



**ReSPA**  
Regional School  
of Public Administration

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**10<sup>th</sup> ReSPA Annual Conference**  
**Innovation in Public Administration - Navigating in Times  
of Change**

12 – 13 October 2017, Budva (Montenegro)

**Conference Programme**



## Background

The 9<sup>th</sup> ReSPA Annual Conference, held in 2016, provided an opportunity for practitioners and experts from the Western Balkans and the European Union to share experiences and methodologies for optimization of public administration. The optimization of public administration has been defined as a process of making public administration as effective as possible.

As highlighted at the 9<sup>th</sup> ReSPA Annual Conference, the Western Balkans' public administrations have embraced the reform processes, and have developed strategic and action plans in a number of identified areas of optimization. The focus of optimization for the forthcoming period should be on the quality in public administration and public services (e.g. issuing construction permits, improving tax administration, etc.) and should include a greater involvement of modern technology and outsourcing. The findings of the recent ReSPA comparative study on Quality Management in Public Administration in Western Balkans are calling for ReSPA to play an active role in this regard.

**The emphasis of the 10<sup>th</sup> ReSPA Annual Conference is on innovation in public administration.** If optimization is about improvement and incremental change, innovation is about transformation and more radical change. While historically innovation was a characteristic of successful public administrations, today innovation is faster and more profound than ever before. The economic crisis has increased the pressure for innovation in the public sector of many countries, and nearly all international development organisations are now engaged in promoting innovation.

The OECD defines innovation as “the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations”<sup>1</sup>. It suggests a framework for public sector innovation with four components: (1) Generating and Sharing ideas, (2) Empowering the Workforce, (3) Navigating Rules and Processes, and (4) Reviewing Organisational Design.

Given the complexity of the optimization of public administration processes in the Western Balkan countries, **the regional cooperation through the exchange of experiences and joint efforts, can substantially contribute to overcoming some of the national challenges.** ReSPA, as the regional hub for public administration reform (PAR) will consider supporting follow-up activities and implementation of various projects in the area of public service delivery and quality of public administration.

**In addition to sharing good practices and success stories, the 10<sup>th</sup> ReSPA Annual Conference will identify the challenges in integrating innovation in public administrations of Western Balkan countries.**

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<sup>1</sup> <https://www.oecd.org/site/innovationstrategy/defininginnovation.htm>

Since the innovation in public administration encompasses a big change and a major break with the past, there may also be significant obstacles in implementation of the innovation processes. Some of the most commonly cited obstacles are:

- Resistance and protection of vested interests by professional and intermediary bodies;
- Political habits which manipulate failure to score points rather than learn lessons;
- Pressure of uniformity in public services;
- Reliance of civil servants and decision makers on command and control mechanisms;
- Pressure for immediate response to the crises of the day;
- Tradition of secrecy that limits feedback and learning;
- Dominance of vertical silos, effectively making performance a secondary consideration;
- Personal resistance to change;
- General unwillingness for individuals to take risks.

The presentations on lessons learned will be delivered by experts and practitioners who will also outline potential obstacles in each case.

**The first day of the 10<sup>th</sup> ReSPA Annual Conference will set the stage for integrating innovation in public administration.** The views of young people and special client groups will be presented, the value of innovation in practice will be examined, various dimensions of innovation (social, technological, organisational) will be discussed, and systems such as hackathon, will be taken into consideration for creative problem solving. The participants will also share their views on the major innovation challenges in public administration.

**During the second day of the 10<sup>th</sup> ReSPA Annual Conference, within the ReSPA Café,** an open discussion on the structure, culture and personal change called for to promote innovation in public administration will be organised, and this discussion will be followed by a session dedicated to culture. Recognising, measuring and awarding innovation outcomes will be also explored. It is expected that the exchange of regional and international experiences in an open debate will bring benefits to all participants.

