

ReSPA

Regional School of Public Administration



RESPA/GB-SL(2011)5-008

PROGRAMME OF WORK FOR 2012

REGIONAL SCHOOL OF PUBLIC ADMINISTRATION

RESPA

Danilovgrad, December 2011



Contents

1. Introduction.....	3
2. The Training programme.....	3
3. The Networking Programme	14
4. The Mobility Schemes Programme.....	19
5. Producing ReSPA publications, analytical papers and other ReSPA assessment reports	21
6. Meetings of Directors of EU Schools on PA	21
7. Establishing a pool of regional Experts/Trainers	22
8. ReSPA Annual Conferences	23
9. ReSPA Resource Centre	23
10. ReSPA Visibility	24
11. Promotional activities towards shift in the administrative culture aimed to ‘client oriented public services’ development	25
12. ReSPA Third Phase preparations	25
13. International cooperation	26



1. Introduction

This document describes the activities to be implemented under the Programme of Work (POW) for 2012. The programme is based on the terms of reference of the EC granted contract that has been signed between ReSPA and the European Commission in November, 2010 and started with implementation as of 1 May 2011. To this end, lessons learned and areas for improvement in the process of drafting the POW have been taken into consideration.

The structure of the POW is based on the relevance of four core activities¹ that ReSPA will be focusing in the following year and that is: Trainings, Networking Events, Mobility Schemes, and Publications. Additionally Resource centre will be established aiming to support all ReSPA's core activities. The drafting of the programme for these activities in this document follows the same pattern and each activity has been treated on very similar approach. Each activity is being followed with the information on the observations of the trainers and ReSPA management; consultations with main stakeholders and the evaluations received by the participants; and last but not least the EC Progress Reports and SIGMA Assessment Reports. In case of the trainings, the approach is strengthened with the ReSPA's developed TNA.

In addition, a reference attention in the POW is being given to other relevant activities such as Establishment of the Database of the Experts (International and Regional Experts), Creating the ReSPA Resource Center, Increasing ReSPA's Visibility, Awarding Ceremony Event for Innovations in the Public Administration.

Novelty in this year's POW is the section regarding the start up activities of ReSPA in regard to the third phase of the development of ReSPA. In 2012, ReSPA is planning to take initiative and explore possibilities on development of the academic dimension. As a start-up, ReSPA will meet with similar academic institutions at EU level and learn from their experiences in establishing an Institution which would offer MA programmes as well.

2. The Training programme

The proposed training programme for 2012 has been drafted based on the following information:

a) Training Needs Analyses (TNA)

¹ The overall costs of activities is funded by EC grant 2010.



On 17-18 May 2011, ReSPA carried out the training needs analyses workshop with the assistance of the participants who were nominated by the ReSPA GB members. The workshop was facilitated by three external Experts and ReSPA staff. Each ReSPA Member nominated two participants from the same country, except Macedonia who did not nominate any candidate, the reasons of which were not specified on their communication. Participants were guided on a consistent approach and methodology on how to do a thorough TNA during the mentioned workshop. Each participant from the TNA workshop was given a TNA template which they were supposed to fill in for their respective needs for the coming period. ReSPA facilitated and coordinated as needed this process and has consolidated the final TNA which was presented at the GB meeting in Tirana. The TNA is a basic document under which the most urgent and needed training topics have been identified and which are proposed with the POW 2012.

b) Training evaluation

At the end of each training activity, participants were asked to fill in evaluation forms. The results have been summarized and analyzed. Their remarks and the topics that shall be considered by ReSPA have been taken into consideration. The best evaluated trainings from 2011 have also been considered for POW 2012.

c) Observations of trainers and programme management

Since May 2012, ReSPA has requested from the Experts and Trainers to draft a final report on the training that they have delivered, including the evaluation of the training as well as the trainers' feedback and recommendations in regard to the training and possible improvements for future trainings. To this end, the observations from the ReSPA staff have been added to summarise the overall observations from a completed training activities. All this has been taken into consideration in the process of drafting this document.

d) Consulting with stakeholders

The initial training ideas have been additionally consulted with stakeholders from the ReSPA Member States, EU Task Manager and other EU related representatives. The latter consultations served three main purposes:

- To check whether proposed training programmes are in line with strategic objectives and contribute to overcome indicated gaps in knowledge and skills;
- To ensure that proposed training programmes do not overlap, regarding content and/or target group, with programmes that are already organized at national level and/or are widely offered by other donor organizations.



- To check if the envisaged training activities are in the line with the EC Grant contract.

e) EC Progress Reports and SIGMA Assessment Reports

The main findings and recommendations stated in these reports under the section of public administration reform have been carefully evaluated and analysed. Some of the training topics proposed are intended to address the shortcomings evidenced within these reports, by developing appropriate training programme for the appropriate target group.

