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Twinning Light Project

Strengthening the Administrative Capacities of the Ministry of Justice of the Republic of Croatia



A project implemented by
Center for International Legal Cooperation (CILC)

Background Information

The need to reform the public administration and the judiciary has been stressed repeatedly in the last EU Progress and Monitoring Reports on Croatia. The Ministry of Justice as part of the public administration has an important role in the reform of the judiciary and in the process of the country's accession to the European Union. It is therefore of utmost importance to dispose of the right management capacities, competences and skills in this Ministry.

In the face of shortcomings regarding the systematic monitoring, development and education of management staff of the Ministry of Justice, the need for a solid management structure and the development of a Human Resource Management strategy became clear. Based on the outputs of previous national HRM development strategy incentives a Twinning Light project started in August 2012. This project focused on formulating key managerial competencies for management staff in the Croatian Ministry of Justice, and at the development of a HRM strategy and a HRM action plan.

Project period and value

This Twinning Light Project had a duration of 7 months. It was implemented from August 2012 until March 2013. The total project value was 229.941,33 EUR. Funding for the implementation of this project was provided by the European Union IPA 2009 program for Croatia.

Project objective and purpose

The overall objective of this project was to improve the efficiency and professionalism in the Croatian Ministry of Justice. The purpose of this project was to increase the administrative and managerial capacities of the staff in the Ministry of Justice.

Results achieved

In the first phase of the implementation of this Twinning Light project the project experts developed a tailored **Managerial competency model** for the Ministry of Justice, as well as practical tools and guidelines for the proper use of this model. This developed competency model lists **21 management competencies** for the Croatian Ministry of Justice that are all linked to management and supervision, operational effectiveness, personal effectiveness, and problem solving.

Next to the tailored competency model, the project experts drafted a **Strategy for Human Resources Management** and an action plan, outlining the Ministry's HRM objectives, improving the management development system, and modernizing the HRM system.

In the last phase of the project the experts focused on **strengthening the capacities of the Ministry's managerial staff**, by performing a training needs analysis, developing modules and training materials, and by conducting specialized seminars and workshops for managers in the Ministry of Justice.

Recommendations

Croatia is on the road to full membership of the EU. The present government is working on the adoption and implementation of the acquis and related (public sector) reforms. The Ministry of Justice has an important role to play in this process. The fulfillment of these reform tasks relies in part on the management skills of civil servants that are employed in the Ministry as managers on all levels. Continued sound performance of the Ministry and the permanent development of its staff and organization, are necessary. Therefore the project team lists the following recommendations:

- The developed managerial competency model is the starting point for the future professionalization of the management. The model should be integrated in the HRM processes;
- The designed HRM strategy, which includes upgrading current and introducing new HRM instruments should be integrated in the Ministry;
- Training is a key component of an advanced HRM approach. In order to improve professional knowledge and skills it is advisable to monitor, supervise and evaluate the training and education efforts;
- It is recommendable to introduce the competency model and the implementation of the HRM strategy on a gradual basis.