ReSPA

Regional **S**chool of **P**ublic **A**dministration (Phase 1)

A Joint Initiative of the European Union
and the OECD, principally financed by the EU

ReSPA
Regional Training Needs Assessment

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1.   Background and Methodology

At the second meeting of the Heads of Schools of Public Administration held in Tirana, July 2008, the methodological aspects of assessing the training needs of civil servants were addressed with a view to establishing a best suited methodology for performing a Regional Training Needs Analysis for ReSPA. The meeting resulted in a proposal for the TNA process for ReSPA. It was a generic proposal for what the future TNA process for ReSPA could be, while given the time available before the 9th Steering Committee meeting to be held on 4-5 November, a fast-track approach for this year's assessment was proposed.

Meanwhile, as mandated by the Steering Committee, the Training Needs Methodology was developed on the basis of the conclusions of the Tirana meeting with the assistance of experts from Public One - a Berlin based consultancy company engaged by the ReSPA team at the OECD. The final methodology was subsequently approved by the ReSPA Steering Committee in written procedure on 8 October 2008 (and circulated together with this report).

The TNA methodology prescribed the following 3-step process:

a.   **Collecting the data** from the member organizations and institutions / experts in the region;

b.   **Evaluating the collected data** according to the ReSPA objectives ("ReSPA Relevancy") by selected experts;

c.   **Sorting the evaluation results** according to the ReSPA relevancy criteria and reporting.

The process should result in identification of ReSPA-relevant Training Needs summarised in the present report for the purposes of development of the ReSPA training activities in 2009, which should lead to achievement of the ReSPA objectives:

- to boost regional co-operation and exchange of experiences in the field of public administration, strengthening administrative capacity and developing human resources in line with the principles of the European Administrative Space;

- to help the participating Countries and Entities meet the Copenhagen and Madrid criteria.

The consultants were also charged with the task of development of a data-collection toolkit and of an online survey to collect the training needs from the region and other sources.

To this end the following TNA tools were developed and subsequently applied:

1. The **data collection sheet** (for all TNA participants),

2. The **data evaluation sheet** (for selected experts).

For aggregating and reporting the results of the expert evaluation, the data was transferred and analysed in a separate Excel spread-sheet.

As prescribed by the Methodology a variation of the Delphi method was used to evaluate the results. The Delphi method is an interactive forecasting method, which relies on the assessment and evaluation by a group of experts. According to this method, the experts participated in all three stages of the TNA process, starting from the data collection – by also identifying a number of training needs, through the evaluation of

all needs and sorting of the final results. The expert judgement had thus been converged with the contributions from the ReSPA Members from the beginning of the process.

2. Implementation of the TNA process

Given that the process of development of the TNA methodology was finalised only one month before the 9th Steering Committee meeting at which this report was to be presented, little time was available for the full implementation of the process as prescribed in the Methodology. The ReSPA team at the OECD supported by experts was thus compelled to shorten and simplify the three phases: of data collection, evaluation and sorting/ranking of the results.

The data collection exercise was also confined to the target groups T1 (domestic training institutions, 7) and T4 (training and public sector reform experts, 3). Target group T2 was not identified and contacted due to insufficient time. Regarding the T3 target group, the ReSPA Team at the OECD contacted the Secretariat of the Regional Cooperation Council with a view of sounding their regional training need views, no responses where however obtained at the time of writing of this report.

Wherever any methodological adjustments were made in the process of implementation of the TNA, this report provides an explanation in the process description below.

For implementation of the 2008 ReSPA TNA, the ReSPA team at the OECD organised the TNA implementation team, including:

Mr. Harry List, TNA Coordinator, EIPA (on loan to OECD, CV attached)

Ms. Sandra Malesic, Regional Coordinator for data collection (contracted under the Option B resource scheme)

Mr. Stefan Friedrichs, Public One, Germany (expert, CV attached)

Mr. Andreas Hubner, Public One, Germany (expert, CV attached)

The team was supported by the Option B resources in the region who under the respective Option B contracts were responsible for the data collection from the domestic sources (with the exception of Kosovo (under UNSCR 1244)).

The TNA process was supervised by the ReSPA team at the OECD.

The online survey was tested prior to launching the data collection on 8-9 October 2008 in Sarajevo, by the ReSPA team supported by the Option B resource person for BiH, Sandra Malesic.

2.1 Data collection

TNA Survey was launched on 9 October with the assistance of experts who managed the technical process of data collection. The deadline for submitting the data was established on 21 October 2008. Eight working days were allocated to this activity, as compared with four weeks prescribed by the ReSPA Methodology. Submissions were possible by filling in the online questionnaire or by using an Excel spread-sheet and mailing it to the experts. The Regional Coordinator of the process in BiH, facilitated communication with other Option B resource persons, collected and responded to the queries regarding the operational aspects of the Survey.

The following contributions were received from the region (and are circulated together with this report):

1. Albania: 2 topics were entered online on 24/10/08

2. BiH: 6 topics received in the Excel file format on 14/10/08 and 1 additional topic received by e-mail on 23/10/08

3. Croatia – Croatian TNA report for 2008 was used by experts to extract information and 5 training needs were thus identified by the experts

4. Former Yugoslav Republic of Macedonia – 5 topics received in the Exel file on 24/10/08

5. Kosovo (under UNSCR 1244) – no inputs received

6. Montenegro –11 topics were extracted by the experts from the Montenegrin 2006 Training System report submitted on 23/10/08; further 9 topics were received in the Excel file on 27/10/08

7. Serbia –9 topics were entered online on 21/10/08

Two submissions were made in response to the Survey within the established deadline accounting for 15 training needs. The total number of training needs finally collected from the region was 48. They included additional training needs submitted after the deadline upon additional communication with the ReSPA Steering Committee Members and Option B contact persons. These contributions were added to the long list of results and evaluated. The remaining training needs were generated by the experts. In particular, in case of Croatia and Montenegro, training needs were identified by the experts from the source documents submitted: by Croatia – to the Meeting of the Heads of Schools of Public Administration in July 2008 in Tirana, and by Montenegro – as a first submission for the purposes of this TNA and in addition to the training needs supplemented by Montenegro in its second submission (after the deadline). A delayed submission of Croatia was still expected at the time of submitting of this report. This contribution could not be taken into account for the purposes of the current assessment.

In summary, the long list of training needs contained 61 items and was established based on the following inputs and sources:

- Responses to the Survey
- Individual sources obtained from the ReSPA Members
- Training and cooperation proposals made to the Steering Committee in 2007 and 2008 by EU training institutes
- Assessments contained in the Sigma papers describing the state of affairs in public administrations of the respective ReSPA members
- The formulation of training issues done by experts

Should all target groups be surveyed over a longer period of time, some 150 to 200 items could be expected to make part of the long list, and after eliminating duplicated items some 80 to 110 to remain on the revised long list.

In case of the present TNA process, only 22 items were retained on the revised long list after examination by the experts (mostly by elimination of duplications and merging of similar items).