The proposed POW seeks to integrate as much as possible the input as identified in the contributions received from nominated persons for each country in regard to the preparation and finalization of the TNA 2012.

f) Identification of Training Institutions

The process of identification of training institutions that ReSPA performs will be continued in the following calendar year 2012. This means that ReSPA approaches EU schools on PA and negotiates the training programme for specific topics. The budget details of training event can be seen in the Annex enclosed (4 days training).

The proposed training areas

Based on the above considerations and based on the findings from the TNA, ReSPA has developed the following proposal for training areas to be considered in 2012 and to achieve the indicators set under the ReSPA EC Grant:

I. Policy Development, Monitoring and Policy Impact Assessment

Public administrations need to develop policies for a range of reasons: to comply with laws, new legislation, in response to stakeholder concerns, to change behavior within the civil service, provide guidelines. As all sectorial units within the state administration are different, policies must be linked into the organization's objectives and be consistent with the policy legal framework.



Once the new policy has been developed, the next step is monitoring process. Policy monitoring is mechanism that assists senior civil servants and departments in the public administration with information sharing and reporting in order to achieve departmental policy objectives. Policy monitoring is effective in the public administration when the lessons learned and findings are systematically applied to further develop and implement policies.

Policy Impact Assessments are required for proposals that are not regulatory in source but nevertheless impose costs on public sector that deliver public services. Policy decisions need to be informed by taking account a key issues and the needs of different groups to establish more inclusive and more competitive society. Regulatory Impact Assessment is an tool that the trainings under this section would be studying.

The trainings proposed under these thematic areas will aim at developing the individual skills of the civil servants as well as transfer the relevant knowledge related to the fields of policy development, monitoring and the impact assessments.

Target group: Civil servants working at the core state administration as well as in the line ministries dealing with development of the policies, monitoring and assessing the impact of the implemented policies. Certain level of the senior level of the participants at their positions shall be considered as an asset.

II. Strategic Management and Planning

Good public managers at senior level have to have the skills to guide and motivate the middle management and to impose a positive influence on the management and planning capacities in order to achieve the set objectives. In times of rapid change, good leadership is often more important than detailed substantive knowledge. This requires a wide range of skills like setting clear objectives, clear vision, mission, objectives, delegation of tasks, results monitoring, negotiating, coaching, change management, motivating, better planning and solving conflicts.

The training will practically bring on board lessons learned and good practices from EU environment and would be customized as per the needs and the situation at the national administrations. The outcomes of these trainings will be to enhance the management skills of the civil servants, to strengthen the strategic and planning capacities of the participants as well as to propose the sessions for personal and professional development of the individual civil servants.

Target group: The programme is meant for civil servants middle level with managerial responsibility and above and with some years of experience



III. Human Resources Management Development

The development of the human resources capacities is being considered as one of the key areas of the public administration reforms. As such, for few years in a row, ReSPA is proposing this very important topic into its POW's. As a matter of fact, this is also one of the topics that were requested by many ReSPA countries to be included in the POW.

ReSPA will continue to contribute to the process of human resources development by organising trainings with topics related to human resources concepts, recruitment and selection, performance management and development, HR promotion, good practices in the area of human resources management at EU level.

Target group: Head of HR Units in the line ministries, state agencies, local self government units and other state bodies that have civil servants as their employee. Staff employed in these Units will be also encouraged to apply.

IV. EU Policies and EU related issues (negotiation, decision making, law making, communication, acquis harmonization, lobbying, etc.)

Harmonization with the law of the European Union in different areas makes it necessary to enhance domestic capacity in order to comply with EU policies. EU Policies and EU related issues are areas that have been requested by the ReSPA countries through their TNA inputs. ReSPA has been focused also in the previous years on these very important issues and will continue with the same pattern.

The trainings designed under this area will be focusing on issues related to the EU Policies and other EU related matters such as negotiation, decision making, law establishment, communication and lobbying. It is considered that the civil servants from the ReSPA member countries still require additional knowledge on these issues in order to fasten the EU integrations process in their respective countries. The trainings under this area will have a high level of practical substance in order to provide the participants with tools and know-how in their own practices.

Target group: Civil servants working for state bodies in charge of EU Integration and National Plans for Adoption of Acquis, civil servants involved in the process of policy making and its alignment with the EU policies.

V. Public Management, Good Governance and Modern Administration Principles in the Context of the European Administrative Space



Public management is a field that studies different management tools appropriate for the government efficiency and effectiveness improvement in the domain of public administration. Public management, focusing on government and non-profit administration, therefore, government officials can learn from the management methodologies used in the private sector. Public servants shall be able to conduct comparisons among numerous government administrations and non-profit organizations and by that to optimize the outcomes of each activity. The trainings that ReSPA will organize under this area will aim at studying public management from the perspective of good governance and modern administration in order to meet the principles of the European Administrative Space in the public administrations.

Target group: Civil Servants working at the Ministry of Public Administration, Ministry of EU Integration, Central Bodies of the Government, as well as civil servants who are dealing with programmes which are closely linked between the public and non-profit organizations.

