

**Invitation letter for the conference**  
***“Building Capacities of Local Administration in Montenegro”***

Since November 2008 Centire, s.r.o. has been implementing a project with the title ***“Building Capacities of Local Administration in Montenegro”***, the goal of which is to contribute to increased effectiveness and building of capacities of local administration in Montenegro and should be concluded in June 2010.

The project focused primarily at:

- **Improving of organizational functioning of municipalities** with the use of the methodology developed by the European Foundation for Quality Management (EFQM)
- **Building capacities in the area of project management** and the Project Cycle Management (PCM) methodology of key staff members of local administrations responsible for managing projects financed from the EU or other donor organizations
- **Increasing awareness of the general and professional public** about best practices and effective organizational models in local administrations

The Slovak Republic has become a valid member of the European Union and, thus, the Centire professionals could share their rich experience from the Slovakia's pre-accession period. Therefore, the transfer of know-how in accessing and using the EU pre-accession funds as well as in project management constituted the key element of the project with the aim of assisting local municipalities in Montenegro in using the funds for meaningful projects and, at the same time, in developing skills to manage them effectively. This should help municipalities to bring the greatest benefit to their citizens after the projects' implementation.

On the basis of the identified needs, consulting services in the area of Human Resources and financial management had been provided as well. Representatives of the selected municipalities were trained in the EFQM methodology (European Foundation for Quality Management) which constitutes a holistic framework for assessment of organizational management and creates conditions for continuous improvement of an organization and benchmarking with other organizations. On the basis of the EFQM self-assessment results specialized seminars and workshops were organized in the most problematic areas of management.

The main project outcomes accomplished so far:

- **Initial meetings** with the key representatives of municipalities **in Podgorica and Bar** took place in December 2008

- **An initial seminar** presenting the project, EFQM methodology and potential benefits for **20 representatives from 15 municipalities** was organized in April 2009
- A series of **six two-day EFQM assessments** were carried out in the municipalities of **Bar, Bijelo Polje, Budva, Mojkovac, Pljevlja and Tivat** between May and July 2009
- **A final report** from the assessments was **developed and presented to Mr. Pejanović**, the Assistant Minister of the Interior of the Republic of Montenegro, in July 2009
- **A series of four tailor-made seminars (EFQM Follow-up; HR Management; Financial Management; Strategic Approach to Municipality Management)** for representatives of local municipalities were organized from 26 to 30 October 2009 in the Residence Hotel, Milocer
- **Two seminars focusing on the Project Cycle Management and accessing the IPA funds** were organized in November and December 2009 in the Residence Hotel, Milocer

The project team consists of experienced professionals from the Centire company which is the Slovak partner and of the European Movement in Montenegro, a Montenegrin non-governmental organization. The project team members have carried out similar projects in Central and Eastern Europe as well as the countries of the Western Balkans which are the target countries of the Slovak Official Development Aid.

**Centire, s.r.o.**, providing consulting services since 1994, has long-term experience in the area of process and organizational management, controlling, EU-funding and information technologies in both public and private spheres. It is based in Bratislava, Slovakia.

**European Movement in Montenegro** is a not-for-profit organization which, since 2000, has been implementing projects focusing at promotion and dissemination of ideas and practices supporting European cultural, economic and political co-operation in Montenegro. It is based in Podgorica, Montenegro.