



SIGMA

Creating Change Together



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ReSPA

Regional School
of Public Administration

SIGMA and ReSPA joint Regional Conference

**Managerial Accountability and
Professionalisation of Senior Civil Service
for Better Performance and Accountability**

16-17 May 2018, ReSPA, Danilovgrad, Montenegro

PROGRAMME

Background

Governments are increasingly expected to create conditions for economic development and the improved wellbeing of citizens, while ensuring better value for money. Good public governance is critical in meeting these expectations and so needs ongoing improvement and modernisation, and civil servants play a key role in shaping the way their organisation works in order to be more effective and deliver for citizens and businesses.

While the Western Balkan EU candidate countries and potential candidates continue to improve their public management as a crucial part of preparations for EU accession, the professionalisation of senior civil servants and managerial accountability remain challenging issues. According to 2017 SIGMA Monitoring Reports¹, main weaknesses are related to merit-based recruitment and effectiveness of managerial accountability mechanisms. To emphasise the need for and to support the continuation of reforms for better governance across the Western Balkan administrations, SIGMA and ReSPA will co-host a regional conference focusing on two key topics of public management – professionalisation of the senior civil service (SCS) and managerial accountability (MA).

The theme of the conference ‘Managerial Accountability and Professionalisation of Senior Civil Service for better performance and accountability’ links professionalisation of the SCS and improving MA. These topics come from different backgrounds: professionalization of the SCS has its roots in civil service policy and human resource management and development (HRMD), whereas the concept of MA has evolved as part of the Public Internal Financial Control (PIFC) framework. Therefore, SCS-related issues are usually placed under the broader civil service area and led by the ministries responsible for civil service and public administration reform, but the MA topic is mostly led by Ministries of Finance.

However, when looking into the crucial elements for both of these topics, one finds strong linkages and overlapping issues. MA means doing the right things to achieve the desired results that matter. Clearly, this cannot be achieved without a high level of professionalism. High quality performance results from several factors, including: higher levels of competency and managerial skills; the public service values needed for serving the public interest; ensuring the rule of law; prudent use of public funds and maintaining policy consistency, so that these are all ingrained in professional public managers. For nurturing professional and accountable public managers, the roles, responsibilities and accountability lines need to be clear; the employment conditions need to allow stability and job security; the recruitment of public managers should be based exclusively on merit; and the systems for control and transparency need to be established.

SIGMA has prepared two regional comparative papers on both of these topics and this regional conference is a good opportunity to disseminate the key findings and discuss the way forward.

¹ <http://www.sigmaweb.org/publications/monitoring-reports.htm>.

Objectives

The primary objective of this joint event organised by ReSPA and SIGMA is to bring these two areas closer to each other and create a more comprehensive discussion and understanding on how to advance these essential aspects of public management in a complementary and aligned manner. The event will provide a platform for formal and informal exchange of experience between six Western Balkans administrations, the European Commission, ReSPA and SIGMA.

Main topics

The main topic of the conference will be enhancing professionalism of senior civil servants for better performance and accountability. The conference will build on two recently prepared regional SIGMA papers on these topics to present key findings and a way forward. The presentations and discussions will include:

- Keynote speech on the role and impact of senior managers in well-performing public administration to underline importance of competent managers and to set the tone for the discussions;
- Presentation of key messages and the way forward of SIGMA Paper “Analysis of the Professionalisation of Senior Civil Service and the Way Forward for the Western Balkans”. The paper provides an overview of the state of play of SCS in the Western Balkans in relation to the analytical framework prepared by SIGMA team, and suggest ways forward.
- Presentation of key messages and the way forward of SIGMA Paper “Managerial Accountability in the Western Balkans”. The paper analyses the state of play regarding managerial accountability in the region and explains many of the current barriers that exist for the development of results-oriented accountability for managers.
- Case study of an EU member state’s experiences in professionalisation of SCS, linking it with the role of centre of government and managerial accountability;
- High-level panel discussion focusing on the key steps in developing accountable and performance oriented competent managers;
- Discussions with the EC representatives and participants, around these two topics to share country experiences and ideas for next steps.

Participants

As the topics of the conference assume personal commitment and leadership of key decision-makers from both political and administrative levels, the high level of participants is expected to this regional conference.

It is envisaged that 8-10 high-level representatives and key officials responsible for these topics will participate from all six Western Balkan administrations. The invitees will include ministers responsible for public administration and civil service reform, high-level representatives from the centres of government (CoG), ministries of finance, the institutions

responsible for civil service management and training. With such a composition, the themes of the ReSPA PAR Network and regional thematic working groups for HRMD, PIFC and CoG will be covered by top level decision makers, enabling alignment and cross-fertilisation across these working groups at a regional level. Up to 60 regional participants are planned to participate from the region.

Participation of the EC's DG BUDGET, DG NEAR, and DG HR is envisaged. Experience of an EU member state in building a competent, well-performing and accountable senior civil service is shared by high-level representative, who has hands-on personal experience in launching and carrying out such reforms.

Representatives of other international donors active in the region will be invited as observers. The conference will also provide participants with the opportunity to informally compare national experiences and discuss specific issues among peers.