VI. Ethics and Anti-corruption; development and implementation of integrity plans

The decision making in the administration should be transparent and based on the rule of law: citizens should be treated impartially and there should be no abuse of power from the side of the administration. The public administration is expected to establish and implement integrity plans within the process of fighting corruption. A wide range of measures, regarding organizations, have been taken in EU Member States, but also in the ReSPA region such measures have been initiated. Under these thematic areas, ReSPA will organize trainings to make participants familiar and discuss measures taken in different countries, lessons learnt as well as possibilities to successfully implement anticorruption policies in their respective home country.

In addition, ReSPA will seek for the possibility to develop a training module on ethical competences for civil servants, aiming to improve the quality of ethical values among the civil servants from the anticorruption point of view.

Target group: The programme will be in particular aimed at civil servants who have any responsibility in the development and implementation of policies in the area of anti-corruption, ethical behaviour as well as integrity plans.

VII. Project Cycle Management and IPA/Structural Funds

Many ReSPA member states have requested that in POW 2012, ReSPA organizes additional trainings in the area of project cycle management and IPA/Structural Funds. Although



similar trainings are offered at national level, ReSPA believes that these kinds of trainings are of importance if offered at regional level.

Participants at the training will have a chance to learn from the eminent EU Experts, from other country's experiences as well as to gain knowledge in novelties in the area of PCM and IPA/Structural Funds programming at EU level. In addition, these trainings will provide participants with theoretical and practical information about EU Regional policy and its "relative" – IPA, as well as with guidelines and skills needed to efficiently implement project cycle management (PCM) as the official tool required by the European Commission. Special focus will be given to the necessary knowledge and skills of the civil servants to operate and manage with IPA/Structural Funds projects.

Target group: Civil servants who are responsible for tendering, managing IPA projects within the beneficiaries, attending various steering committees of similar projects, designing and programming multi-beneficiary initiatives.

VIII. Management and Protection of Personal Data's

Management and Protection of Personal Data's is another thematic area which was concluded with the ReSPA's TNA since it was requested by some of the ReSPA's members. This is for the first time that ReSPA includes such a topic into its POW.

The public administrations must treat and manage the personal data's very important to successful operations, and maintain confidence between public administration and citizen's according to the Data Protection EU Directive (officially Directive 95/46/EC). This represents an important component of EU privacy and human rights law. There is a need for transfer of good practices originating from the EU level to the public administrations of the WB countries.

ReSPA will organise trainings which will enable civil servants to become more capable to observe the conditions related to the fair collection and use of personal data; meet its national legal obligations related to use of personal data, collect and process appropriate information, comply with any legal requirements, ensure that the personal data used is accurate and up to date through quality control, apply strict checks to determine the length of time personal data is held, and ensure that the rights of citizens, can be fully exercised under the Legal Acts. In addition the latter training shall provide the trainees with the skills and knowledge to conduct appropriate technical and organizational security measures to safeguard personal data, manage and process personal data. The training will be co-organised with an EU school of public administration which have extensive experience in delivering similar trainings at EU and regional level.



Target group: Civil servants working at the national Agencies for managing and operating with data protections.

IX. Financial Management in the Public Administration

The financial management in the public administration usually encompasses all, or part of the processes and functions of planning and programming of the public administration, budgeting, budget execution and accounting, monitoring, auditing and evaluation. The financial management is considered to be a major component of the public administration reforms, both conceptually and in relation to the EU integration processes. Thus, it can be concluded that the financial management as a professional field is in close relations with the civil service and its work in regard to the budgeting, public investment, accounting, auditing and other financial management systems of the public institutions, strategic planning, programme evaluation, public finances, including aid coordination, economic management, the executive decision-making system, and the allocation of responsibilities. All abovementioned issues are constitutive part of the work of the public administration.

The above mentioned issues are perceived as very relevant to ReSPA organization and as such will be treated through tailor made trainings for interested civil servants. In case of identified need, ReSPA will reconsider conducting of more than one training under this thematic area.

Target group: Civil servants working for Ministry of finances, state agencies and other public administration bodies who deal with public finances - budgeting, budget execution and accounting, programming, monitoring, auditing and evaluation of the budget expenditures.

X. Enforcement of intellectual property right

This thematic area has been suggested and concluded at the TNA.

On 29 April 2004, the EU adopted an EU Directive on the Enforcement of Intellectual Property Rights, which is focusing mainly on the harmonisation of the national substantive law and the creation of a unitary right at Community level. For example, certain national intellectual property rights, such as trademarks, designs, patents for biotechnological inventions and certain aspects of copyright and related rights, have been harmonised. The gradual harmonization of substantive law on intellectual property rights has promoted free movement of goods between the EU countries and has made the rules applicable more transparent.

Although at the EU level, there is a serious approach targeting this sensitive issue, while at the regional level there is a little progress detected. This has been concluded also in the EC



Progress Reports recently. It is necessary that the civil servants from the ReSPA member countries are trained on how to deal with the issues of property rights and its enforcement.

