođenje obuka, konferencija na visokom nivou, mrežnih događaja, kao i regionalnih komparativnih istraživačkih projekata sa preporukama za praktične politike. Opšti cilj je prenošenje novih znanja i vještina, kao i poboljšanje razmjene iskustava unutar regiona, kao i između regiona i zemalja članica EU.

Ovaj članak je napisan u okviru projekta "Rastimo zajedno 3 - Informacije o EU putem web portala" koji finansira Evropska unija posredstvom Delegacije EU u Crnoj Gori. Članak ne predstavlja nužno službeni stav Evropske unije.

Portal Tanjug, 17 November 2016

Improved regional collaborational for optimization of public administration

PODGORICA – The Western Balkan countries will effectively collaborate to improve public administration, focusing on improving the quality of state administration and public services in the coming period, it was concluded at the 9th Annual Conference of the Regional School for Public Administration (ReSPA).

A two-day conference in Podgorica discussed experiences, methodologies and innovative practices in this optimization process, and as highlighted during the conference, complex public administrations in the Western Balkans have already stepped deeply into the reform process, and have strategic plans in all identified areas of optimization process.

Conference participants discussed the key challenges that currently stand in the way of optimally organized public administration, such as identification of the right size of a government entity, and which criteria and methodologies are used for establishing and/ or optimizing existing public administration institutions.

ReSPA's Director Ms. Ratka Sekulovic pointed out that public administrations must be able to keep up with the fast-changing political, economic and social environment and growing technological requests so as to fulfil their responsibility to protect public interest without jeopardizing the necessary development.

Aivo Orav, Head of Delegation of the European Union to Montenegro said that the European Union places a particular emphasis on public administration reform in the enlargement countries, but these reforms will fully deliver the desired results only if countries are seriously committed to comprehensive, ambitious and credible reforms.

Participants in the Annual Conference were 160 practitioners and experts from public administrations of the Western Balkan countries, experts from EU countries, representatives of international organizations (OECD, SIGMA, UN, World Bank), academia and civil society organizations.

[Link](#)



Veća saradnja regiona na optimizaciji javne administracije

Zemlje Zapadnog Balkana će efektivnije sarađivati na optimizaciji javne administracije, s fokusom u narednom periodu na podizanju kvaliteta u državnoj upravi i javnim službama, poruka je upravo održane IX Godišnje konferencije Regionalne škole za javnu upravu (ReSPA).



17 Novembar 2016 12:54



Vaša reklama ovde:



Aerodrom
Nikola Tesla
Beograd



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Nova, jedinstvena usluga

KOMERCIJALNA BANKA
Novi sad

PODGORICA - Zemlje Zapadnog Balkana će efektivnije sarađivati na optimizaciji javne administracije, s fokusom u narednom periodu na podizanju kvaliteta u državnoj upravi i javnim službama, poruka je upravo održane IX Godišnje konferencije Regionalne škole za javnu upravu (ReSPA).

Na dvodnevnoj konferenciji u Podgorici, na kojoj se diskutovalo o iskustvima, metodologijama i inovativnim praksama u ovom procesu optimizacije, istaknuto je da su složene javne administracije na Zapadnom Balkanu već duboko zagazile u proces reforme i da imaju strateske planove u svim identifikovanim oblastima tog procesa.

Učesnici konferencije su u raspravi konstatovali da su glavni izazovi na putu optimalne organizacije javne administracije - određivanje prave veličine nekog vladinog entiteta, kao i koji kriterijumi i metodologija se koriste za uspostavljanje i/ili optimizovanje postojećih institucija javne administracije.

Direktorka ReSPA Ratka Sekulović je ukazala da javne administracije moraju biti u stanju da se nose sa političkim, ekonomskim i društvenim okruženjem koje se brzo menja, kao i rastućim tehnološkim zahtevima, kako bi ispunile odgovornost za zaštitu javnog interesa bez ugrožavanja neophodnog razvoja.

Šef delegacije i ambasador Evropske unije u Crnoj Gori Aivo Orav je poručio da EU stavlja poseban naglasak na reformu javne uprave u zemljama proširenja, kao i da će se puni rezultati ovih reformi osetiti samo ako zemlje budu ozbiljno posvećene sveobuhvatnim, ambicioznim i kredibilnim reformama.

Na Godišnjoj konferenciji je učestvovalo 160 praktičara i stručnjaka iz državne uprave zemalja Zapadnog Balkana, stručnjaka iz zemalja Evropske unije, predstavnika međunarodnih organizacija (OECD, SIGMA, UN, Svetska banka), akademske zajednice i civilnog društva.

Website EMIM, 17 November 2016

Western Balkans countries to collaborate more effectively in optimization of public administration

ReSPA's Annual Conference initiated a more permanent experience exchange and concrete follow-up activities related to the systemic changes needed for effective optimization of public administration. One of the key Conference conclusions is the recognized necessity for change in the current organizational culture in public administrations. This sector should introduce and insist on quality management, rewarding success, learning from failures and punishing inaction.