Agenda

Wednesday, 16 May 2018

08.30-09.00	Registration of Participants
09.00-09.30	<u>Welcome and opening remarks:</u> <ul style="list-style-type: none">• Ms Ratka Sekulović, Director of ReSPA• Ms Suzana Pribilović, Minister of Public Administration of Montenegro
09.30-10.00	<u>Keynote:</u> Role and impact of senior managers in well-performing public administration <ul style="list-style-type: none">• Prof Jan-Hinrik Meyer-Sahling, Professor of Political Science, University of Nottingham
10.00-10.30	<u>Presentation</u> of SIGMA paper on professionalisation of the senior civil service <ul style="list-style-type: none">• Ms Annika Uudelepp, Senior Adviser, SIGMA
10.30-11.00	<i>Coffee break</i>
11.00-11.30	<u>Case study of Estonia</u> <ul style="list-style-type: none">• Mr Heiki Loot, Secretary of State, Estonia
11.30-12.00	Reflections from the participants <ul style="list-style-type: none">• Moderator: Ms Annika Uudelepp, Senior Adviser, SIGMA
12.00-12.30	<i>Group photo</i>
12.30-14.00	<i>Lunch</i>
14.00-14.20	<u>Setting the scene:</u> Why does managerial accountability matter from the perspective of the European Commission? <ul style="list-style-type: none">• Mr Raymond Hill, DG Budget, European Commission
14.20-14.50	<u>Presentation</u> of SIGMA paper on managerial accountability <ul style="list-style-type: none">• Mr Klas Klaas, Senior Adviser, SIGMA
14.50-15.30	Reflections from participants <ul style="list-style-type: none">• Moderator: Ms Milena Lazarević, European Policy Centre of Serbia
15.30-16.00	<i>Coffee break</i>

16.00-17.30	<p><u>High-level panel discussion:</u></p> <p>‘What can we do in order to develop accountable and performance oriented competent managers?’ Ministers responsible for public administration and civil service are invited to share their thoughts and reflect on the next steps at the panel discussion:</p> <ul style="list-style-type: none"> • Ms Kejsi Rizo, Director of Policy and Development in Civil Service Management, Department of Public Administration, Albania • Mr Ranko Šakota, Director of Central Harmonisation Unit of the BiH Ministry of the Finance and Treasury, Bosnia and Herzegovina • Mr Irfan Paçarada, Ministry of Public Administration, Kosovo*² • Mr Jahi Jahija, State Secretary, Ministry of Information Society and Administration, Macedonia • Ms Danijela Nedeljković Vukčević, General Director, Directorate of State Administration, Ministry of Public Administration, Montenegro • Ms Natalija Pavlović Šiniković and Ms Ivana Savićević, Assistants Minister in the Ministry of Public Administration and Local Self-Government, Serbia <ul style="list-style-type: none"> • Moderator: Mr Raymond Hill, DG Budget, European Commission
17.30-17.35	<p><u>Conclusions of the day</u></p> <ul style="list-style-type: none"> • Ms Ratka Sekulović, ReSPA Director
17.50	<p><i>Social gathering</i></p> <p>Excursion to “Ostrog” Monastery, organised by ReSPA</p>
20.00	<p>Dinner at restaurant “Sokoline”</p>

² *This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244/99 and the Advisory Opinion of the International Court of Justice on Kosovo's declaration of independence.

Thursday, 17 May 2018

09.00-10.15	<p style="text-align: center;"><i>Parallel session</i></p> <p>Focus topic: Senior Civil Service</p> <p>Explanation and discussion of the framework presented in SIGMA Paper on professionalization of the SCS.</p> <p>Followed by sharing country experiences and next steps in enhancing professionalism of SCS</p> <ul style="list-style-type: none"> • Moderator: Mr Wojciech Zielinski, Senior Adviser, SIGMA 	<p style="text-align: center;"><i>Parallel session</i></p> <p>Focus topic: Managerial Accountability</p> <p>The authors of the MA paper and representative of the DG Budget will discuss with the participants the key issues that make a difference for managerial accountability.</p> <ul style="list-style-type: none"> • Moderators: Mr Klas Klaas and Ms Mirosława Boryczka, Senior Advisers, SIGMA
10.15-10.30	<i>Coffee break</i>	
10.30-12.00	<p style="text-align: center;"><i>Parallel session</i></p> <p>Country experiences and next steps in enhancing professionalism of SCS (continues)</p> <p>Discussion: what can be potential future regional activities to support professionalization of SCS?</p> <ul style="list-style-type: none"> • Moderator: Mr Wojciech Zielinski, Senior Adviser, SIGMA 	<p style="text-align: center;"><i>Parallel session</i></p> <p>Next steps in improving managerial accountability: what needs to happen in-countries, what support countries need/expect, how will the countries measure and report on progress?</p> <ul style="list-style-type: none"> • Moderator: Mr Raymond Hill, DG Budget, European Commission
12.00-13.00	<p style="text-align: center;"><i>Plenary session</i></p> <p>Closing session</p> <p>Key conclusions of the discussion from parallel discussions and ideas on potential future regional activities related with managerial accountability and senior civil service.</p> <ul style="list-style-type: none"> • Rapporteurs of parallel session • Ratka Sekulović, ReSPA Director • Representatives of EC and SIGMA 	
13.00-14.00	<p><i>Lunch</i></p> <p><i>End of the conference</i></p>	