



ReSPA Main Goals and Programme of Work for 2010 - ADOPTED -

Table of Contents

Chapter	Title	Page
1.	Introduction	2
2.	Main Goals for 2010	2
3.	Programme of Work	3
3.1	<i>Steering Committee and Board Meetings</i>	3
3.2	<i>ReSPA Website and Newsletter</i>	3
3.3	<i>The Training Programme</i>	3
3.3.1	<i>The development of the training programme</i>	3
3.3.2	<i>The proposed training programme</i>	5
3.4	<i>Communities of Practice</i>	9
3.5	<i>Fifth ReSPA Annual Conference</i>	9
3.6	<i>Networking</i>	9
3.7	<i>Exchange of Civil Servants</i>	10
3.8	<i>ReSPA publication</i>	10
3.9	<i>Specifically as regards Institution Building</i>	10
Annex A	The first quarter of 2010	11

1. Introduction

This document describes the main goals to be achieved in – and the Programme of Work (POW) for – 2010. The document covers three of the areas agreed in the 12th SC meeting as necessary for the development of ReSPA to become a professional and sustainable institution, namely

- The programme of training activities
- The corporate events
- Institutional building

A separate document will be submitted to the SC for discussion under agenda point 8 of the 13th SC meeting covering the fourth issue necessary for ReSPA to become a fully functioning institution, namely a draft plan for the staffing of ReSPA.

Since the current contract with the contractor is extended until 31 March 2010 and a second contract is expected to be signed in the first quarter of 2010, the POW is drafted with the 1st of April 2010 in mind as starting date.

The work to be carried out in the first quarter of 2010 is mentioned separately in Annex A to this document.

The POW is prepared under the assumptions that:

- The ratification of the International Agreement by a minimum of 5 out of 7 members will be achieved during the first quarter of 2010.
- The first meeting of the Board of Governors will take place around May/June, at which the nomination of the ReSPA Director and the budget for ReSPA will be approved.
- A consolidated Business Plan and POW for 2011 will be drafted in close cooperation with the newly appointed ReSPA Director
- The premises and equipment of ReSPA are available and functional as of June 2009.

2. Main Goals for 2010

The three overall goals for ReSPA for 2010 are

- to achieve ratification of the International Agreement by at least five of the seven ReSPA members, thus establishing ReSPA as a legal entity;
- to become a fully functioning regional school for public administration with its own budget, staff, management and operational training and hotel facilities and equipment; and
- to deliver as many training activities as possible and as soon as possible in Danilovgrad.

Until the above goals are achieved, ReSPA will continue to function as a virtual school with training, corporate events and institution building activities being undertaken by a contractor (EIPA) and with training activities and corporate events taking place throughout the region.

The following pages outline the proposed POW for ReSPA for 2010, each of the activities or events aiming at contributing towards achieving the above goals. To the extent, there are separate objectives to be reached within the respective events/activities or categories of same, these are mentioned under the respective (categories of) events or activities.

3. Programme of Work

3.1 Steering Committee and Board Meetings

According to article 16 of the draft IA, the Governing Board (GB) 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, the **13th Steering Committee** meeting is planned for 2 February 2010 to be held in Podgorica. This meeting will mainly concentrate on the approval of the main goals and POW for ReSPA for 2010, the preparation for the first meeting of the GB and institutional issues with regards to staffing of the ReSPA team.

The **first session of the ReSPA Governing Board** will focus on formally establishing ReSPA as a fully functioning legal entity and the further institutional building of the ReSPA with its seat in Danilovgrad. During this first session, the GB will appoint the ReSPA Director and mandate the latter to sign the Host Country Agreement. The GB will furthermore approve the ReSPA by-laws, including its Rules of Procedures, and establish its Budget Committee as per the ReSPA by-laws (currently in draft). Finally, the BG should confirm the financial contributions of its members to the ReSPA budget. This meeting is planned to be organised in Danilovgrad in May or June 2010 or as soon as possible thereafter when the International Agreement has been ratified by the necessary minimum number of members.

In case of the ReSPA International Agreement not being ratified in time to organise the first GB in May or June 2010, a **14th meeting of the Steering Committee** will be organised in its place and on a location to be decided later.

