

## CONCEPT NOTE

ReSPA Panel:

Connecting service delivery, quality management and the role of leadership: experiences and lessons learned from the Western Balkans, Georgia and Azerbaijan



**Achieving the Sustainable Development Goals  
through Effective Delivery of Services,  
Innovative Transformation &  
Accountable Institutions**



## Background

The 2019 United Nations Public Service Forum will take place in Baku, the Republic of Azerbaijan from 24-26 June 2019, under the theme 'Achieving the Sustainable Development Goals through effective Delivery of Services, Innovative Transformation and Accountable Institutions'.

The Forum will be comprised of a series of workshops and partner events where various elements related to the overall theme will be explored in more detail.

This partner event will explore the issue of Public service delivery improvement in the Western Balkans and is being organized by ReSPA. For these reasons.

## Objectives

With a purpose to obtain a thorough understanding of the state of play of service delivery in the Western Balkan region, genuine principles for standardization of service design will be highlighted. After a short introduction of challenges identified in the ReSPA Studies (*Regional comparative study on service delivery. Merit Recruitment in the Western Balkans: An Evaluation of Change Between 2015 and 2018 and Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans*), panel discussions and in-depth inspiring case presentations will be used to brainstorm ways to tackle these challenges and explore concrete experiences and transferable best practices and solutions by and for different levels of public administration and showcasing inspirational stories from the Western Balkans and other countries (Azerbaijan & Georgia) .

*The objective of the event is to address current challenges in localizing the SDGs and to discuss how to build capacities for effective decentralized governance to realize the 2030 Agenda*

## Detailed Focus

Public service delivery reform is a complex, huge and ambitious challenge that pervades all public sectors and levels and their interaction with citizens and businesses. This involves a fundamental shift from operating in a narrow or isolated departmental view within the government, to a more, whole-of-government, holistic citizen-centric approach by fostering a customer-care culture, enhancing access, strengthening citizen feedback, increasing efficiency and accountability in public administration, and institutionalizing the impetus for on-going improvement. This shift, therefore, relies heavily on innovation, optimization of the processes, the use of information technology, (e.g., digitization of services, to improve the organization of service delivery, standards, procedures, satisfaction survey and in the end, to facilitate



access to public services and/or improve their quality), as well as the competent civil servants. Following this global trend, public administrations in the Western Balkan have also been using the opportunities offered by the new innovative practices in the domain of process and product management, aligned capacity building activities (HRM/HRD) and digital environment and have recently been actively engaged in digitalizing their public services. Since 2011 ReSPA has intensively worked in the area of Human resources. In 2015, it has produced a study devoted to Merit based recruitment which has been updated in 2019.

The updated study leads to the conclusion that the civil servants require constant improvement and application of new skills (Managerial accountability, coaching and mentoring, leadership and resilience at works, etc.) There is a strong link between the HRM and the entire cycle of service delivery. In order to identify the importance of improving public service delivery in the Western Balkans, the Regional School of Public Administration (ReSPA) with support of the group of international experts conducted a comprehensive regional study on service delivery in 2018. The findings of the ReSPA regional study confirm the latter mentioned synergy. The study recognizes a possible transferrable strategy and the existence of the best-case solutions from and for different levels of public administration while, at the same time, it reveals potential weaknesses. The identification and presentation of the regional challenges and opportunities underpin the even stronger importance of future regional cross-border public services, their interoperability and reuse of common building blocks. Similar approach and importance will be given to ReSPA studies' outputs related to the Human resource management and development (Merit Recruitment in the Western Balkans: An Evaluation of Change Between 2015 and 2018 and Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans).

In this sense, Azerbaijan took an effective step for facilitating its public services through one-stop shop, ASAN Services. Management of ASAN Services is carried out by the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan. The State Agency provides unified management of centers and the coordination of activities of employees of state entities which act at these centers and controls the implementation of services provided in the centers based on the principles of efficiency, transparency, gentleness, responsibility and comfort. Since March 2018, the State Agency started transitioning from one-stop shop concept to non-stop shop by establishing "E-Gov Development Center" public legal entity according to the Presidential Decree. The "E-GOV Development Center" as a coordinating body is in charge of enforcing supervision in the field of formulation, implementation, integration and effective management of public information resources and systems, as well as promoting public awareness of services among the population. Multifaceted activities are also carried out by the Center aimed at developing e-services, including e-services in the directions of government-to-business (G2B) and business-to-government (B2G).



