

ReSPA

Regional School of Public Administration (Phase 2)

This project is financed by the EU



Adopted Indicative ReSPA Programme of Work for 2009

ReSPA phase 2 started on 1 January 2009 under a contract between EIPA and the European Commission foreseeing the following elements:

- A minimum of 2500 participant days of training (compared to around 763 man/days of training in 2008)
- 260 Man days for the management of the Secretariat and support to the Secretariat as soon as this has settled in Danilovgrad (mostly managing training, coordination).
- 80 man/days for institutional building

This indicative Programme of Work was prepared under the assumptions that:

- The ratification of ReSPA by a minimum of 5 out of 7 members will take place around mid 2009 and that
- The premises and equipment is available and functional as of May 2009.

In that case the training activities for the first half year will be delivered mainly in training centres in the region and in a few occasions at training centres in EU members states.

As soon as the equipment is available and the premises fully functional, the training activities can be moved to the training centre in Danilovgrad. After the ratification of the International Agreement (IA) the activities will be carried out at the ReSPA seat in Danilovgrad as an international organisation under the new appointed management.

The exact cut-off dates for the premises/equipment and for the ratification by 5/7 including Montenegro are uncertain. The ReSPA team at EIPA, in cooperation with the Steering Committee and the EC will need to adjust accordingly so that training delivery is affected as little as possible by the uncertain calendar. The overall objective remaining that the maximum of training is delivered as soon as possible in Danilovgrad.

1. Steering Committee and Board meetings

According to article 16 of the draft IA, the Board shall meet quarterly. The Board shall meet within 2 months of the entry into force of the IA. It shall meet at least once a year at Ministerial level.

Under the assumptions stipulated above, two Steering Committee meetings are foreseen in January and April 2009.

10th session of the Steering Committee, end January 2009. The ReSPA team at OECD will report on the 2008 activities. The Steering Committee will be expected to validate the ReSPA by-laws (RoP, Financial and staff regulations) for approval at the first session of the ReSPA Board. The Steering Committee will also be expected to validate the recommendation of the ReSPA selection committee for ReSPA director, and initiate work on the selection of other Staff.

The agenda will contain the introduction of the new contractor EIPA and a discussion on the final work programme 2009 to be approved

The meeting is planned to be held in Zagreb.

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11th session of the Steering Committee, end of April 2009. The agenda will concentrate on a review of the training programmes delivered in 2009, the progress made on the institutional building of ReSPA and a discussion of the events of the action programme 2009 to come. This session will be organised back to back with the 3rd meeting with EU Schools of Public Administration. This meeting is planned to be organised in Brussels.

First session of the ReSPA Board of Governors mid 2009. This meeting will focus on the further institutional building of the ReSPA seat in Danilovgrad. During this first session, the Board will appoint the ReSPA Director, the later will sign the Host Country Agreement. The Board will approve the ReSPA by-laws, including its Rules of Procedures and establish its budget Committee as per ReSPA by-Laws (currently in draft). This meeting is planned to be organised in Danilovgrad.

In case of the ReSPA International Agreement not being ratified on time **the 12th meeting of the Steering Committee** will be organised instead in Belgrade.

Second session of the ReSPA Board, November 2009. The agenda will mainly focus on the progress done on the institutional building of the ReSPA seat in Danilovgrad and the priorities to be set in this area. The discussion on the results of the TNA and draft action plan 2010 will also be part of the agenda.

This meeting will be held in Danilovgrad.

Timing, frequency and sequence of the ReSPA Board Meetings might differ from the above so as to take account of the IB progress made, the prescriptions of the by-laws, and subsequent obligations.

2. ReSPA web site

The web site will be maintained by EIPA till ReSPA will become a legal entity and these tasks can be transferred to Danilovgrad. The site will be transposed before the end of April from Paris to Maastricht, and as soon as the IA ratified, from Maastricht to ReSPA

The web site is an important mean to contribute to the visibility of ReSPA. When developing the substance of the web site it should be considered that the communication has to be done to a wider audience.