3.2 ReSPA Website and Newsletter

The **website** will be maintained by EIPA until ReSPA becomes a legal entity and these tasks can be transferred to Danilovgrad.

In cooperation with the liaison officers, continuous efforts will be made to develop the website as an attractive and interactive means of communication for ReSPA.

EIPA will also in co-operation with the liaison officers continue to prepare and publish **four newsletters** per year. The newsletter will concentrate on the development of and activities carried out by ReSPA as well as interesting news from the region where it concerns public administration and public management.

3.3 The Training Programme

3.3.1 The development of the training programme

The proposed training programme for 2010 has been drafted along three different lines:

a) Defining ReSPA training domains

In the 12th meeting of the Steering Committee, a proposal was made on the topical areas ReSPA should concentrate on when it concerns training. This proposal was approved and included in the document summarising the post training evaluations, which was sent to the SC members in October 2009. For the sake of clarity these areas are reflected below.

- i. *Promotion to management positions in the region was until the recent past and in a number of cases still based on seniority. The specific management responsibilities were seldom defined and those in management positions were not really accountable on for instance the performance and development of their employees. There is a process going on now to come to a better balance and accountability between expertise in the*

specific policy areas and management responsibility for those who are in leading positions in the administration. Since successful reform and changes are in particular depending on the commitment and support given by the management ReSPA could contribute on enabling managers with management knowledge and skills. This can be done by organising some management training programmes throughout the year.

- ii. *ReSPA as a regional institute can support the national training institutes in their process of professionalising.*
 - a) *The provision of training programmes by the national institutes is to a large extent depending on the contributions by part time lecturers/trainers who quite often lack the skills of designing training programmes and training methodologies. ReSPA could organise specific training programmes for this target group.*
 - b) *With regards to the members' objectives to enter the EU, ReSPA can focus on the training of trainers on fundamental EU Institutional and Legal Framework issues.*
- iii. *Specific Issues on Public Administration and Management*
Interest was expressed on sharing knowledge, experiences and skills concerning certain topics of PA and PM, for instance:
 - *Particularly difficult issues where cross-border exchanges of experience are relevant, e.g. trade issues, CAP, CFP, or other EU policy areas, etc.*
 - *National co-ordination, law approximation and better regulation*
 - *Transparency*
 - *Rule of Law*
 - *Administrative law*
 - *HR and HRD*
- iv. *To strengthen regional cooperation by exchanging knowledge and experiences on specific policy areas through, e.g., the annual ReSPA conference and the communities of practice.*
- v. *Offering a selected group of officials to benefit from special programmes like the summer schools as done this year and in the previous year*
- vi. *Exchange and networking programmes (e.g. the Annual Conference and Learning Europe).*

b) Post training evaluation

After the summer 2009, all who had participated in a training activity received a document with some post evaluation questions. One of the questions was the wish/need to participate in a future ReSPA activity.

c) Input given by the SC members

The SC members's reactions with regards to the training activities to be carried out in 2010 in response to the document mentioned above under **a)**.

Based on the relevance indicated for the different topics, the proposed POW seeks to integrate as much as possible the contributions given by the different SC members.

Moreover, while implementing the training programme, it needs to be stipulated that efforts will be made **to use and further develop local trainer resources by the train the trainers concept** as much as possible. This will be achieved, *inter alia*, by inviting trainers and lecturers for the different activities and/or have them actively involved in the delivery.

Specifically as regards **interpretation**, a number of activities will be delivered in one language only (English), while others will be delivered with interpretation. One of the ways to be used to decide, whether an activity will be delivered in English or with interpretation, will be based on the language skills of the participants which are mentioned in the registration forms.

3.3.2 *The proposed training programme*

Based on the above considerations, the ReSPA Secretariat has developed the following proposal for training activities to be delivered in 2010:

I. Managing the Administration: A comprehensive approach

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 and acting between the political level and the civil society.

In a six-day training programme divided over three modules the emphasis will be given to Strategic development, managing people and the senior manager between politics and the civil society. The training will be practically oriented and the own experiences of the participants will be an important input for the training.

The training will be organised twice, the second course will be jointly delivered by EU and local trainers.