The table below presents the 22 items in alphabetical order:

Administrative Capacity Building for EU Membership – Horizontal Coordination	E-Governance and E-Government	Impact of EU Policies to domestic Policy Fields (e.g. labour, health, agriculture, Regional Policy, State Aid and consumer Protection…)	Strategic Management: From Defining Strategic Objectives to Operational Planning to Implementation
Change Management in Public Administration	Ethics, Integrity and the Fight against Corruption	Implementing the SAA & the Acquis Communautaire	Theory and Practise of the Policy Cycle: From Drafting to Evaluating Policies
Communicating with EC and Negotiating EU Membership	Ethnic Integration in the Civil Service	Management and Development of Human Resources, concepts and practices	Training of Trainers
Computer Skills	EU Administrative Space, modern public administration and Good Governance	Management Concepts and Skills for Senior Civil Servants	Understanding the European Union & the Process of EU Integration
Developing and Implementing IPA and other Instruments for the EU Accession Process	Europe in Action: Training on EU Leadership Competences	Project and Financial Management	
Development of Social Skills at the working place	Foreign Languages	Quality and Process Management	

2.2   Data evaluation

The experts convened on 23-24 October 2008 in Berlin for the purpose of the examination, the evaluation and the final ranking (2 days compared with 2 weeks should the Methodology be fully implemented). The ReSPA TNA methodology prescribed engagement of up to five experts in the field of training and public administration reform and with long-standing experience in the region. For the current TNA process, the expert group included the TNA Coordinator and the two expert consultants engaged by the ReSPA team at the OECD. As prescribed by the Methodology, they were involved in the TNA process from the time of data collection – to make their own inputs and later for the purposes of evaluation and ranking.

The main criterion for the expert evaluation is the **"ReSPA relevancy"** as described by the 3 main sub-criteria:

C1: The envisaged training addresses a common interest (1-10 Pts.)

Definition: a topic should cover a common training need which is relevant in most institutions, have a strategic dimension and the nature of the topic allows a comparison or exchange of experiences

C2: The envisaged training is relevant for the region (1-10 Pts.)

Definition: an envisaged training is adding value on a regional level and is enhancing the regional learning capacity. Development of regional and / or professional networks should be the key outcome of such training activities.

C3: The envisaged training addresses innovative topics (1-10 Pts.)

Definition: The proposed topic of the training measure relates to innovative practices or modern management techniques.

Up to 10 points could be allocated in each category. The point values were further weighted according to the following weighting model prescribed by the Methodology:

30% C1: The envisaged training addresses a **Common Interest**

50% C2: The envisaged training is **Relevant for the Region**

20% C3: The envisaged training should **address Innovative Topics**

As a result each training need at the revised long list (22 items) was given a score in points, where the maximum score could be 10 points.

The experts used the evaluation sheets and first individually assessed the 22 training needs contained in the revised long list. The results of their individual assessments were further compared and discussed and the final scoring was allocated as an average value of the three individual scores done by the experts for each item. This final scoring was included in a separate Excel document, which reflects the assessment of compliance of training needs with the defined ReSPA objectives.

This list including the scoring is annexed to this report. The scores differentiated from 8.8 for the highest and 2.1 for the lowest-evaluated topic.

2.3   Data sorting and ranking

In order to establish a short list of the results on which to concentrate the training proposals for 2009, the experts decided to select the topics which were scored above 5.0 point value. This should allow building the Programme of Work for 2009 around a smaller number of the training topics of most relevance for the region, rather than trying to address all needs identified in one year. This approach was also preferred due to a small number of topics analysed (61) and finally contained in the revised long list (22). As the final selection of topics was relatively small, the experts evaluated all of them, including these that could otherwise be deleted from the final selection, such as the language or computer skills training. Such training would be considered as irrelevant for ReSPA per se according to the Methodology.

The final short list of the ReSPA training needs was thus reduced to the following 14 items (instead of 20 items as originally foreseen by the Methodology):

Rank	Title	Pts.
T1	Understanding the European Union & the Process of EU Integration	8,8 Pts.
T2	Developing and Implementing IPA and other Instruments for the EU Accession Process	8,1 Pts.
T3	Strategic Management: From Defining Strategic Objectives to Operational Planning to Implementation	7,8 Pts.
T4	Impact of EU Policies on Domestic Policy Fields (e.g. labour, health, agriculture, Regional Policy, State Aid and consumer Protection…)	7,7 Pts.
T5	Communicating with EC and Negotiating EU Membership	7,4 Pts.
T6	Theory and Practice of the Policy Cycle: From Drafting to Evaluating Policies	7,2 Pts.
T7	Management Concepts and Skills for Senior Civil Servants	7,1 Pts.
T8	Implementing the SAA & the Acquis Communitaire	6,9 Pts.
T9	Ethics, Integrity and the Fight against Corruption	6,8 Pts.
T10	Management and Development of Human Resources, Concepts and Practices	6,5 Pts.
T11	Europe in Action: Training on EU Leadership Competences	6,3 Pts.
T12	Training of Trainers	5,6 Pts.
T13	Administrative Capacity Building for EU Membership – Horizontal Coordination	5,5 Pts.
T14	Project and Financial Management	5,4 Pts.

In order to identify and sort the topics according to the thematic contents, target groups and levels of government, the Methodology prescribed identification of the following areas:

1. As thematic content lists: the **top ten from each of the indicated thematic contents** (Policies & Political Systems; Public Management; Specialised Trainings; Self Development)

2. As a government list: the **top ten from each government level** (Domestic Central Government Level; Domestic Local Government Level; International Institutions; Others)

3. As a target group list: the **top ten from each management level** (Top-Executives, Middle Management, Trainers, Researchers)

Sorting of the topics by their thematic contents resulted in the following:

Policies and Political Systems

ID	Title	Short Description
T1	Understanding the European Union & the Process of EU Integration	Acquaint with the functioning and operation of the EU, by presenting: 1. the origins of the EU; 2. the concept and significance of the EU integration process; 3. EU legislation; 4. institutions of the EU; 5. various assistance programmes of the EU to the member states; 6. various assistance programmes of the EU to countries preparing for EU accession; 7. policies of the EU,
T2	Developing and Implementing IPA and other Instruments for the EU Accession Process	The purpose of this training is to provide new IPA coordinators or other target groups in line ministries with specialised knowledge on technical issues of IPA management and give exposure to practical experiences of absorbing EU funds in other countries. Participants should be familiarised with the principles, respective tasks and necessary measures for the programming, planning and implementation of IPA projects.
T4	Impact of EU Policies on Domestic Policy Fields (e.g. labour, health, agriculture, Regional Policy, State Aid and consumer Protection…)	Harmonisation with EU law in different areas renders necessary an enhancement of domestic capacities to comply with EU policies.
T6	Theory and Practise of the Policy Cycle: From Drafting to Evaluating Policies	Explain methods for a successful process of policy making and policy implementation.
T8	Implementing the SAA & the Aquis Communitaire	Introduce civil servants with EU legislation and procedures to its transposition into domestic legislation.
T9	Ethics, Integrity and the Fight against Corruption	Building confidence within civil society that all citizens are treated impartially and that there will not be an abuse of power from the side of the administration is an issue of constant concern for modern administrations. That initiatives be launched in that respect is a prerequisite for EU member states. It is obvious that this cannot simply be done by a moral appeal to the members of the administration; it also requires organisational measures in order to reduce the potential for any abuse of power.
T13	Administrative Capacity Building for EU Membership – Horizontal Coordination	EU decision making, Implementation as part of the EU policy cycle, Linking policy making and implementation , Coordination before negotiation in the council, Key concepts and instruments to measure administrative capacities, Understanding the open method of coordination

