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# STRATEGY OF ADMINISTRATIVE REFORM OF MONTENEGRO 2002-2009

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# Introduction – “Strategy of Administrative Reform of Montenegro 2002-2009”

- The Government of Montenegro adopted the Strategy of administrative reform of Montenegro 2002-2009 in March 2003.
- Essentially, this is a set of ideas, activities and results, while observing the three key elements – norm, institution and creative human potential, with the political and material/financial support

## Two main, global goals:

- institutional and legal consolidation of the administrative system and consistent implementation of regulations, and
- encouragement and capacity building of the administrative staff with regard to legal and quality work

## Two main reasons for administrative reform:

- increase in internal efficiency of action of the administrative system of the state, and
- change in administration, due to joining wider social systems





# Part I - Advantages

- open, continuous and clear political support that the reform process enjoyed from its initiation until now;
- timing of the initiation of this process, which was at the same time the beginning of mandate of the Government of Montenegro and represented one of its central tasks;
- reform in the field of state administration is one of the first reforms in Montenegro, because it has been recognized that a well organized, competent and modern state administration is actually a prerequisite, pillar and starting point of the overall reforms in the social, political and economic sphere, and surely for the regional and international cooperation and integration;
- readiness and commitment of a team that is not so big in number of members, but was highly operational, efficient and full of enthusiasm in the initial stage, as well as in all the stages so far;
- involvement of all relevant entities from the very beginning; this relates primarily to the non-governmental and the overall civil sector, the trade union and all entities at the state and local level;
- foreign aid – targeted and effective, from the aspect of timing and respect for our strategic phases and practical needs for various forms of assistance provision.



# Part I - Obstacles

- first experience with such a task and lack of information among everybody regarding this process and its importance;
- insufficient participation of the civil servants and state employees, due to fear from change, not knowing what it would mean for them;
- insufficient readiness of some authorities to change the existing situation in order to preserve their status and authority;
- postponing action in order to hear the experiences of others;
- lack of creative, young employees, who speak foreign languages, who are computer literate and have other specific skills;
- lack of organized and competent institution that would monitor the process from the aspect of a scientific-methodological approach, and provide support and logistics in Strategy implementation.

# Part I – Mechanisms of monitoring and evaluation

- Forum for political coordination of administrative reform of Montenegro;
- Cross-sector committee for operational coordination of administrative reform in Montenegro;
- Commission of the Government of Montenegro for political system, internal and foreign policy;
- Commission of the Government of Montenegro for rationalization of the state administration;
- Ministry of Justice and the Council of the Ministry of Justice for reform of state administration, and as of November 2006, the Ministry of Interior and Public Administration.

The list of relevant entities involved in the process is longer – ministries and other administrative authorities, other state bodies, local self-government, NGO sector and trade unions.

The Parliament of Montenegro secured timely adoption of quality reform laws and other acts.



# Part I Informative-analytical materials

- “Analysis of reform regulations in the field of state administration”- January 2005;
- "Information regarding the activities in the process of reforms in the field of judiciary, state administration and local self-government"- April 2005;
- “Report on the activities regarding the creation of prerequisites for implementation of new administrative regulations in Montenegro”- September 2005;
- “Report on the status of resolution of administrative matters”– June 2006;
- “Activity report of the Cross-sector committee for operational coordination of administrative reform”- July 2006;
- “Priority actions in the work of the Cross-sector committee for operational coordination of administrative reform” – October 2006;
- “Analysis of implementation of the state administration reform”- May 2007;
- Information about the main findings and recommendations from the Montenegro Progress Report of the European Commission for 2008 and the Enlargement Strategy 2008-2009 - December 2008;
- analysis of the annual activity reports of the ministries and other state authorities.



# Part I – Cooperation and support

- Two Inter-ministerial Conferences – February and October 2003;
- Two closing conferences PARiM and PARiM CB projects – June 2004 and January 2008;
- Round tables, expert discussions and public hearings, working and debate meetings, presentations, published books, brochures, commentaries, practicums;
- Study visits, specialized trainings, graduate and post-graduate studies abroad;
- Organized foreign language courses;
- Bulletins and “Info-reformer”;
- Organized press conferences, answering media questions, participation in thematic shows, TV spot on the reform and its goals.



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# Part I – Publicity and transparency

- Free access to data, documents, reports and information;
- Informing the public about work;
- Publishing draft laws in the media and invitation to give opinions and proposals;
- Posting relevant information on the web page;
- Issuing forms and standards of action;
- Contact with clients and provision of adequate professional assistance.





# Part II – Where we are

- Creation of a comprehensive and compatible normative-legal framework and instruments to monitor the reform;
- We continue the search for optimum global and internal organization;
- Development of existing and establishment of new institutions takes place in accordance with the National Program of Integration of Montenegro into EU (NPI);
- The system of civil service is designed on new grounds and the Code of Ethics for civil servants and state employees has been defined.





# Part II – Further steps and measures

- to improve the system and reduce bureaucratic approach to issues and procedures related to the exercise and protection of rights and fundamental liberties of people;
- creation of an environment and conditions for private sector development in all areas of work;
- attracting foreign direct investments and further opening and valorization of economic and natural resources of the state of Montenegro;
- increasing minimum deadlines and necessary documentation;
- capacity building in the key institutions regarding the implementation of regulations and standards, as well as monitoring;
- further harmonization of legal regulations with the European standards and international best practices, in accordance with the accepted commitments, with regard to content and deadlines;
- full and consistent responsibility for work and respect for the system of values, that is, establishment of the performance based career system.



# Part III - Integration processes

**Process of Montenegrin accession to the World Trade Organization (WTO)**

**Process of accession of Montenegro to the European Union;**

**Process of Euro-Atlantic integration of Montenegro (NATO);**

**Liberalization of the visa regime;**

**Establishment of the Regional School of Public Administration (RESPA).**