It is also worth to explore how the web site can be used to disseminate fruitful documentation.

3. Training and development programme

The proposed training activities are the result of the discussion on the draft proposal that was submitted to the Steering Committee for its meeting on 4 and 5 November 2008 in Sarajevo this proposal was based on the training needs analysis carried out in October 2008. This needs analysis has been implemented along the lines of the TNA methodology as this was approved earlier by the Steering Committee.

After approval of the proposed training programmes a detailed programme for each course will be prepared and sent to the SC members.

Throughout the year we will discuss and plan more relevant training activities.

When the final programmes are developed and announced some slight differences may occur in terms of duration.

I Carrying out a training need analysis

With regards to the training methodology that has been developed and in view of an effective needs analysis in the region it is considered important to provide a training programme to a group of key persons of the beneficiaries who act as sources for information of training.

The objectives of this training programme are twofold.

1. To enable the participants with knowledge and skills to identify relevant training ReSPA needs in their respective area.
2. To complete the programme with the identification of relevant ReSPA training needs.

The programme will therefore be divided in two sessions.

One 3 days session in February focussing on knowledge and skills of training needs analysis

Followed by an assignment which will be done by the participants between February and May.

Followed by a 3 days session in June during which the results of the assignments will be presented and discussed.

Target group: people from administrations, civil service agencies, training institutes etc. dealing with training issues.

Maximum number of participants: 21

Location: A host centre in the Former Yugoslav Republic of Macedonia

II Strategic management; from defining strategic objectives to operational planning.

In view of result oriented management for a successful implementation of the administrations objectives methods have been introduced in the administrations of EU member states and initiatives of this kind have also been taken by the ReSPA member administrations. The implementation of these methods should enable the administrations with clarity, coherence in action, transparency, accountability and linking the activities to budget.

In 2009 two modules of 5 day each will be organised for participants who want to contribute to the development of the process of strategic planning in their respective department. They will be made familiar with the concepts and methodology and through some case studies they will be enabled with skills to implement these techniques in their own practice.

Target group: Civil servants with direct responsibility for the results of their organisation.

Number of participants: maximum 21

Duration: 5 days

Location: Danilovgrad or a host training centre in the region

III A Train the trainers course on training methodology.

In nowadays public administrations there is a need for civil servants who can think and act independently and are equipped with sufficient knowledge and skills to cope with their tasks and responsibilities, It is therefore important that training programmes are consistent with these objectives.

This means for training institutes moving from teaching to learning, from knowledge to knowledge, skills and attitude and from receptive participants to the participation of participants.

A programme of two times 3 days will therefore be organised to enable those who are involved in training for the public administration with participative training skills.

Between the two sessions the participants will work on assignments.

Target group: People responsible for delivering training to public administration

Number of participants: maximum 21

Duration 2 times 3 days

Location: Danilovgrad or a host training centre in the region.

IV Impact of EU policies to domestic policy fields

Harmonisation with the EU law in different areas makes it necessary to enhance domestic capacity in order to comply with EU policies. For the EU member states this is an ongoing process that frequently requires adaptation.

In the training programme 2009 three seminars are foreseen with the main focus to share knowledge and experiences with practitioners from EU member's states who have gone through the process of complying their departments with the demands that derived from the various EU policies. The seminar will have a high level of practical substance in order to provide the participants with tools to use in their own practice.

Target group: Civil servants involved in the policy process

Number of participants: maximum 21

Duration: 3 days

Location: Danilovgrad or a host training centre in the region

V Theory and practise of the Policy Cycle: from Drafting to Evaluating Policies

The process of policymaking has undergone the last decade quite a significant change. Governments became more and more aware that in a complicated nowadays society a successful development of policies relies on close cooperation with the market and civil society.

This changing scope has implications for civil servants in terms of skills and attitude. Starting a process of communication in an early stage of the policy process with sometimes groups of conflicting interests, dealing with conflicts, media etc. demands well developed social skills.