Public Management

ID	Title	Short Description
T3	Strategic Management: From Defining Strategic Objectives to Operational Planning to Implementation	To introduce civil servants to the importance of the strategic planning, to develop capacity to draft strategic plans, as well as to implement and evaluate strategies
T10	Management and Development of Human Resources, Concepts and Practices	Acquaint civil servants, state employees and managing personnel with methods and techniques of recruiting, selecting, developing and training of personnel in state administration.
T14	Project and Financial Management	Acquaint civil servants with up-to-date theoretical knowledge on project planning, budget planning and project implementation of projects in public administration

Skills development

ID	Title	Short Description
T5	Communicating with EC and Negotiating EU Membership	Accession negotiations – what is negotiable – new members' experience. Further advances in the EU integration process will demand ever stronger links with the EU institutions, especially the Commission.
T7	Management Concepts and Skills for Senior Civil Servants	Upgrade of civil servants' and state employees' skills in managing public sector topics including resolving conflict situations and communication techniques
T11	Europe in Action: Training on EU Leadership Competences	Based on the competence framework developed by the Directors of EU National Schools and Institutes of Public Administration (DISPA), a training programme for senior managers to develop their European leadership skills should be implemented.
T12	Training of Trainers	Introduction to methodology and didactical concepts of adult learning. Development of practical skills for training in professional environment

The category of **Specialised Training** was finally not distinguished separately due to the limited number of the results. In the three other thematic categories (especially Policies and Political systems and Skills) domination of the European Integration related training is evident.

With respect to the **levels of government** identified all results obtained from the data contributions pointed to the Domestic Central Government Level. This result may be flowed though due to the limited data available. ReSPA can concentrate on the level of Central Government but target groups from lower levels of government or from regional institutions can also be included in the future training depending on the topic.

The **target groups** which can be identified from the data obtained are primarily senior and professional mid-career civil servants and their trainers in ministry units, civil service and other training centres. Again, this year findings rely on limited data available, however these groups have so far been the most interested in the activities of ReSPA.

The compilation of this report finally exhausts the methodological requirements of the ReSPA Training Needs Assessment. The report was produced by the ReSPA team at the OECD and the TNA Coordinator on 27-29 October 2008, and thus this final phase has also been shortened from two weeks prescribed by the Methodology to 3 days, due to insufficient time available to carry out the process this year. The authors could then only rely on the information submitted and produced until 27/10/08 and no additional clarifications and supplementing of data were possible.

The work on the 2009 Programme of Work proposals was launched simultaneously to the TNA process due to the limited time available before the 9the session of the ReSPA Steering Committee, at which the results of both processes were to be presented. The ReSPA team at the OECD and the EIPA staff on loan to the OECD have used preliminary TNA information and conducted own research to build-up the 2009 proposals.

ANNEX 1:

Ranked Revised Long List with all evaluated results

The table below contains all evaluated results, indicating where individual inputs have been merged into one topic.

For example: the top ranked training R1 "Understanding European Union and the process of EU integration" was mentioned in the submissions from Bosnia-Herzegovina, Montenegro, former Yugoslav Republic of Macedonia and one of the experts.

R	Title	Short Description	Author	Points	Thematic content
T1	Understanding the European Union & the Process of EU Integration	Acquaint with the functioning and operation of the EU, by presenting: 1. the origins of the EU; 2. the concept and significance of the EU integration process; 3. EU legislation; 4. institutions of the EU; 5. various assistance programmes of the EU to the member states; 6. various assistance programmes of the EU to countries preparing for EU accession; 7. policies of the EU,	BiH001, Monte001, Mac003, Exp011, Alb002	8,8 Pts.	Policies & Political Systems
T2	Developing and Implementing IPA and other Instruments for the EU Accession Process	The purpose of this training is to provide new IPA coordinators or other target groups in line ministries with specialised knowledge on technical issues of IPA management and give exposure to practical experiences of absorbing EU funds in other countries. Participants should be familiarised with the principles, respective tasks and necessary measures for the programming, planning and implementation of IPA projects.	Monte009, Mac003, Exp005, Exp012,	8,1 Pts.	Policies & Political Systems
T3	Strategic Management: From Defining Strategic Objectives to Operational Planning to Implementation	To introduce civil servants with the importance of the strategic planning, to develop capacity to draft strategic plans, as well as to implement and evaluate strategies	Serbia001, Serbia003, BiH003, Monte003, Mac001	7,8 Pts.	Public Management

R	Title	Short Description	Author	Points	Thematic content
T4	Impact of EU Policies to domestic Policy Fields (e.g. labour, health, agriculture, Regional Policy, State Aid and consumer Protection...)	Harmonisation with the EU law in different areas makes it necessary to enhanced domestic capacities to comply with EU policies.	Serbia002, Serbia006, Exp014	7,7 Pts.	Policies & Political Systems
T5	Communicating with EC and Negotiating EU Membership	Accession negotiations – what is negotiable – New members experience. Further advances in the EU integration process will demand ever stronger links with the EU institutions, especially the Commission.	Serbia008, Croatia002, Monte011	7,4 Pts.	Self Development / Competencies
T6	Theory and Practise of the Policy Cycle: From Drafting to Evaluating Policies	Explain methods for a successful process of policy making and policy implementation.	Serbia005, Monte012 Exp006, Exp013	7,2 Pts.	Policies & Political Systems
T7	Management Concepts and Skills for Senior Civil Servants	Upgrade of civil servants' and state employees' skills in managing public sector topics including resolving conflict situations and communication techniques	Monte008, Exp001, Mac002, Alb001	7,1 Pts.	Self Development / Competencies
T8	Implementing the SAA & the Acquis Communitaire	Introduce civil servants with EU legislation and procedures to its transposition into domestic legislation.	BiH002, Exp004	6,9 Pts.	Policies & Political Systems
T9	Ethics, Integrity and the Fight against Corruption	The confidence of the civil society that they will be treated impartially and that there will not be an abuse of power from the side of the administration is an issue of constant concern for modern administrations and is initiatives' taken in that respect are prerequisites for EU member states. It is obvious that this cannot simply done by a moral appeal on the members of the administration rather also to take organisational measures in order to reduce abuse of power.	Exp008, Monte005, Monte013	6,8 Pts.	Policies & Political Systems
T10	Management and Development of Human Resources, concepts and practices	Acquaint civil servants, state employees and managing personnel with methods and techniques of recruiting, selecting, developing and training of personnel in state administration.	Monte010, Exp007, BiH004	6,5 Pts.	Public Management

