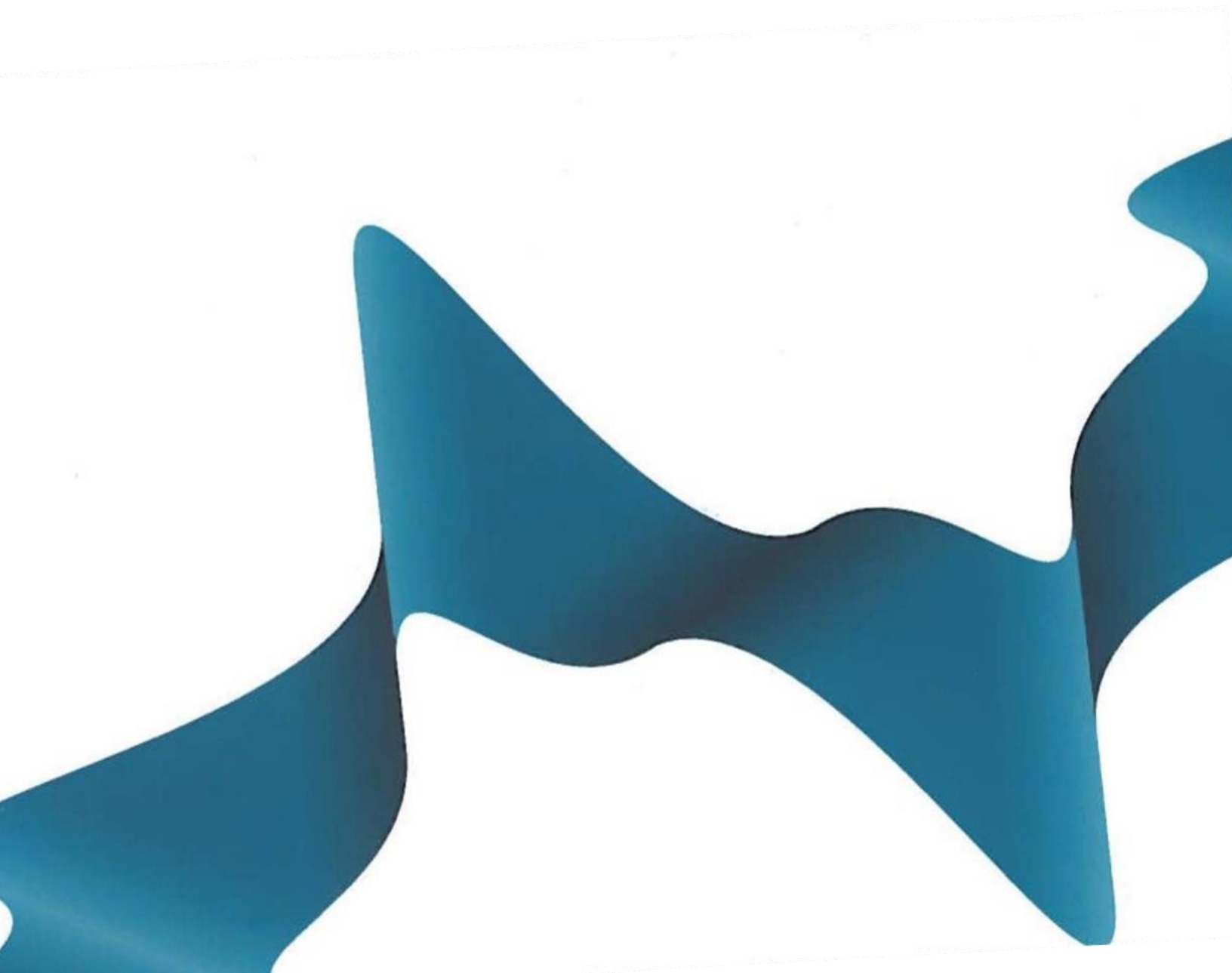


# **Workshop on Strategy Development**

12 – 13 March 2018, Belgrade (Serbia)

**Discussion Paper and Agenda**



## Background

ReSPA has been working on the core strategic issues outlined in the Strategic Plan, and it has achieved significant success in many areas. Along with success, there have been many changes and challenges in the implementation of the last Strategic framework 2016 – 2020 as stated in several reports: ex-post evaluation report, ROM reports. These challenges were manifold, and some of the key challenges include meeting the requirements of respective countries which are at different levels of development in regard to PAR as well as the access to the EU, the limited number of staff, a large number of thematic areas that ReSPA is working on, etc.

However, the changes and challenges faced over the last few years asked the organisation to review its Strategic framework and propose a new Strategy document.

With the scope of this Strategy, ReSPA is interested in revisiting its current Strategic framework (organisational vision, mission, goals and strategic objectives), and proposing a new direction for the next strategic planning cycle 2019 - 2024 with set objectives, headline targets and indicators. The new Strategy will help ReSPA and its members to redefine its organisational vision and function to be more responsive and accountable.

The Strategy is important for ReSPA as it:

- Demonstrates leadership and gives direction to the organisation,
- Creates a vision that unifies efforts and motivates stakeholders,
- Sets Strategy headline targets;
- Improves organisational effectiveness and promotes greater accountability,
- Assists in mobilising resources and resource-based planning,
- Empowers ReSPA to negotiate with regional and international partners,
- Clarifies roles and manages expectation at different levels,
- Ensures better planning and impact achievement.

