



MINISTRY OF INTERIOR AND PUBLIC
ADMINISTRATION OF MONTENEGRO



SIGMA

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**CONFERENCE ON PUBLIC ADMINISTRATION REFORM AND EUROPEAN INTEGRATION
BUDVA, MONTENEGRO
26-27 March 2009**

ORGANISERS

Ministry of the Interior and Public Administration
SIGMA

OBJECTIVES

To stimulate the debate on the needs and goals for reforming the administration, raise awareness on the principles governing the European Administrative Space and the implications for the Administration of EU membership.

AUDIENCE

Selected group of policy makers and high civil servants of Montenegro

DAY 1

08:30 Registration of Participants
09:00-09:15 Opening of the Conference
Mr. Jusuf Kalamperović, Minister of the Interior and Public Administration
09:15-09:30 Address to the participants by Mr. Leopold Maurer, Head EU Delegation to Montenegro
09:30-10:00 Integrating National Administrations into the European Administrative Space

Mr. Francisco Cardona,
Principal Administrator, SIGMA, Paris

*The public administration is a domestic affair for EU Member States. However, national public administrations have to apply the *acquis communautaire* in a homogeneous way in order to ensure that European citizens are able to enjoy the rights allotted to them by the EU Treaties irrespective of the country they live in. National administrations apply European legislation as if it was domestic legislation. Is there an interest of the remaining Member States to ensure that each*

- national administration has comparable quality and professionalism?*
- 10:00 -10:45** **New Challenges for the Montenegrin Public Administration Reform Efforts: Devising a New Strategy**
Mrs. Stana Pajović,
Deputy Minister for Public Administration, Ministry of the Interior and Public Administration
- The Public Administration Reform Strategy is about to end this year. We need to make an assessment of the situation resulting from the implementation of the previous strategy and to devise a new one to continue our reform efforts that will bring us into the EU. The main goal of the reform from now on should be to prepare thoroughly our country institutions for EU membership.*
- 10:45-11:00** **Questions and answers**
11:00-11:30 **Coffee Break**
11:30-12:00 **Building a Civil Service for EU Membership: democracy and market economy**
- Mr. Vidmantas Adomonis,**
Lithuania, former deputy minister for Public Administration and Civil Service
- The civil service represents one of the most important assets of any public administration. What is the experience of a recent EU Member State in building a civil service able to serve the public interest in a situation of political democracy and market economy?*
- 12:00-12:30** **The construction of a Merit-based Civil Service in Montenegro: Challenges**
- Mrs. Svetlana Vuković**
Director Human Resource Management Authority, Ministry of Interior and Public Administration
- Montenegro undertook a civil service reform aimed at building a civil service based on merit. Now the country is geared towards strengthening the meritocratic aspects of the civil service in order to ensure impartiality and political neutrality of a civil service which is committed to increase its professionalism and its public service ethical orientation*
- 12:30-14:00** **Lunch Break**
14:00-14:45 **Efficiency and Legality in the Performance of the Public Administration**
- Mr. João Figueiredo**
Judge, High Court of Accounts, Portugal
- EU Member States are obliged to situate the law, due procedure and respect of citizens' rights at the core of the government while at the same time they need to increase the economy, efficiency and rapidity in handling public affairs. What comes first, legality or efficiency? Which kind of efficiency is the one that should be expected from the public administration?*
- 14:45-15:30** **Administrative Decision Making: The Administrative Procedures as a key element of an "administration through law"**
- Mr. Wolfgang Rusch,**
Principal Administrator, SIGMA, Paris
- A General Law on Administrative Procedures is a useful instrument to ensure that administrative decision making will follow a pre-established path and that administrative decisions will be better scrutinised and challenged by citizens and other public authorities. Such a law should comply with a number of principles dictated by the ECJ. Which are those principles and how close to them the Montenegrin legislation is?*
- 15:30-16:00** **Questions and answers**
16:00-16:30 **Coffee Break**

16:30-17:30 **Controlling Public Money: Internal financial control and external audit**
Mrs. Ulrika Klingestierna,
Principal Administrator, SIGMA, Paris

Reforming the public administration includes establishing better control mechanisms of the public funds. Which are these mechanisms and how do they relate to EU membership?