R	Title	Short Description	Author	Points	Thematic content
T11	Europe in Action: Training on EU Leadership Competences	Based on the competence framework developed by the Directors of EU National Schools and Institutes of Public Administration (DISPA), a training programme for senior managers to develop their European leadership skills should be implemented.	Exp010	6,3 Pts.	Self Development / Competencies
T12	Training of Trainers	Introduction to methodology and didactical concepts of adult learning. Development of practical skills for training in professional environment	Exp002	5,6 Pts.	Self Development / Competencies
T13	Administrative Capacity Building for EU Membership – Horizontal Coordination	EU decision making, Implementation as part of the EU policy cycle, Linking policy making and implementation , Coordination before negotiation in the council, Key concepts and instruments to measure administrative capacities, Understanding the open method of coordination	Exp009	5,5 Pts.	Policies & Political Systems
T14	Project and Financial Management	Acquaint civil servants with up-to-date theoretical knowledge on project planning, budget planning and project implementation of projects in public administration	Monte004, Monte006, Monte017	5,4 Pts.	Public Management
T15	Quality and Process Management	Applying modern quality techniques, such as CAF, EFQM, LOGFRAME, etc..	Exp003	4,8 Pts.	Public Management
T16	Ethnic Integration in the Civil Service	Integrate different ethnic communities in the civil service works force and create a productive and co-operative working environment.	Mac005	4,8 Pts.	Public Management
T17	EU Administrative Space, modern public administration and Good Governance	Familiarise participants with the concepts and need for horizontal coordination and the necessary adaptation of the Administrative capacities. Elements of this programme are for instance: EU decision making, Why is institutional building needed, Implementation as part of the EU policy cycle, Linking policy making and implementation , Coordination before negotiation in the council, Key concepts and instruments to measure administrative capacities, Understanding the open method of coordination.	Croatia001	4,5 Pts.	Policies & Political Systems

R	Title	Short Description	Author	Points	Thematic content
T18	Change Management in Public Administration	Managing and initiating change processes in the public administration	Serbia004	4,5 Pts.	Public Management
T19	E-Governance and E-Government	Using internet technology to deliver services, manage resources and involve the public in the process of information sharing and consultation.	Monte007	3,4 Pts.	Public Management
T20	Foreign Languages	Teaching the confident written and spoken use of foreign languages to civil servants working in positions requiring interaction with external players.	BiH005, Croatia005	2,4 Pts.	Self Development / Competencies
T21	Development of Social Skills at the working place	Developing skills in conflict management, team work, creative problem solving, interpersonal relations and self esteem in order to develop harmonic relations and a productive spirit of team work.	BiH006	2,2 Pts.	Self Development / Competencies
T22	Computer Skills	Developing skills in handling information technology productively and efficiently in order to streamline administrative processes and ensure compatibility with an accelerating, globalising and increasingly networked world.	Croatia004	2,1 Pts.	Self Development / Competencies

ANNEX 2:

CURRICULUM VITAE

Family Name Friedrichs

First Name Stefan

Date of Birth 23.03.1972

Nationality German

Civil Status married, 1 child

Education

Institution	Degrees obtained:
Albert-Ludwig-University Freiburg, Germany; University Basel, Switzerland; University Potsdam, Germany [10/1992 - 9/1998]	Master of Public Administration and Political Science (Diplom Verwaltungswissenschaftler)
Open University Business School, United Kingdom [04/2001 - 06/2004]	Master of Business Administration (MBA)
University of Witten / Herdecke, Germany [since 10/2004]	PhD in progress

Language Skills (1 - basic; 5 - excellent)

Language	Reading	Speaking	Writing
German	5	5	5
English	5	5	5
French	4	4	4

Membership of Professional Bodies
- European Society for Electronic Government, Bonn & Cologne, Germany
- Asia Pacific Forum, Berlin, Germany

Other Skills
- In-depth knowledge of strategic management methods, design and implementation of tools and programmes for organisational and personnel development in the public sector;
- Experience in the development and implementation of benchmarking of e-government programmes, quality and process management for e-learning platforms;
- Planning, organisation and administration of large-scale international cooperation projects, delivery of workshops for senior executive managers and management of private and public sector training programmes;
- Expert knowledge in the methodology for competence-based training, training needs analysis, methods of adult education and organisation of institutional networks of training / service providers, concept development of train-the-trainer programmes;
- Database design and implementation, internet programming and statistical package for social sciences (SPSS).

Present Position

- Public management consultant and trainer
  Public One – Governance Consulting
- Senior expert in PHARE projects and bilateral programmes

Years within the Firm

- ten years

Key Qualifications

- Expert knowledge in capacity building and institutional reform initiatives in the public sector with a focus on process design and implementation of quality management measures and business planning;
- Experience in the development and implementation of benchmarking of e-government programmes, quality and process management for e-learning platforms;
- Very good communication and presentation skills, experience in designing, implementing and evaluating public awareness campaigns for EU programmes;
- Experience in empirical research and the analysis of socio-economic infrastructures and regional economic development programmes;
- Analysing, monitoring and evaluation of the efficiency and effectiveness of public policy and development programmes;
- Experience in moderation and facilitation of workshops, expert meetings and organisation of international conferences;
- Broad experience as trainer in adult education and in the development of training concepts and curricula;
- University education in public management, regulation and administration in different policy fields, human-resource management, business administration, empirical social sciences and statistics.

Specific Experience in the Region

Country	Date from – Date to
China, Beijing	May 2005, August 2005, May 2006, June 2007, China Europe Administration Program (CEPA), Several Expert Missions and Consulting on Training Methodology (Chinese National School of Public Administration and Expert exchange on economic regional development programmes (State Council for Public Sector Reform), Organisation of Study visits in EU MS for Chinese delegations
Bucharest, Romania	January 2008 – September 2008, EU PHARE Project, strengthening the National Institute of Public Administration and the Regional Training Centres, senior expert for the development of the National In-Service Training Strategy, development benchmarking and monitoring system for training providers
Bulgaria, Sofia	April 2007 – November 2007, EU Phare programme for Bulgaria in the Institute for Public Administration and European Integration (IPAEI): Development of Senior Civil Servants Management Skills
Hungary, Budapest	September 2005 - May 2007, EU Transition Facility Twinning Project, Development of a integrated system of the human resource management at the organs of the Ministry of Interior, development of E-Learning concept for

Country	Date from – Date to
	CAF implementation in law enforcement organisations
Warsaw, Poland	October 2003 to March 2005, EU Twinning Project, ERDF implementation in the Ministry of Economy, Labour and Social Policy, key expert for strategic communication policy, public ICT infrastructure and training measures for structural and regional funding
Ljubljana, Slovenia	March 2004 to February 2005, Government Office for Structural Policies and Regional Development, mid-term expert for capacity building and development of adequate managerial capacities
Bucharest, Romania	February 2004 to September 2004, EU PHARE Project, supporting the National Institute of Public Administration, short-term expert and coordination for training in European Regional Development Policies and development of HRM concept, SWOT analysis and conception of a QM system at the National Institute of Public Administration
Sofia, Bulgaria	May 2003 to August 2003, PHARE Twinning Project, "Strengthening the Capacity of the Bulgarian Ministry of Economy", short-term expert for training needs analysis, policy formulation in the department of European integration
Pristina, Kosovo	November 2002 to June 2004, lead trainer and key expert in a personnel management programme for the Ministry of Public Services funded by the British Department for International Development (DFID).