*Target group: Civil servants working at the public bodies who are in charge of drafting national legislation regarding the property rights and its harmonisation with *acqui communitare* in this area.*

XI. E-government

This thematic area has been suggested and concluded at the TNA.

E-government encompasses a wide range of topics, which in fact all need attention to make the public administration effectively serve modernization and transformation of all government layers and society as general. E-government is not only technical modernization of the governance, it is a complex of activities, including technical, organizational and legislative changes, which leads a public administrations to more efficient, transparent and accountable model of governance. E-government provides benefits to all relevant parties' i.e. to public administrations, citizens and businesses. It provides quick results in respect to time and financial inputs of citizens and businesses, starting to use more frequent online services. At the same time it is required from the public administrations systematic efforts to set up proper infrastructure and follow strict guidelines about data security and private data protection. E-government is both horizontal and vertical task for every public administration.

ReSPA will take into consideration all these points when designing and drafting the training programme under this particular thematic area. For purposes of delivering the training, ReSPA will count on the experiences of the EU countries with this tools as well as will included case studies of success stories of the ReSPA member countries in the area of e-governance.

Target group: Civil Servants working for Ministry or state agencies for Information Societies, IT sectors of the state bodies as well as civil servants working at the centre of government who are dealing with the e-governance platforms at national level.

XII. Total Management Quality

Different models are used in public administration world-wide to improve the quality of the public administration in terms of efficiency, effectiveness and responsiveness. Similar to the past year, ReSPA will continue to offer the trainings falling under this thematic area since it has been shown as very positive and welcomed by the participants. The programmes which ReSPA will offer in this thematic will be focusing on organising four-day training where participants will be made familiar with the concepts and application of methods like the Common Assessment



Framework (CAF), Balanced Score Card, EFQM and TQM. Special attention will be given to the applicability in the various fields of public administration e.g. policy development, service delivery, etc. The training will impose an opportunity to establish a good platform for experience exchange especially for those who have started to implement quality programmes in their public administrations.

Target group: The programme is meant for participants who are working in the area of quality development and for those with management responsibility introducing and or planning to introduce quality systems in their work.

XIII. Communication and Administrative Procedures in the Organizations

As the government determines the rules and the manner in which they are applied, it puts the public administrations in a position of power. The public administrations are responsible for different administrative procedure decisions related to citizens, private legal entities, etc. When citizens do not agree with such a government decision or do not understand a decision taken, traditionally their only possibility is to address specific situation through a formalistic, legalistic and written complaint, objection or appeal procedure. This depends very much on the administrative procedure which is in place at the respective country. It is very much needed that the citizens, when dealing with administrative procedures face with fewer rules. The training organized under this thematic area will be focusing on the deficiencies mentioned above and will be targeting civil servants on how to avoid the administrative burden on their day-to-day work.

Target Group: Public servants or legislative officers with preferably 5 years of experience in public administration in policy areas that affect businesses (particularly small businesses) and civil society. Civil servants having direct contact with citizens and SMEs, for instance officials issuing permits or dealing with complaints and objections will be also targeted.

XIV. Public Private Partnership

Public private partnership is a model of long-term contractual agreement between public authority and private partner in general with the aim of carrying out infrastructure projects or providing public services. It differs from conventional public procurement in several respects and it is considered to be more complex but at the same time very significant for public benefits.

The need for well-structured PPPs is becoming greater in many countries facing the continually growing demand for public services and simultaneously meeting with the issues about the availability of finance and budget constraints. There is an acknowledgement that the private sector has a part to play in the construction or reconstruction including management and



operation of public assets that will be essential for their economic growth. By developing partnerships with private sector entities, governments can maintain quality services despite budget limitations and offer to the citizens more works and services in a faster and more efficient manner.

Target group: The training is recommended for senior civil servants with management responsibility preferably for investment, infrastructure and public procurement.

XV. Public Access to Information, Transparency of the Public Administration

On 28 January 2003, the EU adopted an EU Directive on public access to information, which ensures freedom of access to, and dissemination of, information held by public authorities and to set out the basic terms and conditions under which such information should be made available. EU considers that the access to information held by the public authorities is a prerequisite for stepping up the application and monitoring of the EU law.

In accordance with the Directive on the access to information and in a need to increase the transparency of the work of the public administrations of the ReSPA member's states, a tailor made training programme will be designed and delivered. The training will be focused on the international treaties, conventions and agreements and Community, national, regional and local legislation concerning the access to information.

Target group: Civil servants working at the public bodies who are in charge of drafting national legislation regarding the access to information, transparency of the public administration and its harmonization with EU Directive.

XVI. Training of Trainers

The final document of the TNA has concluded and proposed that POW includes Training of Trainers (ToT) as a training activity to be organized in the following year 2012. With this activity, ReSPA is planning to further develop and build the capacities of the civil servants who will be serving as resource persons for their peers and colleagues at their workplaces. The topics of the TOT's will be related to the most needed areas related to the field of public administration reforms in the context of the EU integration.