ReSPA is in preparation of the 4<sup>th</sup> EC grant that will be implemented from 2019-2022. This grant will be based on three main pillars:

- Regional cooperation
- In-country support
- Quality management.

The preparation of the Strategy document will be based on six horizontal PAR core areas as identified for the first time in the 2014-2015 Enlargement Strategy and further defined by the Principles of Public Administration. The preparation will be organised in the three separate overarching workshops: Workshop 1) Strategic Framework of Public Administration Reform, Policy Development and Co-ordination; Workshop 2) Public Service and Human Resource Management, Accountability and Service Delivery; Workshop 3) Public Finance Management. In addition, development of the ReSPA Strategy will be based on the relevant country strategies.

The Strategy also has to provide the basis for the establishment of a well-functioning M&E system which would contribute to spreading the M&E culture among the ReSPA members and strengthening their capacities. A proper M&E will help ReSPA to achieve greater effectiveness, efficiency and also visibility.

The well-established monitoring system would primarily contribute to:

- Better reporting system on the progress achieved both to the ReSPA members, as well as donor community.
- Better decision making process at different points in time;
- Increased capacity for measuring of ReSPA's specific contribution to the ReSPA Members' Public Administration (PA);
- Improved effectiveness of the ReSPA action;
- Timely undertaking corrective measures based on the identified problems and/or potential risks.

To monitor the progress achieved it is of utmost importance to establish the objectives, headline targets and indicators. The baseline information for each indicator would ensure proper monitoring of progress on a regular basis. Development of the indicators will be conducted in cooperation with the ReSPA members who should commit themselves to reporting on the progress towards indicators' targets. Monitoring and evaluation shall bring to the better measuring of the achieved progress.

## Target Group

This workshop is intended for:

- Governing Board members at the Senior Official level and their substitutes;
- One member per Working group per country;
- National Coordinators;
- One member of EUI Programme Committee

Due to interactive nature of the meeting, the participants should, preferably, have a good command of English language.

## Objectives

The objectives of the workshop are:

- Defining a future direction, strategy and priorities of ReSPA;
- Establishing a basis for monitoring and evaluation system of the Strategy implementation.

The workshop shall contribute to:

1. Defining the scope of Strategy development process;
2. Prioritizing strategic objectives and potential ReSPA interventions. Establishing basic for the monitoring and evaluation system for Strategy implementation:

## Facilitator

**Mr Marc van den Muijzenberg** holds a Master in History of Leiden University. He was twice awarded a research scholarship at the Collegium Budapest for Advanced Studies. Marc has worked as researcher and lecturer at Leiden University. He was the Director of the Dutch Institute for Public Administration (ROI), and after merging ROI, he was an executive board member of the newly established organisation for development and digitalisation: PBLQ (2008-2013). He established the Public Sector Capacity Center (PSC2) and the Dutch Academic Services in 2013. He is the chairman of the Mobile Educator Foundation, and an associate consultant for PBLQ and CILC. He has over 20 years of experience in initiating and delivering programmes and initiatives intersecting public sector, education and private business. He has in-depth experience and knowledge of the governmental and business cultures, in the Netherlands, Africa, Eastern Europe and (central) Asia.

## AGENDA

Venue: Hotel Zira, Belgrade [www.zirahotels.com](http://www.zirahotels.com)

### Day I: Sunday, 11 March 2018

**19.00 – 21.00**            **Preparatory meeting with GB members at Senior Officials' level and working dinner**

### Day II: Monday, 12 March 2018

**08.45 – 09.00**            **Registration**

**09.00 – 09.15**            **Welcome and introduction to the meeting**

**09.15 – 10.15**            **Strategy development: state of play and further steps**  
**Director of ReSPA, Ratka Sekulovic**  
**Strategy development facilitator, Marc van Muijzenberg**

**10.15 – 11.15**            Workshop 1) Strategic Framework of Public Administration Reform, Policy Development and Co-ordination  
**Group work per countries**  
**Moderated by the GB SL members and ReSPA Programme Managers**

**11.15 – 11.30**            **Coffee break**

**11.30 – 13.00**            Workshop 2) Public Service and Human Resource Management, Accountability and Service Delivery  
**Group work per countries**  
**Moderated by the GB SL members and ReSPA Programme Managers**

**13.00 – 14.30**            **Lunch**

**14.30 – 16.30**            **Presentation per countries**  
Discussion

**19.00 – 21.00**            **Social dinner**  
Venue: Hotel Zira, Belgrade

### Day III: Tuesday, 13 March 2018

**09.15 – 09.30**            **Registration**

**09.30 – 10.15**            Wrap up of the previous day

**10.15 – 10.30**            **Coffee break**

**10.30 – 12.30**            Workshop 3) Public Finance Management  
**Group work per countries**  
**Moderated by the GB SL members and ReSPA Programme Managers**

**12.30 – 14.00**            **Lunch**

**14.00 – 15.00**            **Presentation per countries**  
Discussion

**15.00 – 16.00**            **Closure and wrap-up**