Recent Publications

- New Paradigms for Next-Generation E-Government Projects, Computer, vol. 40, no. 11, pp. 51-56, November, 2007

- Reforming the Salary System for Public Employees and Civil Servants in Europe - Case studies on Performance-Related Payment from Germany, Denmark, United Kingdom and Hungary Magyar Rendészet, Budapest 2/2006.

- European Trends in the Human Resource Management and their Implementation in Hungary, Magyar Rendészet, Budapest 1/2006.

- Communicating for Success - Information and Publicity Measures in the Context of European Structural Funds, In: Implementation of ERDF in Poland – Results of the German French Twinning Project in the Ministry of Economy and Labour, Warsaw 2005.

- Managing Autonomy and Accountability in the Public Sector, Annual Reports: A Comparative Analysis of Public Agencies in the United Kingdom and Germany, Research Paper: Open University, UK, 2004.

- Im Osten was Neues - Entwicklungsdynamik in Osteuropa. In: Verwaltungsmodernisierung Impulse, Jahrgang 2003, Heft Nr. 4.

- Balanced E-Government - Connecting Efficient Administration and Responsive Democracy, A Study of the Bertelsmann Foundation in Cooperation with Booz Allen & Hamilton, Gütersloh 2002.

- Effizient verwalten. Demokratisch regieren. Herausgegeben mit Oliver Schmidt und Thomas Hart, Verlag Bertelsmann Stiftung, Gütersloh 2002.

- Strategische Zieldefinition und Prozessbetrachtung mit Hilfe einer Balanced Scorecard. In: Bayern Online, 5. Jahrgang 2001, Heft Nr. 24.

- Maßnahmen und Wirkungen zukunftsorientiert bewerten, Evaluation und Zielüberprüfung im Strategischem Management; In: Verwaltung, Organisation und Personal, Sonderheft 1/2001.

- Service-Garantien in der Kommunalverwaltung: Customer Contracts - Reform der Kommune, Bertelsmann Stiftung (Hrsg.), Verlag Bertelsmann Stiftung, Gütersloh 2000.

Professional Experience

Date from - to	Location	Company	Position	Description
01/08 – 09/08	National Institute of Public Admin. Bucharest, Romania	École National d'Administration, France	Short-term Senior Expert	EU PHARE Project, strengthening the National Institute and the Regional Training Centres, development of the National In-Service Training Strategy, development benchmarking and monitoring system for national training providers
04/05, 05/06 06/07	Chinese National Institute for Public Administration, Beijing, China	École National d'Administration, France and dbb academy, Germany	Expert / Trainer	Trainer and Consultant in the China Europe Public Administration Programme (CEPA) in the Chinese National Institute of Public Administration, Beijing, Guangzhou and Yunnan, implementation of Train-the-trainer programmes,
04/07 – 12/07	Institute for Public Administration and European Integration (IPAEI), Sofia, Bulgaria	ROI, Royal Dutch Institute of Public Administration	Senior Expert	EU Phare programme for Bulgaria in the Institute for Public Administration and European Integration (IPAEI): Development of Senior Civil Servants Management Skills, development of curriculum and training material for the Management and Development Training Programme, training of Bulgarian trainers
09/05 - 03/07	Ministry of Interior, Office of EU Integration, Budapest, Hungary	German Federal Ministry of Interior and GTZ	Resident Twinning Adviser (RTA)	Twinning Project, Development of a competence-based, integrated system of the human resource management at the organs of the Ministry of Interior, Resident Twinning Adviser in the Ministry of Interior, facilitating the development of a HRM and training strategy, coordination and implementation of an IT-based HR information system, development of E-Learning concept for CAF implementation in law enforcement organisations
10/04 – 09/05	Berlin International Airport Authority	Berlin International Airport Authority	Project Advisor	Strategy consulting and development of an outsourcing concept for the water and energy supply of the Berlin Brandenburg International Airport Authority, drafting marketing and communication concept for service provider
10/03 – 03/05	Ministry of Economy, Labour & Social Policy, Warsaw, Poland	GTZ and German Federal Ministry of Economy and Labour	Key Advisor	Twinning project on ERDF implementation in the Ministry of Economy, Labour and Social Policy, consulting and training of key personnel in the Ministry and the regions on strategic management and public ICT infrastructure related to structural funds policy in Poland.
03/04 – 02/05	Government Office for Structural Policies & Regional Development, Ljubljana, Slovenia	GTZ and German Federal Ministry of Economy and Labour	Mid-term Expert	Capacity building and development of adequate managerial capacities for the implementation of European structural funds, development of long-term training and communication strategy, definition and implementation of an integrated organisational development process.

05/04	Council of Europe	Bertelsmann Foundation	Expert Group Member	Development of an benchmarking system with 30 criteria from the assessment of e-administration and e-democracy in the categories public e-services, e-democracy and e-Enablers; development of guidelines for the use of self-evaluation tool
02/04 – 09/04	Bucharest, Romania	dbb academy, Germany and École National d'Administration, France	Short-term Expert and Training Coordinator	PHARE Project supporting the National Institute of Public Administration, short-term expert and coordination for training in European Regional Development Policies and development of HRM concept, analysis of organisational strength and weaknesses (SWOT) of the National Institute of Public Administration and conception of a CAF based QM system.
10/02 – 06/04	Pristina, Kosovo	British Centre for Management and Policy Studies and British Civil Service College and dbb academy	Lead Trainer and Key Expert	Consultant and trainer in the Personnel Management Project embedded in the United Nations Mission in Kosovo, development of a regulatory and institutional structure for the management of the civil service in Kosovo, implementation of training and development measures to build institutional capacity for local governments and ministerial department.
03/01 – 09/02	Gütersloh, Germany	Division State and Public Administration, Bertels-mann Foundation	Project Director, Division of State and Public Administration	Project "Strategy development and capacity building for the effective use of ICT in Local and Regional Government". Concept development, management and project administration of a training and development framework for key decision makers in the public sector. Development and Implementation of a benchmarking and quality measurement system (BEGIX).
08/99 – 02/01	Gütersloh, Germany	Division State and Public Administration, Bertels-mann Foundation	Project and Research Officer	International project "Cities of Tomorrow - International Network for better Regional and Local Government", capacity building, innovation and reform initiatives in municipalities.
12/98 – 08/99	San Francisco, Untied States of America	German American Chamber of Commerce of the Western US	Trainee, Division Business Devel-opment Services	Business planning and development for SME market entry in the US.
10/97 – 12/98	Potsdam, Germany	LOP Consulting Partner-ship	Research assistant & Team Supervisor	Studies and qualitative surveys on behalf of the Ministry of Economic Affairs of the Land Brandenburg on local economic infrastructure and regional development programmes in East German Regions; development of business plans and forecasts.
07/96 – 05/97	Potsdam, Germany	Ministry of Economic Affairs, Brandenburg, Germany	Trainee, Division of parliamentary affairs, European & assoc. countries	Traineeship on the management and implementation of regional policy pro-grammes in Eastern Germany.