More emphasis has also been given to access the impact of the policies in terms of monitoring and evaluation. In the two five day courses that are planned for 2009 attention will be given to the concepts and experiences of the different stages of the policy process like; development, decision-making, planning, implementation and evaluation. The presentation of case studies will be part of the course.

Target group: Civil servant involved in the process of policy making

Number of participants: maximum 21

Duration: 5 days

Location: Danilovgrad of a host training centre in the region

VI *Communicating with the EC and negotiating EU membership*

In view of the implementation of the SAA and a future EU membership the administrations of the ReSPA member entities will have frequent contacts with the EU institutions.

For this purpose it may be important to understand this process of communication with the EU institutions; like what is negotiable. Which procedures to be taken into account, how to stand for the own position etc. In two 3 day seminars that will be organised under this theme practices and experiences will be exchanged between representatives of the EU member states and the participants as well as amongst the participants who are in different stages of development when it comes to the implementation of the SAA.

Target group: Civil servants in the SAA process

Number of participants: maximum 21

Duration: 3 days

Location: Danilovgrad or a host training centre in the region

VII *HR concepts and practices*

The introduction of new laws for civil servants that were adopted by ReSPA member governments was also reason the reconsider the role and function of the HR departments.

The HR departments are moving from a more traditional administrative role towards a role with the emphasis on advice and development.

ReSPA wants to contribute to this process by the organisation of two modules in 2009 for HR experts. The programme will include for instance concepts and practices of HR strategies, staffing, Recruitments and selection, training and development and the role as an advisor on HR issues.

Target group: HR professionals and public managers

Duration: 5 days

Number of participants: maximum 21

Location: Danilovgrad or a host training centre in the region

VIII *SAA/Acquis implementation training.*

Since this topic is covered under the TAIEX programme only one module will be carried out in cooperation with Inwent.

The German non-profit institute Inwent has carried out a training needs analysis under 4 of the 7 ReSPA members and has formulated in detail a training plan focussing on 1. Harmonisation with and implementation of the Acquis communautaire/full implementation of the SAA and 2. IPA management and implementation.

The harmonisation with the national legislation in line with EU legislation and the organisation of the administration to ensure sound implementation is one of the main tasks for the administration that signed the SAA agreement.

In 2009 a module will be organised for in particular these officials who have to deal with the area of free movement of good, workers, capital and services.

The aim is to familiarise experts and managers from the line ministries and the central EU coordination body with principles, respective tasks, potential pitfalls, and in particular, the required measures for the transposition of particular parts of the Acquis into national legislation, including the identification of financial and budgetary implications and required institutional reforms. As a result the capacity of EU coordinators and experts in line ministries to serve as change agents within their respective institution is upgraded, thus strengthening the overall capacity of relevant administrative entities charged with the implementation of the Acquis and the obligations stemming from the SAA to work effectively.

The approach of these modules is to provide participants with specialised knowledge on technical issues of SAA and give exposure to recent practical experiences and good practice from EU member states.

Target group: Civil servants involved in the SAA process

Number of participants: maximum 21

Duration: 4 days

Location: Podgorica

IX Management Concepts and Skills for Senior Civil Servants

For public managers nowadays the challenge is in finding the right balance between having the expertise on the substance of the area they are working in and being able to lead their staff towards the objectives of their department. This often requires a wide repertoire of skills like setting clear objectives, negotiating between different interests, coaching, supporting, motivating, delegation of tasks, handling conflicts dealing with different employees of different age and levels of experience within the administration. In a six days training programme divided over two modules of three days emphasis will be mainly given to people's management. The training will be practically oriented and the own experiences of the participants will be an important input for the training. Between the two modules they will work on an assignment to be used in the second module.

Target group: Public managers

Number of participants: maximum 21

Duration: 2 times 3 days

Location: Danilovgrad of a host training centre in the region

X Ethics and 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 be done by a moral appeal on the members of the administration rather also to take organisational measures in order to reduce abuse of power.