At the opening of the Annual Conference, ReSPA's Director Ms. Ratka Sekulovic, quoting the EC's 2016 Enlargement package findings, pointed out that public administrations must be able to keep up with the fast-changing political, economic and social environment and growing technological requests so as to fulfil their responsibility to protect public interest without jeopardizing the necessary development.

More information [HERE](#).

[Link](#)

ZEMLJE ZAPADNOG BALKANA ĆE EFEKTNIJE SARAĐIVATI NA OPTIMIZACIJI JAVNE ADMINISTRACIJE

Objavljeno četvrtak, 17 novembar 2016 09:17



Godišnja konferencija ReSPA je pokrenula trajniju razmjenu iskustava i konkretne propratne aktivnosti u vezi sa sistemskim promjenama potrebnim za djelotvornu optimizaciju javne administracije. Jedan od glavnih zaključaka konferencije odnosi se na prepoznavanje neophodnosti za promjene u sadašnjoj organizacionoj kulturi javne administracije. Ovaj sektor treba da uvede, i da insistira na upravljanju kvalitetom, nagrađivanju uspjeha, učenju iz neuspjeha i kažnjavanju nedjelovanja.

Na otvaranju Godišnje konferencije, direktorka ReSPA Ratka Sekulović, citirajući nalaze Paketa proširenja Evropske komisije za 2016. godinu, ukazala je da javne administracije moraju biti u stanju da se nose sa političkim, ekonomskim i društvenim okruženjem koje se brzo mijenja, kao i rastućim tehnološkim zahtjevima, kako bi ispunile odgovornost za zaštitu javnog interesa bez ugrožavanja neophodnog razvoja.

Više informacija možete pronaći [OVDJE](#)

Newspaper Dan, 18 November 2016 (Društvo, p.10)

Regional School for Public Administration Conference concluded

Change in culture in public administrations

The Western Balkan countries will effectively collaborate to improve public administration, it was concluded at the 9th Annual Conference of the Regional School for Public Administration (ReSPA). One of the Conference conclusions is the recognized necessity for change in the current organizational culture in public administrations.

- This sector should introduce and insist on quality management, rewarding success, learning from failures and punishing inaction, it was stated at the Conference.

ReSPA's Director Ratka Sekulović pointed out that public administrations must be able to keep up with the fast-changing political, economic and social environment and growing technological requests so as to fulfil their responsibility to protect public interest without jeopardizing the necessary development.

НА КОНФЕРЕНЦИЈИ РЕГИОНАЛНЕ ШКОЛЕ ЗА ЈАВНУ УПРАВУ ОЦИЈЕЊЕНО

Мијењати културу администрације

Земље западног Балкана ће ефектније сарађивати на побољшању јавне администрације, оцијењено је на годишњој конференцији Регионалне школе за јавну управу (РеСПА). На скупу је закључено да су неопходне промјене у садашњој организационој култури јавне администрације.

— Овај сектор треба да уведе и инсистира на управљању квалитетом, награђивању успјеха,

учењу из неуспјеха и кажњавању недјеловања — оцијењено је на конференцији.

Директорка РеСПА Ратка Секуловић указала је да јавне администрације морају бити у стању да се носе са политичким, економским и друштвеним окружењем које се брзо мијења, као и растућим технолошким захтјевима, како би испуниле одговорност за заштиту јавног интереса без угрожавања неопходног развоја. А.О.

Portal DanOnline, 18 November 2016

Regional School for Public Administration Conference concluded

Change in culture in public administrations

The Western Balkan countries will effectively collaborate to improve public administration, it was concluded at the 9th Annual Conference of the Regional School for Public Administration (ReSPA). One of the Conference conclusions is the recognized necessity for change in the current organizational culture in public administrations.

- This sector should introduce and insist on quality management, rewarding success, learning from failures and punishing inaction, it was stated at the Conference.

ReSPA's Director Ratka Sekulović pointed out that public administrations must be able to keep up with the fast-changing political, economic and social environment and growing technological requests so as to fulfil their responsibility to protect public interest without jeopardizing the necessary development.

[Link](#)

NA KONFERENCJI REGIONALNE ŠKOLE ZA JAVNU UPRAVU OCIJENJENO

Mijenjati kulturu administracije

Zemlje zapadnog Balkana će efektnije sarađivati na poboljšanju javne administracije, ocijenjeno je na godišnjoj konferenciji Regionalne škole za javnu upravu (ReSPA). Na skupu je zaključeno da su neophodne promjene u sadašnjoj organizacionoj kulturi javne administracije.

– Ovaj sektor treba da uvede i insistira na upravljanju kvalitetom, nagrađivanju uspjeha, učenju iz neuspjeha i kažnjavanju nedjelovanja – ocijenjeno je na konferenciji.

Direktorka ReSPA Ratka Sekulović ukazala je da javne administracije moraju biti u stanju da se nose sa političkim, ekonomskim i društvenim okruženjem koje se brzo mijenja, kao i rastućim tehnološkim zahtjevima, kako bi ispunile odgovornost za zaštitu javnog interesa bez ugrožavanja neophodnog razvoja.A.O.