Target group: Public managers and trainers, who are responsible for this topic

Number of participants: maximum 21

Duration: 3 times 2 days

Location: Danilovgrad or a host training centre in the region

II. Theory and practice of the Policy Cycle: from drafting to evaluating policies

During the last decade, the process of policymaking has undergone quite a significant change. Governments have become increasingly aware that in today's complicated 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 at 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 assess the impact of the policies in terms of monitoring and evaluation. In two four-day courses that are planned for 2010 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.

The first course is meant for civil servants and local trainers in this area.

A second course will be an activity delivered jointly by EU and regional trainers.

Target group: Civil servants involved in the process of policy making and trainers/lecturers in this area

Number of participants: maximum 21

Duration: 4 days

Location: Danilovgrad or a host training centre in the region

III. *Fighting 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 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, but that also organisational measures must be taken in order to reduce abuse of power.

In a three-day course the participants will be made 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.

In November 2010, an international seminar will be organised in Germany which is of interest in terms of content and networking. More information will be mentioned under the heading networking.

Target group: Civil Servants who are involved in this area as well as local trainers who are dealing with this topic.

Number of participants: maximum 21

Duration: 3 days

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

IV. *Quality development*

Different models have been used in Public Administration world wide to develop the quality of the public administration in terms of efficiency, effectivity, performance etc.

In a three-day seminar, participants will be made familiar with the concepts and application of methods like the Common Assessment Framework (CAF), Balance Score Card, EFQM, TQM.

Target group: Civil servants who are dealing with quality development in their administration and local trainers who are involved in this area.

Number of participants: maximum 21

Duration: 3 days

Location: Danilovgrad or a training centre in the region

V. *HR concepts and practices*

The introduction of new laws for civil servants that were adopted by ReSPA member governments has also given impetus for the public administration to reconsider the role and function of the HR departments, which are moving from a more traditional administrative role towards a role with the emphasis on advice and development.

ReSPA wishes to contribute to this process by organising an activity in 2010 for HR experts. The programme will include for instance concepts, practices of an HR unit as well as the application of HR instruments like staffing, recruitments and selection, training and development and the role as an advisor on HR issues.

Target group: HR professionals and public managers

Number of participants: maximum 21

Duration: 4 days

Location: Danilovgrad or a host training centre in the region

VI. *Communicating with the European Commission and negotiating EU membership*

In view of the implementation of the SAA and a future EU membership, the administrations of the ReSPA members have frequent contacts with the EU institutions.

In view hereof, it is important to understand the process of communication with the EU institutions and to identify what is and is not negotiable, which procedures to take into account and how to represent one's own interests in the most efficient way, etc. In two four-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 and to the road to EU accession.

The first course is meant for Civil servants and local trainers. The second course for local trainers during which the content as well as the methodology will be part of the programme.

Target group: Civil servants in the SAA process and local trainers dealing with these topics.

Number of participants: maximum 21

Duration: 4 days

Location: Danilovgrad or a host training centre in the region

VII. *Impact of EU policies on domestic policy fields*

Harmonisation with the law of the European Union 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 2010, two seminars are foreseen with the main focus to share knowledge and experiences with practitioners from EU Member States, who have gone through the process of adapting their departments to comply with the demands flowing 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 and legislative process as well as local trainers on these topics.

Number of participants: maximum 21

Duration: 3 days

Location: Danilovgrad or a host training centre in the region

VIII. *Training Management*

In this four-day programme, attention will be paid to the concepts and application of the different tasks and responsibilities of the training manager such as: The identification of training needs, setting objectives, dealing with stakeholders, designing a programme, identification of providers, drafting the budget, marketing and evaluation.

During the programme, use will be made of the own experiences of the participants

Target group: Those who are responsible for the organisation and delivery of training

Number of participants: maximum 21

Duration: 4 days

Location: Dailovgrad or a host centre in the region

IX. Training Methodology

In today's 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 one-way transfer of theory to transfer of knowledge, skills and attitude, and from receptive participants to the participation of participants.

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

Target group: People responsible for delivering training to public administration

Number of participants: maximum 21

Duration 4 days

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

X. The Development of Legislation

The manner in which legislation is developed and 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. The consequences of new legislation by impact assessment is a widely used instrument.

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-day, practical oriented programme, participants will be offered guidelines and concepts for developing legislation and will also practice these tools and instruments.