In cooperation with the French ENA and Slovenian Anti-corruption Office, ReSPA might organise two programmes in 2009 with the purpose to make participants familiar with concepts and practices that can be taken to successfully develop the administration to a trustful organisation.

This will be done by the exchange of experiences different countries have in this area. Failures as well as results will be presented and discussed. Attention will be given for successful implementation of policies.

Duration 5 days

Number of participants: maximum 21

Location: Danilovgrad or a training centre in a host country in the region

XI Europe in Action: Training on EU Leadership Competences

In cooperation with the Dutch Institute of Public Administration a training programme will be organised under the title **Europe in Action! an international training programme**

Since the Dutch Presidency ROI has developed, with the support of the Netherlands Ministry of Interior and Kingdom Relations and the Directors of EU National Schools and Institutes of Public Administration (**DISPA**), a common competence frame for Europe which is described in the book "*Excellent Public Leadership*" by Becking and Hopman. The schools, including the European Administrative School (EAS/EPSO), agreed that the competencies are an important step towards the development of programmes as well as for the further development of common (trans-national) training programmes.

Together with colleagues both national and European, ROI has taken the next step in this project which is an international training programme called *Europe in Action*. Europe in Action is an innovative programme, developed on the basis of the 7 core competencies for Europe and is open for senior civil servants in leading positions from all member states. In this programme senior civil servants in leading positions can develop and strengthen those competencies which are needed:

· [1] to manage successfully and act effectively in the international context in the various EU fora and institutions· [2] to be capable of shaping and implementing EU policies at the national level.

The course is build based on a blended learning approach.

Target group: Public managers

Duration: 5 days

Number of participants: maximum 21

Location: Danilovgrad or a training centre in a host country

XII Drafting of Legislation

The manner in which legislation is drafted is an indication of its quality. A law that follows a logical structure and is written in clear, user-friendly language is easier to understand and apply. Poorly drafted legislation leads to mistakes in implementation, possible litigation and a need for amendments to cure the initial oversights, ultimately resulting in higher costs. Furthermore, it creates uncertainty for citizens and negatively impacts the credibility of the legislator. While the substantive content of a law matters, a proper format is almost as important.

In a four days practical oriented programme participants will be offered guidelines and concepts for proper drafting of legislation and will also practice these tools and instruments.

Target group: Civil servants dealing with Law Drafting

Duration: 4 days

Number of participants: maximum 21

Location: Danilovgrad of a training centre in the region

XIII Summer Schools in Bruges and Luxembourg

As the prolongation of a successful course in 2008 also in 2009 a number of participants will be offered during the summer time to take part in a three weeks training programme in The College of Europe in Bruges or a two weeks programme in the European centre for Judges and Lawyers of EIPA.

The programme in Bruges will offer a comprehensive analysis of the EU, its institutional and decision framework and of politics. Week 1 focuses on the key aspects of the European integration and the EU decision making process. Week 2 and 3 offer policy-oriented sessions, taking an analytical approach to the major EU policies, as well as a series of practical sessions, involving simulations and workshop aimed at enhancing the participants professional skills.

As for the Summer School in Luxemburg the emphasis is on the EU Law Making process. The first week the focus is on the organisation and the process of EU Law making while the second week attention will be paid to special areas by for instance case studies.

Number of participants: for Luxemburg 21, for Bruges still to be decided

Period: July/August

Location: Luxembourg
Bruges, Belgium

4. Communities of Practice

In 2009 efforts will be made to materialise the idea of the communities of practice as this was mentioned earlier in SC meetings. It should focus on the exchange of experiences amongst practitioners of the ReSPA members with the purpose to enhance knowledge and strengthen cooperation where this is relevant and useful.

With support of the SC members an area can be identified that in particular might be relevant for this purpose and subsequently a group of experts coming from the different ReSPA member governments can be contacted and motivated to take part in such an event.

For instance, ReSPA phase 1 and the ILO-ITC developed a regional initiative on Public Procurement Training. This initiative will be materialised in an IPA funded programme to be

delivered in 2010. In 2009, Sigma will develop a generic competence based training materials on public procurement. In the second half of 2009, ReSPA will organise a meeting for the experts working on this issue.