Contact details:

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CURRICULUM VITAE

Family Name Huber

First Name   Andreas

Date of Birth 25.04.1972

Nationality   German, married, 3 children

Education

Institution	Degrees obtained:
Technical University Berlin, Germany [Oct 1994 – March 2001]	Master of Science "Urban and Regional Planning" (Diplom Ingenieur Stadt- und Regionalplanung)
University of Witten / Herdecke, Germany [since 05/2004]	PhD in progress, title: Pre-Publi-Merger-Management – Between Strategy and Organizational Development

Language Skills (1 - basic; 5 - excellent)

Language	Reading	Speaking	Writing
German	5	5	5
English	5	5	5
French	3	3	2

Membership of Professional Bodies

SRL, Association of Town- and Regional Planners, Germany

Other Skills

- In-depth knowledge of strategy management and organizational development methods; design and implementation of tools and programmes
- Experience in change management and organisational development in the public sector; in-depth experience with merger and re-organization processes
- Experience in the development, evaluation and implementation of training programmes and need analysis
- -Planning, organisation and administration of large-scale international projects (f.e. Preparing the application and set up the project plan and carrying out the financial project controlling for the EU-project "POWER" (budget: 3,45 Mio. €) and "RENET" (budget: 2,63 Mio €).)
- Writing and publishing books: author and editor of several books: "Regional Governance" (2006, ISBN: 3899713052), "Public Merger" (2004, ISBN: 3409126333), "Fusionen im Kulturbereich" (2004, ISBN: 3-89861-346-1)
- Set up, conceptual design and carrying out an international conference for leaders and managers from the public sector about "public merger" (Jan 2003).

Present Position

- Managing Partner of Public One – Governance Consulting, management consultancy and organizational development,

Years within the Firm

- 7 years

Key Qualifications

- Organisational Development: Expert knowledge in capacity building and institutional reform initiatives in the public sector with a focus on process design and implementation of quality management measures and business planning;
- Strategy Consulting: Analysing, monitoring and evaluation of the efficiency and effectiveness of public policy and development programmes; development of benchmarking tools and systems
- Moderation: Experience in moderation and facilitation of workshops, expert meetings and organisation of internal and / or international conferences;
- Presentation: Very good communication and presentation skills, experience in designing, implementing and evaluating public campaigns;;
- Professional experience in public management, regulation and administration in different policy fields in the public sector.

Specific Experience in the Region

Country	Date from – Date to
Bucharest, Romania	May 2008, DBB Akademie: Project, supporting the National Institute of Public Administration, short-term expert in charge to develop the national in-service training strategy for the civil service in Romania 2008-2013.
Hungary, Budapest	April 2007, EU Transition Facility Twinning Project, Development of a integrated system of the human resource management at the organs of the Ministry of Interior, development of E-Learning concept for CAF implementation in law enforcement organisations
Sarajevo, Bosnia-Herzegovina	April and September 2005, Strategy and Organizational Development project for the Franciscan Order in Bosnia-Herzegovina: conception and development of a private management oriented Franciscan University Sarajevo (2005-2006)

Recent Publications

- Innovators-club.de (eds): Web 2.0 für Kommunen und Kommunalpolitik (Juni 2008)

- Huber, Andreas, Innovative Wege in die virtuelle Welt – Web 2.0 als Thema für die Kommunalpolitik, in: DStGB, Stadt- und Gemeinde, 6/2008, S.209-212

- Huber, Andreas / Jansen, Stefan, M&A am Rand des öffentlichen Sektors: Der Staat ist in Bewegung und sortiert sich neu. Glück für die M&A-Branche. in: M&A Review 1/2008, S.15-21

- Huber, Andreas / Priddat, Birger, Public Merger als Integrationsmanagement, in: Schnittstellenmanagement im öffentlichen Sektor, 2007

- Kleinfeld, R., Plamper, H., Huber, A. (eds) (2006) "Regional Governance - Erfolg durch neue Formen überörtlicher Zusammenarbeit" (ISBN: 3899713052)

- Huber, A.; Jansen, S. A.; Plamper, H. (eds.) (2004). "Public Merger - Strategien für Fusionen im öffentlichen Sektor" ("Strategies for mergers in the public sector"), editor and initiator of the book, 570 pages, Gabler (ISBN: 3409126333)

- Huber, A.; Steinhausen, K. (2004). "Gemeinsam stark - Kooperationen im Gesundheits- und Sozialsektor?" („Being strong together - cooperation and collaboration in the healthcare and social sector?"), in: Gesundheits- und Sozialpolitik 58. Jhg.(7-8): 55-60.

- Huber, A. (2004 „Public Due Dilligence - Von der Machbarkeitsstudie zur Entscheidungsfindung." ("From feasibility study to decision making"), in: Huber et al. 2004: 57-90.

- Föhl, P. S.; Huber, A. (2004). "Fusionen von Kultureinrichtungen. Ursachen, Abläufe, Potenziale, Risiken, Alternativen" ("Merger of cultural facilities", author of the book, 290 pages). Essen, Klartext-Verlag. (ISBN: 3-89861-346-1)

- Huber, A. (2003). "Lokale Stärke wird zur gemeinsamen Stärke - Ausweitung interkommunaler Zusammenarbeit als Zukunftslösung?" ("Local capital becomes regional capital - increasing cooperation and collaboration between municipalities as sustainable strategy?"), in: das rathaus(3).

- Huber, A.; Bergmann, T. (2003). "Jede Fusion braucht eine Vision - Public Merger: Fusionen im öffentlichen Sektor." ("Every merger needs a vision - public merger"), in: Verwaltung und Management 9. Jg.(Heft 6): S. 304-307.