DAY 2

09:00-09:45 **Organising the State Administration: Ensuring Accountability of Ministries and Agencies**

Mrs. Pascale Gonod
Professor, Université de Panthéon-Sorbonne (Paris I), France

The organisational structures of national administrations reflect national traditions of each EU Member State and they have autonomy to set up home-grown institutional models. However, in order to ensure compatibility and smooth interaction with their citizens and also with partner administrations in the rest of Member States, certain principles have to be respected so as to ensure that the organisation is understandable (transparent) to the citizens, and the administrative actions are open to be seen from outside the administration. Without openness and transparency no accountability is possible. Which are the mechanisms and institutions used by EU Member States to ensure transparency and accountability in their public administrations? How to design clear accountability lines within the administration and with external administrative and non-administrative institutions?

09:45-10:00 **Questions and answers**

10:00-10:45 **Administration and Territory in Europe: Public Services and Distribution of Competencies**

Mr. Philippe Vermeulen
Principal Administrator, SIGMA, Paris

One of the goals of the EU is to promote economic development by ensuring equilibrate growth across the EU territory. Although the territorial distribution of political and administrative powers is intimately linked to the history of each Member State, which ideas and evidence should be considered when it comes to undertake a decentralisation of public decision-making or deconcentration of public services? Which are the recent experiences in Europe in allotting administrative competences across levels of government? What the role of the central State is becoming between the supranational institutions of the EU and the increasing devolution of powers to sub-national governments? How best to ensure social and national cohesion in this newly emerging situation? Is there any specific decentralisation requirement linked to EU membership?

10:45-11:00 **Questions and Answers**

11:00-11:30 **Coffee Break**

11:30-12:15 **Improving the Quality of Public Services: putting the citizens at the centre of the administrative action**

Ms. Elke Löffler
International Consultant, Birmingham, UK, former OECD administrator

Striving for better quality of the public services means putting the citizen at the centre of administrative action and therefore it has deep political consequences: Putting the citizen at the centre of the public power structures is also a tenet of democracy. Which are the main policies and managerial instruments that have been tried to increase public services' quality and appropriateness?

12:15-12:30 **Questions and Answers**

12:30-14:00 **Lunch Break**

14:00-14:45 **Protecting the Legality: The administration and the Judiciary in EU Countries**

Mr. Jean Marie Woehrling,
Former Administrative Judge, Strasbourg, France

All EU Member States have a tradition of judicial review of administrative actions and decisions. Which are the main models for judicial review in EU Member States? How do the executive and the judicial powers interact? How is it ensured the separation of powers while at the same time ensuring the administration through law principle enshrined by the jurisprudence of the European Court of Justice? How judicial review is facilitated by clear procedures for administrative decision-making?

14:45-15:00 Questions and Answers

15:00-15:45 Coordination of the Centre of the Government for better Policy Making

Mrs. Michal Ben-Gera,
International consultant, former SIGMA Principal Administrator

Designing and implementing public policies is one of the main governmental functions. How to ensure consistency among the public policies that are generated by the several ministries that exist in a country? Which administrative mechanisms may be created or strengthened in order to develop that necessary administrative capacity? Which are the main relevant international administrative experiences in that domain?

15:45-16:00 Questions and Answers

16:00-16:15 Coffee Break

16:15-17:00 Quality of Legislation: strengthening the legal certainty and reducing the implementation gap

Mr. Edward Donelan,
Principal Administrator, SIGMA, Paris

Reforming the administration is not only about passing legislation, but about implementing it. The lack of implementation is often generated by a defective quality of the legislation, which also affects negatively to the legal certainty that is to be expected from a state ruled by law. Which mechanisms and procedures could be used to improve the quality of the legislation so as to guarantee that poor quality is avoided, implementation is ensured and the rule of law is fully respected?

17:00-17:15 Wrap-up of the Conference

Mr. Francisco Cardona
SIGMA

17:15-17:30 Closing the Conference

Mrs. Stana Pajović
Deputy Minister of the Interior and Public Administration