Target group: Civil servants with solid experience on delivering trainings, working and training adults, organizing and delivering presentations for larger groups. In addition, the ToT will target the civil servants and employees who are working at the national training institutions and would like to develop and expand their skills/knowledge.



XVII. Summer Schools

Continuing the successful summer courses in 2008, 2009, 2010, and 2011 a number of participants will be offered to take part in a three-week training programme in The College of Europe in Bruges or a two-week programme in European Centre for Judges and Lawyers in Luxembourg during the summer 2012. In addition in 2012 ReSPA will seek for the opportunities for organizing one summer school with duration of two weeks in the premises of ReSPA.

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-taking 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, its law-making process and the implementation of this framework at the EU and national levels. 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 Luxembourg.

In addition, ReSPA will consider participation on other similar programmes which are offered at the regional level. In this regard, ReSPA will connect its work with other EU institutions as well to follow-up on the already established cooperation.

Target group: Civil servants with excellent English language skills, with affinity in expanding their knowledge on EU related fields and studies.

3. The Networking Programme

The proposed Networking programme in 2012 has been drafted based on the following information:

a) Ex-Post evaluation of the networking event

At the end of each networking event in 2011, participants were kindly asked for the observations upon the event quality (content, logistics, and speakers/experts/moderators). The observations are provided throughout brainstorming session, which also highlights the



suggestions of the topics and form for the next networking event. It also includes the suggestions on event portfolio in terms of participants profile, exchange, replacements and similar.

b) Observations of speakers/moderators/experts engaged in the networking event and programme management

During the formulation and designing of each networking event it has been concluded that inclusion of all relevant stakeholders is important enclosing experts/speakers/moderators already engaged in the realization of ReSPA's training events and/or its founding activities.

c) Consulting with stakeholders

The initial ideas for networking have been formulated with the stakeholders from the ReSPA Member States, mainly the officials who are in charge of the national training institutes and/or Central HR institutions. OECD/SIGMA has provided a lot of valuable inputs on this topic due to its great experience with the networking events.

d) Progress reports of the EC and Assessment Reports of SIGMA

The obligations and recommendations stated in these reports have been carefully evaluated and possible networking activities for senior managers to change experiences were and will be developed.

The thematic areas for the networking events are presented below:

I. Public Administration Reform (PAR)

PAR – Public Administration Reform network is aimed at facilitating the process of mutual learning between its members in the scope of enhancing the public administration reforms. It will be focusing on different, but most important PAR thematic areas such as: improving of quality of services in public sector (Quality management), human resource management (CoP on HRM issues, etc), Civil service reform, Innovations in PAR, support and improve of policy making process (result oriented policies) and coordination (support to policy alignment process), Public finance management, PA organization, Strategic planning and others.

ReSPA is taking into consideration all abovementioned milestones of the PAR network structure and it will support, maintain and organize the network's events highlighting the basis of



the PAR process – PA organization and its process of functional reorganization, policy alignment, good governance and citizens oriented public service (quality of service in practice). However, as in the context of other networks being in support of ReSPA, the members of the PAR network will also have the responsibility over its organization (determination of meetings' frequency, defining agenda of the meetings, extra activities such as complementary projects acting as supplement to network's core activities, distribution of materials, establishment of presentations, transfer of good practices / transfer of know-how), conducting researches, functioning (development of different work phases). The abovementioned facts will be presented and agreed upon during regular meetings in the premises of ReSPA and/or outside ReSPA. External network's events may be organized when needed, demanded by participants and when being justified (study visit, conference/workshop, etc). Finally having in mind all respective thematic areas being comprised under PAR network, ReSPA intends to establish different PAR sub-networks. These sub-networks will have its horizontal connection in terms of data exchange and even establishing some joint activities (events/analysis/publications) if and when needed.

Having in mind that many important similar networks region wide are established, ReSPA intends to carefully follow the activities of respective networks aiming to realize the synergies as much as possible. In relation to that and for example PAR Network envisaged at the Belgrade Conference can be approached under the condition that all ReSPA MS also accept the pattern of abovementioned network's functioning (*in this specific case signed Ministerial Declaration*).

The target audiences of the PAR network is wide range of public servants being engaged in the line ministries for PA or other related institutions and being responsible for Quality Management, HRM issues, Policy development and implementation, Strategic planning, Public finance management and other related issues.

II. Community of Practitioners on HRM issues (CoP)

Following the successful cooperation with the UNDP RC PAR on establishment and maintenance of Community of Practitioners on HRM issues, ReSPA intends to inherit the overall management of the latter network and perform similar activities. In addition it aims to intensify the frequency of the meetings of the CoP members (Conferences, Regional meetings, Workshops, Brainstorm sessions, Publications, etc).

The target audiences of the CoP on the HRM issues will be heads of HR departments and respective HR officers/associates, experts and policy developers on HR issues.

