



Workshop on
“Management, Good Governance and
Modern Administration Principles
in the Context of the European Administrative Space”
27-30 March 2012, Danilovgrad, Montenegro

PROVISIONAL TRAINING PROGRAMME

Background information

The main objective of the training is to train the civil servants from the Western Balkan countries in the field of managerial and leadership skills in relation to Good Governance and Modern Administration Principles and some practical models of Citizen Participation and Transparency Enforcement in Public Institutions as a part of Modern PA and Good Governance.

Social and Public Administration researchers affirm that the Western Balkan states, due to their historical evolution, had a comparatively weak institutional development in the past. However, at present these countries show a significant progress and declare a strong will to develop their economies and state institutions, which would result in the improvement of living standards and competitiveness of the state. On the other hand, all Western Balkan states have started the pre-accession process to the EU, which also becomes a challenging issue for the state and public institutions, because of the need to implement a set of goals and to raise requirements regarding the professional competencies of public managers.

Today, for a modern public manager, it is not enough to simply possess some managerial skills, but it has been proved in practice that success is rarely achievable without solid leadership. Also, the understanding that the Western Balkan states are in a rapidly moving process of transition, the knowledge and skills of change management are extremely important. Finally, the discussion on how the approach of Modern Public Management can be applied in daily life of a public manager is important as well. What advantages and disadvantages of implementing the abovementioned approach could be taken into account, and how the principles of Modern Governance could be useful for



improving efficiency and effectiveness of a public institution is an important issue for every public manager today.

All of the issues mentioned above, are the essence of the proposed program developed by the Lithuanian Institute of Public Administration specialists. The experience acquired during the EU accession and the recent practice of transition in their country is the additional feature, which can be interesting and useful for RESPA training participants.

Objectives

- To strengthen managerial and leadership skills in relation to Good Governance and Modern Administration Principles of the workshop participants;
- To increase their knowledge and understanding of the concept of “Good Governance” and Principles of Modern Public administration;
- To discuss reliability of some practical models of Citizen Participation and Transparency Enforcement in Public Institutions as a part of Modern PA and Good Governance.

Content

- Essentials of efficient Public Administration and main features of effective Public Manager. Strategic management approach; Leadership skills; Change management; Successful delegation; Helping people to take responsibility;
- Principles of Modern Public Administration in the Context of the EU administrative space;
- Good Governance. Principles and understanding; The models and processes of decision-making and the process by which decisions are implemented; Models of Citizen involvement in decision making.

Target Group

21-28 public officials of Western Balkan countries from the Ministries responsible for civil service and public administration and the Ministry of Finance.



Workshop Trainers

Dr. Ricardas MALKEVICIUS, Academic Director of Lithuanian National Road Carriers' Association "Linava" training centre, Lithuania where he is responsible for conducting research activities related to development policies, developing training programs and seminars for top managers and supervisory level managers of transport companies, and also for civil servants in fields of Strategic management, Administrative skills and Leadership, Personnel management, Public-Private partnership, etc. Senior level experience of preparing complex documentation including government policy, national strategies, and a wide mix of TOR for different technical, financial, political, management, social, developmental and environmental project types including EU related matters. Broad project management experience across different sectors including projects involving organizational development and training with international teams. Professional experience and applied knowledge of Project Cycle Management methodology. Has overseas expert experience with proven track record in working with different cultures and nationalities. Practical knowledge of integrating horizontal issues (such as gender mainstreaming, minority inclusion and environmental sustainability) into technical assistance programmes.

Rimantas KLEPAČIUS, Self-employed trainer & consultant, Lithuania, with Master in Social Sciences. As of 1996 has been constantly engaged in the fields of Planning of training activities, Training needs analyses, Customer needs analysis, Curriculum development, Personnel training, Staff recruitment, training and administration and other related fields. Mr. Klepacius has trained Civil servants from Kirgizia, Moldova, Ukraine, Russia etc. In 2010-2011 as an UNDP expert, he performed trainings in the Azerbaijan Republic; In 2011 acted as an expert in a national project "Referencing Lithuanian Qualifications System to the European Qualifications Framework for Lifelong Learning

Ansi SHUNDI, Executive Director, Shundi Consulting, Freelance consultant, Albania, with Master of Arts in European Studies and International Relations. Mr. Shundi is a highly skilled former civil servant with large experience in designing and implementing public administration reforms. He is specialized in designing and implementing civil service legal frameworks and in capacity building of governments' institutions to implement the reforms. Mr. Shundi is one of the founders of the Community of Practitioners in the Civil Service for the Western Balkans and is a frequent collaborator of SIGMA/OECD in the assessment of public sector and administrative framework.

Methodology

Seminar lecturing-training, interactive training; workshop discussions.



DRAFT TRAINING AGENDA

Day 1

- 09.30 **Opening and welcome by ReSPA**
Introduction of the trainers, participants and the programme
- 09.45 **Overview of efficient Public Administration**
Essentials of efficient Public Administration and importance of effectiveness for the Society in transitional period
- 10.45 **Coffee Break**
- 11.00 **The main features of effective Public Manager.**
Leadership; Professionalism; Professional ethics;
Accountability; Transparency
- 12.30 **Lunch Break**
- 14.00 **Strategic management approach – part I**
Importance of organizational mission, vision and organizational values
Strategic Options; Strategic Prioritization;
- 15.15 **Coffee Break**
- 15.30 **Strategic management approach – part II**
Porter's Five Forces - Understanding power in a situation
PEST Analysis; Organization Design; Executing Strategy
The Impact of Organization Culture on Strategy
- 17.00 End of the day's programme



Day 2

- 09.00 **Leadership – part I**
Leadership styles and skills; Leadership theories
- 10.30 **Coffee Break**
- 10.45 **Leadership – part II**
Leadership styles-how to use the right one for the situation
Successful delegation
- 12.30 **Lunch Break**
- 13.30 **Leadership – part III**
Helping people to take responsibility
- 15.00 **Coffee Break**
- 15.15 **Leadership – part IV**
Motivation
Dealing with Poor Performance
- 17.00 End of the day's programme

Day 3

- 09.00 **Change management – part I**
The nature of Organizational Change-how do we define it;
Leader's role in the process of change; Theories of change
management; Approaches to change: individual behavioural
approach, organizational development and cultural approach
- 10.45 **Coffee Break**
- 11.00 **Change management – part II**
Types of Change processes (J.Storey); Organizational reaction
to change (Colin A. Carnall); Reasons why subordinates
oppose the change and how to overcome it
- 12.30 **Lunch Break**



- 13.30 **Problem solving and Decision making – part I**
The nature and process of problem solving; Decision Making Models; Choosing Between Options; Deciding Whether to Go Ahead; Improving Decision Making; The Impact of Ethics and Values
- 15.00 **Coffee Break**
- 15.15 **Problem solving and Decision making – part II**
Group Decision Making
- 17.00 End of the day's programme

Day 4

- 09.00 **Principles of Modern Public Administration in the Context of the EU administrative space – part I**
Good Governance. Principles and understanding; The models and processes of decision-making and the process by which decisions are implemented
- 10.45 **Coffee Break**
- 11.00 **Principles of Modern Public Administration in the Context of the EU administrative space – part II**
Models of Citizen involvement in decision making; Outsourcing; Transparency; "One stop shop"
- 12.30 **Lunch Break**
- 13.30 **Wrap-up and final seminar on lessons learned**
Sharing ideas what would be useful to implement for Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro and Serbia
- 14.30 **Evaluation of the programme**
- 15.30 End of the day's programme