Two courses of this kind will be organised. The first course is meant for civil servants and trainers /lecturers in this area. The second course will be for local trainers, during which the content as well as the methodology form part of the activity.

Target group: Civil servants dealing and local lecturers/trainers dealing with the process of developing new legislation.

Duration: 4 days

Number of participants: maximum 21

Location: Danilovgrad or a training centre in the region

XI. Summer Schools in Bruges and Luxembourg

Continuing the successful summer courses in 2008 and 2009, a number of participants will be offered during the summer time to take part in a three-week training programme in The College of Europe in Bruges or a two-week programme in EIPA's European Centre for Judges and Lawyers in Luxembourg.

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 legal framework, the law-making process and the implementation of these rules at the EU and national level. The first week will focus on the organisation and the process of EU rule-making, while the second week will pay attention to special policy areas and the implementation of EU law at the national level. The programme is oriented towards practitioners and is thus highly inter-active with case studies, simulations and study visits to various national and EU institutions located in Luxemburg.

Number of participants: To be decided

Period: July/August

Location: Luxemburg and Bruges, Belgium

3.4 Communities of Practice

In 2009, the first Community of Practice event was successfully organised in cooperation with the UNDP in Tirana. From different sides, the wish has been expressed to continue with this initiative.

For these reasons, and in view of the fact that when working on the modernisation of the public administration, it is of paramount importance to share the concepts with – and obtain support for these from – the politicians, the ReSPA Secretariat proposes to organise two Community of Practice events in 2010, one for employees, civil servants and managers in the public sector, the other for the ministerial level, during with an exchange of ideas will take place of the relation political and professional level.

3.5 Fifth ReSPA Annual Conference

In line with the four previous annual conferences, the fifth conference will be organised during the period October-November 2010, and following suggestions from the 12th SC meeting, a group composed of representatives of the ReSPA members will be nominated during the first quarter of 2010, the main task of which will be to develop a programme based on the theme of the conference and being co-responsible for the organisation of the conference.

A suggestion for the theme can be: ***Experiences of Public Administration Reform.***

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

3.6 Networking

As for the further development and visibility of ReSPA as a professional school of public administration in the region, the participation in various networks is considered as an important issue. It is suggested to continue the participation in annual events that might be of any importance for ReSPA like for instance NISPACEE, EGPA and IIASA annual events.

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

The application for official membership of one or more networks 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 the same time, the management of ReSPA will take over the representation function from the current Secretary to the Steering Committee.

3.7 Exchange of Civil Servants

In the course of 2010, the feasibility of and the method(s) for an exchange of civil servants between the ReSPA members' administrations – and possibly even between administrations of EU Member States and the ReSPA members – will take place. In case the perspectives look positive, a first start can be made after the summer break.

3.8 ReSPA publication

After the approval of proposed design of the ReSPA publication at the 13th SC meeting a start will be made with the draft of this publication which is planned to be completed during the summer.

3.9 Specifically as regards Institution Building

In 2010, the ReSPA team at EIPA will assist in the completion of the institutionalisation process (including consultation with the Steering Committee/Governing 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 recruiting office staff, etc. This will also include assistance and transfer of experience by EIPA to the new ReSPA Staff in order to enable them to organise the training and other activities as described in the International Agreement.

Under the assumptions mentioned above in Section 1, the main goals to achieve for 2010 are:

- Support to the ReSPA Director upon his appointment with respect to his new role
- Support in the process of recruitment and selection of the ReSPA staff, including job profiles
- In consultation with the ReSPA Director, the provision of training and coaching of the ReSPA staff
- Support to the ReSPA Director with regards to the organisation of the management of the ReSPA hotel
- Support to the ReSPA Staff in identifying training needs and/or drafting the POW 2011
- Support to establish a database of trainers who could work for ReSPA

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January 2010

Annex A: The first quarter of 2010

Activities to be carried out in the first quarter of 2010:

- Organise 3 training activities on, respectively, the drafting of legislation, HR instruments and approximation of law;
- Describing profiles for ReSPA staff members;
- Preparing the activities for the POW 2010 to start as of 1 April 2010;
- Organising the 13th SC Meeting;
- Publish a edition of the newsletter and prepare the annual publication;
- Continuous update of the website;
- Annual Report.