III. EU Integrations - heads of European integration offices and their deputies



The EUI network i.e. network dedicated to European Integration is a platform aiming to bring together the most important and most relevant stakeholders of the Western Balkan countries dealing with various aspects of the EU integrations. Acknowledging commitment and political orientation towards EU membership of ReSPA member countries as well differences in the advancement on this path, it is strongly believed that mutual exchange of practices and experiences, of problems and solutions achieved through the EUI network established at the regional level may facilitate and support efforts made at the national level towards the ultimate goal of joining the EU but also of being reliable EU Member. Visible and practical regional co-operation can also lead to further positive views among EU Member States. The EUI network aims to identify and focus on: common issues for the EU integration process, best practices, transfer of data/documents/skills and networks, legal and political issues of the EU integration process, IPA funds (lack of knowledge in project preparation, lack of staff, lack of competent staff to prepare/implement and monitor the project), etc. Other very important topics related to EU integration and being also supported by EUI network are PA decentralization and regional co-operation.

The network for European Integration could also act as a catalyst for other regional groups and it is foreseen to have different subgroups (sub-networks) such as sub network for management of funds, the preparation for 2020, the legislative acquis, Communication with EU and on EU, The European Commission, e.g. IPA issues, financial framework, other IPA related issues, etc.

The target audience - This network shall engage senior officials from all ReSPA member countries engaged in the institutions responsible for the European Integration process.

IV. CoG – Secretary Generals and their deputies meeting

Secretary General's network aims to support and strengthen the communication of the Western Balkan Governments upon the common issues in relation to national and regional policies, programmes and politics, having in focus also the aspect of EU integration process. Two activities within this network already have taken place during 2011, nevertheless, in 2012, ReSPA will look further for making it sustainable and proactive though joint events be it internal or external events.

The main aim of this network is further support to regional network of Secretary Generals and their deputies with regular meetings. It aims to provide a forum for exchange of experience and the discussion in order to boost cooperation and allow learning from each other; as well as to exchange views and experience with colleagues from EU member States. The network holds regular meetings under the Auspices of ReSPA.



The target audience of the networks is: Secretary Generals of the Governments and their Deputies.

V. E-Government network (Senior officials for e-government or e-services)

The rationale for regional network for senior e-Government practitioners is based on its crucial role in the process of development of public administration that is more effective, efficient, and accountable; that will serve the citizens and businesses better for less money, and that will operate with transparent and open procedures. Among many topics identified to be dealt upon, in the first evolutionary phases, the network will focus on: E-governance experience in EU, Future trends of e-governance, Identification of the capacity building activities related to networking and the presentations on state of the art on e-Governance in each country of the Western Balkans.

Further the regional Network for e-Government initiative supports development of the effective system of professional networking, management and knowledge share, so as collaboration and cooperation at regional/national projects for introduction of e-Government system/service and their promotion based on actual requirements of the countries in the region. These activities will be carried out primarily between civil servants responsible for the process of establishment of the e-Government system in the context of the public administration reform process in the countries of the West Balkan, harmonized with the European principles and practices in this field.

The target audience of the e-Government network is heads of institutions responsible for the e-Government and/or senior officials engaged in the related professional area.

VI. Network on Ethics and Integrity in the PA (Anticorruption)

This network will be established in order to support the process of establishment of accountable, transparent, effective and efficient and citizen's oriented Public Administration and Good Governance. Its general objective will be to provide the communication platform and exchange of know-how of the most important institutions dealing with anticorruption measures in the Western Balkan countries. The need for more participatory approach of Government is to be discussed within the network as well how the stakeholders will be most easily reached (relationship with the society). Even though network scope of work is member-driven, it has been acknowledged from relevant reports (EC progress report, SIGMA publications, TNA analysis) which particular topics and or thematic areas should be addresses and they are as follows: Combating Corruption, Preventing Corruption, Raising Public Awareness, Regional/National and International Cooperation in the scope of anticorruption, Anti-corruption Programmes of the Western Balkan countries (best practices/common problems, etc), Policy



review – consolidation of legislative framework for combat corruption, monitoring and evaluation, Improvised polices and its implementation in practice, WB Government's action against corruption, Ethics in PA and its interconnection with corruption and anti-corruption processes i.e. Managing professional ethics.

The target audiences of the Anticorruption network are senior officials of the relevant state institutions (WB) that are responsible for related issues in the process of preventing and combat corruption i.e. heads/ deputy heads of anticorruption agencies, ministries, etc. possibly also special units in MoF or police or prosecution.

VII. External networking

As for the further development and visibility of ReSPA as a professional school of public administration in the region, the membership and participation in various networks seems important. It realizes participation in conferences, organized and conducted by NISPAcee, DISPA, EUPAN, EGPA, UNPAN, IIASA and others.

In addition to the above programme and to strengthen also networking on regional level, ReSPA has started with a new form of high level meetings for specific and crucial offices/departments in the administration. Such meetings are organized two or more times annually to exchange experience and offer a possibility to discuss specific issues with colleagues from EU Member States.