5. Fourth ReSPA Annual conference

In line with the design of the three previous annual conferences the 2009 conference will be organised during the period October-November 2009.

Steering Committee members are invited to suggest themes as well as the location for the fourth ReSPA annual conference.

In line with the Thessaloniki agreements the topic of the conference will be linked to issues on legislation he which will be defined in the course of 2009.

Time and location will be decided in consultation with the co-organiser and host country;

6. Third Annual meeting of the Schools of Public administration in the Western Balkans

The ReSPA convention between OECD and the EC specifies that a third meeting of the Heads of Schools of Public administration of the region should take place in the course of 2009.

Based on the experiences on the ReSPA activities so far it is suggested to have a discussion on how ReSPA can contribute to a further professionalism of the National Schools and how added value through ReSPA contributions can be maintained.

Steering Committee members are also invited to coordinate with their respective Heads of Schools and institutes of Public Administration and suggest possible themes as well as location for the thirds annual meeting of the Heads of School of Public administration in the Western Balkans

Calendar: May or June, to be decided in consultation with the co-organiser and host country.

7. Meeting of the Heads of Schools of the EU Member States

For 2009 a meeting is planned for the Heads of School of the EU members States.

The Secretary of the Steering Committee suggests the following issues on the agenda.

- The contribution of the Schools to the further development of the ReSPA training programmes.
- Programmes delivered by The National Schools of the EU member States as a joint initiative
- Cooperation between local and foreign experts on the delivery of ReSPA programmes
- Cooperation between ReSPA and the National Schools in view of professionalism of ReSPA

Steering committee members are invited to come up with suggestions for themes of the agenda.

Suggested period: April 2009 as suggested back to back with the meeting of the Steering Committee and in consultation with the participants and host country

8. Networking

As for the further development and visibility as ReSPA a professional school of administration in the region the participation in networks is considered as an important issue

It is suggested to continue the participation at the NISPACEE, EGPA and IIASA annual events. instance delivering a presentation, moderating a group session etc.

With the organisers it will be explored how ReSPA can have an active role in these events by for instance delivering a presentation, moderating a group session etc.

The application for official membership will have to be one of the first tasks to be taken up by the ReSPA management as soon as it comes officially in charge

At any moment in 2009 the management of ReSPA will take over the representation function from the Secretary to the Steering Committee.

9 Institution Building

In 2009, the ReSPA team at EIPA will assist in the completion of the institutionalisation process (including consultation with the Steering Committee/Board and the administrations of the members of ReSPA on the institutional issues in relation to the international agreement and its implementation, preparation of implementing rules of the international agreement, preparation of job profiles, organigrammes, hiring of Director and office staff etc. This will also include Assistance and transfer of experience to the Staff of the Secretariat in order to enable them to organise the training and other activities as described in the International agreement.

Schedule of the indicative training activities 2009

| activity | Jan | Feb | March | April | May | June | July | August | Sept | Oct | Nov | Dec |
|----------------------|------------|------------|--------------|--------------|------------|-------------|-------------|---------------|-------------|------------|------------|------------|
| TNA seminar | | 1 | | | | 2 | | | | | | |
| Strat man | | | | | 1 | | | | | 2 | | |
| Training of trainers | | | | 1 | | | | | | 2 | | |
| Impact EU policies | | 1 | | | 2 | | | | 3 | | | |
| Policy cycle | | | 1 | | | | | | | | 2 | |
| Comm. With EU | | | 1 | | | | | | | 2 | | |
| HR concepts | | | | 1 | | | | | | | 2 | |
| SAA/Acuis imp | | 1 | | | 2 | 3 | | | | | | 4 |
| Man concepts | | | | | 1 | 2 | | | | | | |
| Ethic and Int | | | | | 1 | | | | 2 | | | |
| Europe in Action | | | | 1 | | | | | | | | |
| EU Summer school | | | | | | | xxxx | | | | | |