ReSPA, October 2017

## Thursday, 12 October 2017

Time	Topic	
09:00	Registration of participants and refreshments	Managed by ReSPA
09:30	Introduction	Speakers: <ul style="list-style-type: none"> <li>• Dimis Michaelides</li> <li>• Ratka Sekulovic, ReSPA Director</li> <li>• Mr Hermann Spitz, Delegation of the EU to Montenegro</li> <li>• Mr Josip Grubesa, Minister of Justice of Bosnia and Herzegovina</li> <li>• Ms Suzana Pribilovic, Minister of Public Administration of Montenegro</li> </ul>
10:00	Leading Innovation in Public Administration	<ul style="list-style-type: none"> <li>• Dimis Michaelides: Leading Innovation in Practice: A Roadmap for Organisations</li> <li>• Nick Thijs: Penguins Can Fly?! Realizing the Innovation Potential of Public Administration</li> </ul>
10:30	Innovation and Public Administration: Different Perspectives	<b>Video clip</b> Introduced by Ranka Bartula Musikic, ReSPA Programme Manager
10:35	Innovation and Public Administration: Special Clients' Perspectives	<b>Live interviews</b> Moderators: Marcel Guenoun, Expert, and Dusko Glodic, ReSPA Programme Manager  Speakers: <ul style="list-style-type: none"> <li>• Limon Rodriguez, Accenture, Singapore</li> <li>• Jelena Janevska, Network of Associations of Local Authorities of South East Europe (NALAS)</li> <li>• Samir Jaha, CSO Mladi Romi, Montenegro</li> <li>• Andjela Milicic, Association of People with Disabilities, Montenegro</li> </ul>
11:15	Innovation Challenges	<b>Participants' views</b> Facilitated by Dimis Michaelides
11:35–12:00	Coffee Break	<b>Statements for the Press</b>
12:00	Managing and extracting value from innovation	<b>Presentations and Panel Discussion</b> Moderators: Nick Thijs and Goran Pastrovic, ReSPA Programme Manager  Speakers: <ul style="list-style-type: none"> <li>• Jonida Taraj, ADISA, Albania</li> <li>• Alex Roberts, OECD Observatory of Public Sector Innovation - Innovation Lifecycle Lead</li> <li>• Tamara Srzentic, San Francisco Innovation Lab</li> <li>• Wouter van Acker, KU Leuven Public Governance Institute, Belgium</li> </ul>

<b>13:20-14:30</b>	<b>Lunch</b>	
<b>14:30</b>	<b>Social, Technological and Organisational Innovation in Public Administration</b>	<p><b>Presentations and Panel Discussion</b> Moderators: Stefan Friedrichs and Vlatko Naumovski</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Irakli Kotetishvili, Policy Specialist, Anti-Corruption and Public Administration, UNDP Istanbul Regional Hub</li> <li>• Zuhra Osmanovic-Pasic, Expert, and Dragan Djuric, ReSPA Programme Manager – Methodological Guide for Costing of PAR Strategies</li> </ul> <p>Panellists:</p> <ul style="list-style-type: none"> <li>• Ened Kercini - Albania case study</li> <li>• Dzenana Aladjus and Amra Softic - BiH case study</li> <li>• Selim Lulaj – Kosovo<sup>*2</sup> case study</li> <li>• Rozalinda Stojova – Macedonia case study</li> <li>• Vesna Simonovic - Montenegro case study</li> <li>• Milan Josimov - Serbia case study</li> </ul>
<b>16:00</b>	<b>Mobilizing for collaborative and creative problem-solving</b>	<p><b>Presentations and Panel Discussion</b> Moderator: Vladimir Vulic, Montenegro, and Goran Pastrovic, ReSPA Programme Manager</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Boris Brkan – “Zasto Ne”, Bosnia and Herzegovina</li> <li>• Zoja Kukic – SEE ICT, Serbia</li> </ul>
<b>16:45</b>	<b>Review of Day</b>	Goran Pastrovic and Dimis Michaelides
<b>17:15</b>	<b>End of the 1<sup>st</sup> Day</b>	
<b>19:00</b>	<b>Social activity</b>	

<sup>2</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

## Friday, 13 October 2017

Time	Topic	
08:00	Registration of participants and refreshments	Managed by ReSPA
08:30	<p>Welcome to ReSPA Café!</p> <p>Organisational Design and Innovation Culture</p>	<p><b>Open conversations</b> What are the types of changes we should pursue to promote innovation in our own public services?</p> <p>Hosted by Dimis Michaelides and supported by Visual Facilitators</p>
10:30-11:00	Coffee Break	
11:00-12:00	Transforming Organisational Design and Culture for Innovation	<p>Moderator: Nick Thijs</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Frank van Massenhove</li> <li>• David Walker</li> </ul>
12:00-13:00	Organisational Design and Measuring Innovation Outcomes	<p><b>Keynote and Panel discussion</b> Moderators: Marcel Guenoun and Martin Darcy</p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>• Nevila Repishti, Albania</li> <li>• Selma Dzihanovic Gratz, Bosnia and Herzegovina</li> <li>• Burim Balaj, Kosovo*</li> <li>• Sanja Gjorgjiev and Marija Nikoloska Arsovska, Macedonia</li> <li>• Mirjana Begovic, Montenegro</li> <li>• Milan Josimov, Serbia</li> </ul>
13:00-14:00	Lunch	
14:00-14:45	Recognising and Rewarding Innovation	<p><b>Panel and discussion</b></p> <p>Moderators: Stefan Friedrichs and Goran Pastrovic</p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>• Mariastefania Senese, UNDESA</li> <li>• Harrie Scholtens, EPSA</li> <li>• Ahmed Abdullah Al Bulushi, Oman</li> <li>• Dr Wafa Abdel Jalil Abu Snaineh, United Arab Emirates</li> </ul>
14:45	Looking Ahead	Facilitated by Dimis Michaelides and Visual Facilitators
15:15	End of Conference	



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