4. The Mobility Schemes Programme

The Programme aims at contributing to a creation of accountable, effective and professional public administration in the region by offering tailor-made mobility schemes for interested civil servants who seek to learn from other country's experiences and good practices. The entire programme is being developed by ReSPA based on the indicators and aims stipulated at the ReSPA's EC Grant Contract as well as on the real needs of the civil servants identified recently. This will provide good opportunities for the selected civil servants to learn and develop their skills by visiting similar public institutions of another country of the region. The opportunities will enable the participants to exchange experiences, to learn by doing in a different context than the ones from their own national level, being coached and advised from an institution that has passed through a similar path and good and best practices could be shared on a location. It is perceived as a short term programme which will give great opportunity to participants to further network and receive direct insight how the respective Institution and hos specific organizational parts function.



The proposed Mobility Scheme Programme has been drafted based on the guidelines evolved from the ReSPA EC Grant 2012.

4.1. Phases of Mobility scheme programmes

a) Call of Applications issued by ReSPA – The dissemination of the information and the necessary documentation will be distributed through the Liaison Officers (LO) on ReSPA member countries and Kosovo². The necessary information will be also posted at ReSPA website;

b) Application procedure and the selection of the participants – All interested civil servants have to notify their respective LO's for their shown interest. The applicants have to fill in the part of their motivation with the application form. The motivation and the application form will be evaluated and assessed by the LO's and the most successful ones will be accepted. If there is a need, ReSPA may re-evaluate or re-assess the applications in order the most successful applicant is being accepted.

c) Induction of the candidates - ReSPA will get in touch with the selected candidates share with them additional instructions. All of them will be invited for a one day induction session at the premises of ReSPA. This phase will be crucial to match the needs of the candidates with the expected scheme at the country where they applied for;

d) Organization of the stay at their regional institutions – By this phase, ReSPA will have arranged and identified all institutions who have expressed their interest to host and accept the candidates. Further on, ReSPA will take all necessary steps to organize their trips and other logistical matters for the candidates to attend the scheme at the institution they have applied for. If needed, ReSPA staff will accompany the candidates for the first day to their visiting institution and introduce the candidate and the persons in charge at the institution they have applied;

e) Obligations of the hosting institutions – ReSPA, prior to the mobility schemes are conducted, will liaise with the hosting institutions on the steps that they will have to follow while hosting a civil servant. The list of hosting institutions will be mentioned at the ReSPA's final report which will be uploaded at the ReSPA website. The list of the institutions will also be shared with the EC and other relevant stakeholders and will be treated as a good example on how they can contribute and assist their neighboring countries through hosting an

² Under the United Nations Interim Administration Mission in Kosovo (UNMIK) pursuant to United Nations Security Council Resolution 1244



interested civil servant. In addition, ReSPA will consider possibilities of inviting the representatives of the hosting institutions on a possible networking events for future where the possibilities on how this programme can be improved or expanded.

5. Producing ReSPA publications, analytical papers and other ReSPA assessment reports

ReSPA is examining and identifying the topics which would be suitable and important to be examined through the analytical research. In relation to that production of analytical papers, assessment reports and other publications in the area of public administration reforms, civil service reforms, EU integration as well as other relevant topics is perceived. Valuable experience and examples deriving from SIGMA, NISPAcee, and other EU organizations will be carefully taken into consideration. The publications will be formulated and developed in close cooperation with international and regional Experts contracted by ReSPA which will provide the instructions for the research realization. The publication will be distributed also by the ReSPA's website. Three publications have been foreseen in 2012.

6. Meetings of Directors of EU Schools on PA

The Meetings of Directors of EU Schools on PA is being supported in order to sustain the communication and discussion of experience in the field of educational systems related to Public Administration, to share the good practices and support each other through respective network. The purpose of this meetings is also to explore how these institutions could support ReSPA in delivering training and how closer cooperation can be established; in addition, important/emerging training priorities and new developments in in/service training may be identified.

As mentioned above, the relevant process of identification of training institutions that ReSPA performs will be continued in the following calendar year 2012. This modality imposes the following steps: ReSPA approaches EU schools on PA and negotiates the training programme for specific topics. The budget details of training event can be seen in the Annex enclosed (*4 days training*).

The proposed POW seeks to integrate as much as possible the input related to overall objective of the meeting as identified in the contributions received from the different SC members.

The target audiences are representatives of the of EU Schools on Public Administration.



7. Establishing a pool of regional Experts/Trainers

The modality of how to establish a pool of regional experts and trainers has been explored and the consultations are still in progress. Intensive communication has been established with SIGMA, RCPAR UNDP, College of Europe, EIPA, and other EU institutions.