## Structure

This event will be composed of three sessions.

### **Session 1: State of the art in domain of public service delivery in the Western Balkans**

While priority services have been or are being optimized and digitalized, the challenge now is to expand and scale up these initial good practices across administrations where technical readiness varies and administrative burdens persist.

Guiding questions:

1. Current status in the Western Balkans in domain of public service delivery with the focus on quality management, satisfaction survey and digitalization?
2. What are the most significant institutional challenges?
3. How may capacity building contribute overcoming bottlenecks in the system?
4. What are the lessons learned?

### **Session 2: Inspiring cases in domain of public service delivery**

Guiding questions:

1. Presentation of inspiring cases in domain of institutional and legal reorganization and optimization/digitalization/ accessibility?
2. Transferability to other countries (globally)?
3. What are the lessons learned?

### **Session 3: How leadership and professionalization of public administration impact public services**

Guiding questions:

1. Factors in promoting public service professionalism in the Western Balkan region?
2. The role of leadership in public service delivery?
3. Main obstacles and lessons learned?



## Draft Agenda

General moderation by Goran **PASTROVIC**, Ranka BARTULA-MUSIKIC (ReSPA Programme Managers) & Nick **THIJS** (Quality Management and Public Sector Reform Expert)

Date: 25 June 2019	
Venue: Conference Hall 1-Section A- 1st Floor (Heydar Aliyev Center)	
Time	Session
<b>14:30 - 15:00</b>	<p><b>Session 1: Statement of ministers from the Western Balkan countries</b> State of the art in domain of public service delivery in the Western Balkans</p> <p>Ms <b>Ratka SEKULOVIC</b>, Director Regional School of Public Administration</p> <p>Ms <b>Suzana PRIBILOVIC</b>, Minister of Public Administration (Montenegro)</p> <p>Mr <b>Josip GRUBESA</b>, Minister of Justice (Bosnia and Herzegovina)</p>
<b>15:00 - 16:15</b>	<p><b>Session 2: Inspiring cases in domain of public service delivery and capacity building</b></p> <p><b>Case Presentations</b></p> <p>Mr <b>Fariz JAFAROV</b>, Director of “e-Government Development Center” Public Legal Entity of the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan</p> <p>Ms <b>Marija NIKOLOSKA</b>, Unit for International Cooperation Ministry of Information Society and Administration (North Macedonia)</p> <p>Ms <b>Natalia ABASHAMDZE</b>, Chief Operational Officer Public Service Hall (Georgia)</p> <p>Mr <b>Lorin YMERI</b>, Executive Director Agency for the Delivery of Integrated Service (Albania)</p> <p><b>Panel discussions &amp; reflections on the cases</b></p> <p>Ms <b>Selma DZIHANOVIC-GRATZ</b>: Head of Section for European Integration Ministry of Justice (Bosnia and Herzegovina)</p>



	<p>Ms <b>Ljiljana UZELAC</b>, Head of PAR Management Unit Ministry of Public Administration and Local Self-Government (Serbia)</p> <p>Mr <b>Admir SAHMANOVIC</b>, Director General for International Cooperation and Support Programs, Ministry of Public Administration (Montenegro)</p>
<b>16:15- 16:30</b>	<b>Coffee break</b>
<b>16:30 - 17:30</b>	<p><b>Session 3: ReSPA five minutes film</b> How leadership and professionalization of public administration impact public services</p> <p>Mr <b>Admir SAHMANOVIC</b>, Director General for International Cooperation and Support Programs, Ministry of Public Administration (Montenegro)</p> <p>Ms <b>Arvena DEDA</b>, Head of Good Governance and Delivery Unit, Department of Public Administration (Albania)</p> <p>Mr <b>Urkhan ALAKBAROV</b>, Rector of the Public Administration Academy (Azerbaijan)</p> <p>Mr <b>Dalibor COPIC</b>, Head of Training and Analytics Department Civil Service Agency of the Republic of Srpska (BiH)</p> <p>Ms <b>Ljiljana UZELAC</b>, Head of PAR Management Unit Ministry of Public Administration and Local Self-Government (Serbia)</p>

### Organisation

- This event is organized by ReSPA and representatives of the Western Balkan public administration institutions being responsible for the quality management, public service delivery and human resources management and development.
- Participants are expected to come from: Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia.
- The event will be conducted in English



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