Professional Experience

Date from - to	Locati on	Company	Position	Description
2005-05 ongoing	DE	German Federal Association of Towns and Municipalities (www.dstgb.de)	Senior Expert	Strategy Consultancy: Moderator and external strategic expert for the project "Innovators Club" (permanent working group for modernizing the public sector), responsible for developing the club's programme, coordinating the working groups and moderation of conferences. Target Group: Mayors of German Municipalities in Change Processes; Topics were: Usage of Broadband in Rural Areas, Future City Development, Training and Development Needs Analysis, Web 2.0 for Municipalities, Strategies for Energy Optimizing Municipalities, Education Enhancement, Inter-municipality cooperation's. (www.innovators-club.de)
2007-04	HU	BMI and Ungarian Ministry of Interior, EU Transition Facility Twinning Project	Senior Expert	Trainings need Analysis and Business Development: conception and development of E-Learning for Police Middle Schools and concept for a joint undertaking HRM- and Training project within the Frontex security policy framework
2007-09 – 2007-11	DE	DiViBib (Public Library Service Provider, divibib.de)	Senior Expert	Business Development; developing a concept for EMLIS, European Public Library Interlending System; forming a multinational consortium
2005-04, 2005-09 & 2006-03	BiH	State Chancellery of Bavaria, DE and Franciscan Order, Sarajevo	Senior Expert	Strategy and Organisation Development project for the Franciscan Order in Bosnia-Herzegovina: conception and development of a private management oriented Franciscan University Sarajevo
2005-10	DE	University Duisburg-Essen	Senior Strategy Consultant and Moderator	Strategy and Organisation Development; concept for target agreement between head of University and departments
2004-04 – 2008-04	DE	City of Osterholz-Scharmbeck (DE) as Leadpartner of the project "RENET" (www.osterholz-scharmbeck.de)	Financial Manager	Project and Finance Management: INTERREG IIIB-project "RENET" (Retail Development - The Competence Network in the Baltic Sea Region, budget: 2,63 Mio.€); preparing the application (financial and content), set up the project plan and carrying out the financial project controlling continually; participating in a study about economic impact on retail development. Various advisory and consultant tasks by supporting the lead partner (www.retail-baltic.net)
2004-02 – 2007-12	DE	City of Bremerhaven and State of Bremen (DE) as Leadpartner of the project "POWER" (www.bis-bremerhaven.de)	Financial Manager	INTERREG IIIB-project "POWER" (Pushing offshore wind energy regions, budget: 3,45 Mio.€): Project Management; preparing the application (financial and content), set up the project plan and carrying out the financial project controlling continually. Various advisory and consultant tasks by supporting the lead partner. (www.offshore-power.net)

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Date from - to	Location	Company	Position	Description
2005-02 – 2006-05	DE	County Luechow-Dannenberg and State Ministry of Interior of State Lower Saxony	Senior Consultant	Strategy and Organisation Development: Accompaniment of the early phase of the merger process in the county (merging all municipalities and liquidation of the county). Set up and conceptual design of the accompanying research activities and strategic consulting (working plan for the merger process)
2005-06 – 2006-10	DE	University of Osnabrueck, Department for Political Sciences	Research Associate	Research project "Good Regional Governance" about regional policy processes and possibilities to influence regional development. (planning, conceptual work, expert interviews, symposium, conference, edited book with 45 authors and 900 pages). Financed by the Hans-Boeckler-Foundation (www.good-regional-governance.de)
2003-10 – 2004-04	DE	Federal Ministry of Economic Affairs and Labour (BMWA)	Senior Expert	Research project "Reducing administrative burden for SME in application and decision processes", role: project manager
2003-07 – 2003-11	DE	State of Schleswig-Holstein, State Ministry of Economic Affairs	Senior Expert	: Midterm evaluation of actions concerning "Objective 2" and "Region 2000" (state programme) funded by the European Regional Development Fund, role: consultant
2003-07	DE	Cities of Ulm and Neu-Ulm	Consultant	: appraisal of potential synergy savings on base of closer cooperation of the both cities (strategic alliances and back-end-merger), role: consultant
2001-11 – 2004-03	DE	District of Lüneburg (Lead partner: City of Celle)	Consultant	Touristic and economic professionalization of public and semi-public gardens and parks (INTERREG III B), role: consultant
2002-08 – 2002-10	DE	Airport region development agency (FEBB: "Flughafenumfeld-Entwicklungs¬ge¬sellschaft Berlin-Brandenburg")	Consultant	Organizational Development: Preparation of a scientific appraisal concerning the regional development opportunities around the new airport BBI (Berlin-Brandenburg-International) and the regionalization process between the stakeholder communities of the region. Planning and execution of a regional forum with all relevant stakeholders of the region around the airport (participants from national, state and local level), role: project manager
2002-11 – 2003-04	DE	City of Münster	Consultant	Strategy and organizational development: Conception and development of a non-technical customer-relation-management for SME (change management, awareness, attitude and so on), role: consultant
2001-11 – 2004-03	DE	Bertelsmann Foundation	Consultant	Business Development: conception, development and operation of an online tool for strategic management of municipalities (kik.Online and KOMPASS.Online), role: project manager, 2001-2004
2003-12 – 2004-01	DE	City of Cottbus and county of Spree-Neiße	Consultant	Strategy and organizational development: consulting and appraisal of the potentials of merging some departments from the city with some from the county as part of the regionalization process, role: consultant, 2003-2004

Date from - to	Location	Company	Position	Description
2002-11 – 2003-05	DE	Trade union ver.di („Vereinte Dienstlei-stungsgewerkschaft")	Consultant	Strategy and organizational development: appraisal, consulting and development of the in-house schooling facilities of the trade union (establishing of a modern hotel management system after the merger in 2001), role: consultant and project manager
2002-12, 2003-11	DE	City of Baunatal	Consultant	Strategy consultancy:: conception and execution of several strategic workshops with politicians, public administrators and citizens, role: consultant

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Curriculum Vitae

Family name: List

First name(s): Harry

Year of birth: 1947

Nationality: Dutch

Civil status: married

Education:

Institution	Leyden University
From / To	1982 / 1990
Degree(s)	Masters of Social Pedagogy Subsidiary subject Public administration
Description	
Institution	Institute for Andragocical vocational education
From / To	1976 / 1978
Degree(s)	Bachelor of Adult Education
Description	

Language skills: *(Marked 1 to 10 for competence)*

Language	Speaking	Reading	Writing
English	8	8	8
French	5	5	5
German	8	8	7
Spanish	2	2	2
Dutch	Mother tongue		

Membership of professional bodies: Honoured professor of the China National School of Administration

Other skills: Individual counselling

Present position: Expert in training and public management

Years within the firm: Since end 1999

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Key qualifications: Mr. List has several years of experience as a trainer and consultant in the area of management development (especially in the public sector). He has been practising training programs in the field of communication / social skills, supporting and coaching organisation development processes, advising in the area of training and development. Mr. List is an experienced manager, counsellor and trainer, with broad experience in:

* Quality service training in the Public Sector
* Training for Public Managers
* Training in negotiations
* Conflict handling
* Team building
* Coaching by the Development of Business plans
* Organising and conducting seminars and
   workshops
* Train the trainer courses
* Management of Change

Throughout the years he has build up good knowledge and skills as a project manager

International experience:

From / To	Description
January 2003 – December 2007	EU Co-Director of the China –Europe Public administration programme. Europeaid/112627/CS/SV/CN
June 2002	Developing a management training for public managers for staff members of the Bulgarian institute of Public administration
April 2002	Training for staff members of the institute of Public Administration of the management of training programmes
May, July, October and November 2001 March and September 2002	Bosnia, consultancy and training for OSCE cantonal projects to introduce and implement modern human resource practices
March 2000 and October 2000	Romania, missions for the development of human resource management for local authorities in Romania
January 2000 - 2004	Programme manager for a management training programme for middle managers of the European Commission, delivered by a consortium of 12 National Schools for Public Administration
Sep. 1999 - Dec. 1999	Romania, mission for the development of human resource management for local authorities in Romania
Jun. 1999 - Jun. 1999	Uzbekistan, management training for the staff of the Academy of Public administration
May. 1999 - May. 1999	Palestine, advisory mission for the city of Bethlehem and workshops for mayors of the Palestinian Territories
Apr. 1999 - Apr. 1999	Uzbekistan, management training for heads of the departments of the Academy of State and Social construction in Tashkent
Mar. 1999 - Apr. 1999	Ghana, training on strategic management for heads of the waste management departments of five cities
Jan. 1999 - Feb. 1999	Slovenia, developing organisational management and human resources management for the city of Koper
Nov. 1998 - Nov. 1998	Latvia, Training of Trainers course for fifteen Latvian trainers on local government communication

Oct. 1998 - Oct. 1998	Uzbekistan, advice on human resource management for the Academy of State of Uzbekistan
Sep. 1998 - Oct. 1998	Russia, training on different policy fields
May. 1998 - May. 1998	Russia, Moscow, Astrakhan, advisory mission in the field of sports and recreation
May. 1998 - May. 1998	Italy, contribution to the Italian, British and Dutch project "to enable managers to enable learning" under the Leonardo funds
Mar. 1998 - Apr. 1998	Slovakia, carrying out a seminar on Municipal Management with special focus on intermunicipal cooperation for Mayors of Slovakian municipalities
Mar. 1998 - Mar. 1998	Moldova, carrying out a seminar on Financial management for heads of the financial district departments
Feb. 1998 - Feb. 1998	Russia, research mission for sports and recreation in Moscow, Rybinsk, Volvograd and Astrakhan
Jan. 1998 - Feb. 1998	Siberia, developing manual and training material concerning Public Communication for the Siberian Academy of Public Administration
Dec. 1997 - Dec. 1997	Ukraine, coaching Management Training in Kharvov, support for other training activities in Kiev
Oct. 1997 - Nov. 1997	Western Siberia, TACIS project advisory and training for the cities of Novosibirsk and Tomsk concerning personnel management
Sep. 1997 - Oct. 1997	Ukraine, TACIS Social Protection, coaching of the pilot region in Kharkov and conducting a training in the social work faculty of the Law College in Chernikiv
Sep. 1997 - Sep. 1997	Estonia, preparation and implementation of a seminar concerning the possibilities of merging of the three associations for municipalities
Aug. 1997 - Sep. 1997	The Netherlands, team leader study tour Social Protection project Ukraine in the NL (participants train the trainer)
May. 1997 - Jun. 1997	Ukraine, implementation of train the trainer course and organisation of the implementation of the management programme
Apr. 1997 - May. 1997	Western Siberia, consulting activities for trainers of SAPA, advice mission for personnel management in Tomsk Oblast administration
Feb. 1997 - Mar. 1997	Ukraine, implement management training programme for the Academy of Public Administration
Jan. 1997 - Jan. 1997	Ukraine, develop and implement management training programme for the Academy of Public Administration
Nov. 1996 - Dec. 1996	Denmark, management training for Estonian top civil servants on behalf of the Danish School of Public Administration
Oct. 1996 - Nov. 1996	Ukraine, defining training programme components
Oct. 1996 - Oct. 1996	Denmark, management training for Latvian top civil servants on behalf of the Danish School of Public administration
Aug. 1996 - Sep. 1996	Denmark, management training for top civil servants of Lithuania on behalf of the Danish School of Public Administration
Jun. 1996 - Jul. 1996	Uzbekistan, conduct a train the trainer course
Feb. 1996 - Mar. 1996	Denmark, management training for Russian top civil servants on behalf of the Danish School of Public Administration
Jan. 1996 - Jan. 1996	Slovakia, training and advice to support the Slovakian School of Public Administration
Sep. 1995 - Dec. 1995	Latvia, Riga, on behalf of the Danish School of Public Administration, two missions for training and advice to support the Latvian School of Public Administration
Sep. 1995 - Dec. 1995	Poland, on behalf of the Danish School of Public Administration, two missions for training and advice to support the regional training centres
May. 1995 - May. 1995	Western Siberia, Kemerovo, short term mission, inception phase, preparation
Apr. 1995 - Apr. 1995	Baltic States, Management Training of Civil Servants
Feb. 1995 - Feb. 1995	Poland, Management Training of Civil Servants
Jan. 1995 - Jan. 1995	Russia, Management Training of Civil Servants
Jan. 1995 - Jun. 1995	Denmark, Copenhagen, half year mission as an associate professor at the Danish School of Public Administration (VNG). During his stay Mr List was involved with the development and (partly) implementation of some PHARE projects for Poland and Lithuania.
Mar. 1994 - Mar. 1994	The Netherlands, training support to an internship of towns clerks from African and Asian countries (VNG)
Jan. 1992 - Feb. 1992	Poland, City of The Hague, developing and coaching an internship for Polish civil servants

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Professional experience record:

Date	Location	Company	Position	Description
1999 to date	Maastricht	European Institute of Public Administration (EIPA)	Expert on training and public management	
1997 - 1999	The Hague and abroad	VNG, Association of Netherlands Municipalities	Trainer & Consultant	
1988 - 2002	The Hague	private firm	Training activities	Management programs, organisational development.
1988 - 1991	The Hague	Dutch School of Public Administration	Associate Trainer	
1986 - 1997	The Hague	Municipality	Head of the department of Training and Development	Trainer and advisor. Mr List has been Head of the Department for six years. In 1994 he has transformed this department into a self supporting Business Unit. This unit is covering now the broad area of training and organisational development. In a process of decentralisation in the administrational organisation Mr List has been coaching some project departments which had to make a change to more businesslike product groups. He has been involved in advisory work on the restructuring of municipal companies in the process of privatisation.
1971 - 1986	The Hague	Municipality, Department of Social Service	Several: social worker/ supervisor / trainer and teacher / Head	Mr List has 14 years of working experience within the department of Social Service of the municipality of The Hague. He has been working there on several positions like: as a social worker, as a controller to check the legibility of social benefits which are paid to the clients of the department. He was also Head of a unit which was responsible for the execution of Social Benefits. He has established a unit for teaching and training for employees of the Department and as a specialist he has delivered courses as well.

Others (e.g. publications):   "Influencing Organisation Culture Myth or Reality"