

# NEWSLETTER

PUBLIC ADMINISTRATION REFORM

PROVIDING IMPETUS TO  
CONTINUATION OF PUBLIC  
ADMINISTRATION REFORM PROCESS  
IN THE COUNTRIES OF THE REGION

## Implementing the Strategy of Public Administration Reform

*-International Conference "A Forward-Looking Administration for a European Serbia – Public Administration Reform 2009-2012" was held in Belgrade on 1-2 December 2008-*

**T**wo-day International Conference “A Forward-Looking Administration for a European Serbia – Public Administration Reform 2009-2012” was held in hotel Zira in Belgrade on 1-2 December 2008. The Conference was organised by the Ministry of Public Administration and Local Self-Government in cooperation with the United Nations Development Program within the Project Support to the Strategy of Public Administration Reform in the Republic of Serbia – Second Phase. This International Conference was organised as the keystone event of the wider consultative process on preparing PAR Action Plan 2009-2012.

Numerous representatives of the Serbian state bodies, and other stakeholders, as well as international experts, both academic and those associated with international organisations and national PA bodies in the EU member states participated in the Conference proceedings. Experts from PA bodies of the EU member states, as well as other international experts specialised in specific PAR areas presented both comparative and individual national experiences in PAR process in the EU member states.

## OPENING CEREMONY

The Conference was opened by the Minister of Public Administration and Local Self-Government, Mr. Milan Markovic followed by the introductory remarks by the President of the Government of Serbia and President of the Council for Public Administration Reform Mr. Mirko Cvetkovic. In his speech, Mr. Cvetkovic emphasised the importance of public administration reform for the Serbian EU integration process as well as for a comprehensive transition process considering that reforms in all other areas depend on the ability of administration to plan and implement them. Ms. Rini Reza, Resident Representative, United Nations Development Programme, Mr. Francisco Cardona, SIGMA/OECD and Mr. Roberto Fasino, Head of Division of Programmes for Democratic Stability also had their opening remarks. ►



## *Building Administrative Capacities of Local Self-Government*

### **PRODUCING THE STRATEGY FOR TRAINING OF LOCAL SELF-GOVERNMENT EMPLOYEES**

*-Relevant stakeholders gave their contribution to the process of producing of this important document at the workshop held in Belgrade-*

Within the Project "Support to Enhancing of Local Self-Government Capacities in the Context of the EU Integration Process", which is being implemented by the Ministry of Public Administration and Local Self-Government and financially supported by the EU, the first workshop was organised on 20 November 2008 with the title "Producing the Strategy for Training of Local Self-Government Employees".

The workshop, which was held in "Palace Serbia" in Belgrade was organised with an aim of exchanging ideas between stakeholders who discussed the issues relevant to the preparation process of the Strategy for Training of Local Self-Government Employees.

Participants at the workshop were representatives of relevant ministries and Government services, Delegation of the European Commission, Standing Conference of Towns and Municipalities, representatives of several local self-government units, as well as representatives of other teams working in relevant projects currently being implemented in Serbia and dealing with capacity building on local level.

The workshop was an opportunity to present the initial documents produced within the project: an overview of relevant experiences in this area, analysis of relevant legislation, training needs assessment, and stakeholder analysis.

The workshop participants discussed key issues such as the importance of functioning of HR offices in municipalities, role and responsibilities of stakeholders, and key elements for producing Strategy for Training of Local Self-Government Employees.

Special emphasis was put on the importance of creating a sustainable system of training and continuous learning for local self-government employees, as well as on producing of a high-quality and applicable strategic document.

#### LESSONS LEARNED FROM OUR CZECH COLLEAGUES

Within this project, a study visit to Czech Republic was organised with an aim of introducing the employees of the Ministry of Public Administration and Local Self-Government with the Czech system of local government employees training and finding possible solutions for producing the Strategy for Training of Local Self-Government Employees in Serbia. The host of this visit was Czech association of municipalities. Participants had an opportunity to visit the Ministry of Interior (competent in the area of local self-government), Institute of Public Administration, Centre for Local Self-Government Training and one of the city municipalities of Prague and to be acquainted with all the important elements on which the Czech system of employees training is based, both on central and regional and local levels. Lessons learned during the study visit will be significant for further work on producing the Strategy for Training of Local Self-Government Employees.

Based on initial documents and workshop conclusions, the first draft of the Strategy for Training of Local Self-Government Employees was prepared. The draft will be subject to another cycle of consultations with the representatives of stakeholders in the following months and will be presented at the second workshop in March 2009.

It is expected that the final Draft Strategy, as well as a plan of activities for implementation of the strategy will be prepared after holding of the second workshop. ■

## *EU Support to Prospective Member States*

### **PROVIDING IMPETUS TO CONTINUATION OF PUBLIC ADMINISTRATION REFORM PROCESS IN THE COUNTRIES OF THE REGION**

*-Second seminar on exchanging experiences in the area of public administration reform held-*

On 27-28 November 2008, SIGMA (Support for Improvement in Governance and Management) Programme of the OECD (Organisation for Economic Cooperation and Development) organised the second seminar on exchanging experiences in the area of public administration reform in Paris. Along with the organisers, the representatives of all countries currently in the EU association process, as well as the representatives of the relevant directorates of the European Commission participated in this meeting.

#### **SIGMA - SUPPORT FOR IMPROVEMENT IN GOVERNANCE AND MANAGEMENT**

SIGMA Programme is a joint initiative of the OECD and the European Union, principally financed by the EU. In 1992 Sigma was launched to support central and eastern European countries in their EU association process. Sigma has since extended its support to other countries that started their EU association process later, as well as to countries outside Europe encompassed by different EU support programs. The support that is provided by Sigma relates to improvement in governance and management through: assessing reform progress and identifying priorities for reform, providing support to decision-makers and facilitating assistance from other donors. In addition SIGMA provides support to European Commission in relation to preparing and implementing reform programs.

in creating reliable public administration in the context of EU integration process in IPA beneficiary countries (Instrument for Pre-accession Assistance – IPA). During the seminar, the participants explored experiences of the countries of the region and the EU member states in areas such as public administration reform, strengthening integrity of public procurement and public finances control, and fight against corruption, in accordance with the areas encompassed in the European Commission Progress Report for 2008.

#### **EXPERIENCES OF THE NEW EU MEMBER STATES**

Under the aegis of SIGMA, a report is being prepared on the research that was conducted in the new EU member states. The research dealt with the situation in the area of public administration reform in those countries. According to results of the research, a process of degradation was noticed i.e. the accomplishments in the area of public administration reform that have been achieved in the process of EU integration are being replaced with the lower quality and less efficient measures. The report will be available in February 2009.

Main conclusions, among others, are related to significance of institutional development having in mind that stable institutions form a basis for an active EU membership, as well as to the priority of the quality of reforms over the speed of their implementation. ■

Seminar was organised with an aim of exchanging experiences with the view of challenges arising

Republic of Serbia  
Ministry of Public Administration and  
Local Self-Government

6 Bircaninova St., Belgrade  
Tel: +381.11.33.45.532, 33.45.671  
Fax: +381.11.268.68.68

E-mail: [reforma.uprava@mpalsg.sr.gov.yu](mailto:reforma.uprava@mpalsg.sr.gov.yu)

[www.mpalsg.gov.rs](http://www.mpalsg.gov.rs)

www.undp.org.yu



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