The main goal is to achieve that the training activities carried out by Experts/Trainers from the region and/or in cooperation with trainers from EU member states. It is expected that pool of experts will foster cooperation between EU and regional trainers. Roster database will also simplify the process of identification of possible trainers for a given training topic. In addition to the list of Experts/Trainers which is expected to be provided by the national institutions, ReSPA will launch a call for applications for regional Experts/Trainers for creating its own roster of Expert/Trainer database.

Before launching a call for applications, ReSPA will define a set of criteria on the basis of which the trainers/lecturers for this training pool will be selected (*for e.g. different professional clusters*). Criteria will differ, depending on the content of the training. The selection will be based mainly on the criteria such as: knowledge and understanding of the public administration/culture/procedures, experience in capacity building / delivering training for the public sector; ability to apply participatory training techniques and different tools of participation; use of different evaluation and monitoring methodologies for supervision of already conducted training events.

In relation to regional trainers for particular topics, the main criteria to be integrated in the pool would be substantive comparative knowledge. If necessary, ReSPA may also request trainers to participate in a train the trainers course as a pre-requisite for contracting him/her as a trainer.

It is intended to involve regional trainers not only in the delivery of training programmes, but also in the further development of ReSPA activities. They will be invited to propose improvements of existing activities as well as new activities. The regional trainers may also be asked to give their support to creating and developing the resource centre.

ReSPA will develop additional supplementary documentation related to establishment of Expert roster (International and regional experts). This will include the Programming part (elaboration on the necessity of establishment such a roster), Application form (Technical aspects in relation to website and software application use) and the Action plan (timeframe and



other characteristics). Concrete proposal comprised of abovementioned documents will be presented to GB for their attention.

8. ReSPA Annual Conferences

In line with the previous annual conferences, the sixth conference will be organized during the period April 2012. As the sixth annual conference is postponed, ReSPA plans to organize the seventh annual conference in November 2012. The topic of the conferences will be in line with the inputs received from the GB members and other stakeholders. It will be used to promote all the ReSPA's outcomes, forthcoming events and serve as a platform for strengthening the relations with all relevant stakeholders. Also on 11th November 2012, another Conference event is planned.

The experiences gained from the previous ReSPA's conferences and similar events will be taken into consideration. ReSPA's aim with next conferences will be very innovative aiming not to overlap but to upgrade, make synergies and fill in the existing gaps in the sphere of Public Administration.

The conference will be followed also by the presentation of the findings of the comparative research analyses i.e. ReSPA Publication on the topic related to the conference.

9. ReSPA Resource Centre

As it is defined in its objectives, ReSPA will the process of knowledge dissemination in the area of public administration and will ensure structured approach when it comes to availability, dissemination, development and innovation of training and training materials. The resource centre is in the process of establishment and its core objectives are: To develop guidelines for effective training delivery in different areas; To have a data base with a permanent update of training materials and reference materials of the different training programmes carried out by ReSPA; To collect and disseminate all kind of materials that have a link to the topics of public administration and public management on which training is carried out and envisaged.

Collecting of publications/books is the process undertaken so far by donations of different stakeholders and for e.g. OSI Institution has donated several publications as well as EIPA, Nonprofit organization from Croatia, etc. This practice will be very important for the future



phases of the Resource centre and ReSPA will be open to it. In addition ReSPA will look for possibilities of purchasing publications from different budgeting sources.

One of the most important issues and roles of the resource centre is not only maintenance of the publications but also production of its own (ReSPA). The organizational pattern foresees joint efforts of ReSPA staff and ReSPA Members. The resource centre is to be established by identifying best practices in the field of capacity building, different methodological approaches and most suitable training materials. The stakeholders that will be consulted are comprised of: training participants, providers of the training programmes (*may contribute to ReSPA with their knowledge and skills i.e. identifying the methods, approaches and materials*), relevant stakeholders (*line managers, liaison officers, ex-participants*).

10. ReSPA Visibility

ReSPA's visibility plan and guidelines is to be structured and formulated in the beginning of 2012, including as a complementary document Communication and Media Strategy. This will include complete new complete new measures that will serve to increase of the ReSPA's visibility region wide. Among many activities falling under this category promotional event accompanied with all required visibility products and mechanisms will be realized.

In the line with the business plan of ReSPA, an immediate need is to design and establish ReSPA's own Corporate Identity (CI). It will include a design of a new corporate identity comprised of precisely defined: Vision, Mission, Goals and other objectives of ReSPA, (design of specification) logo, style guide and other elements of a comprehensive identity for both ReSPA activities and the physical environment of the ReSPA campus.

At the end of 2011, the ReSPA website, which so was maintained by EIPA, has been transferred to ReSPA supervision and maintenance. In cooperation with all related counterparts primarily with the support of liaison officers ReSPA's website will be structured in professional, interesting and interactive way.

Additionally, ReSPA 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 activities and activities carried out by ReSPA as well as interesting news on public administration and public management from the region.



11. Promotional activities towards shift in the administrative culture aimed to ‘client oriented public services’ development

In view of ReSPA’s role as becoming the nucleus of a network of existing school of public administration in the Western Balkan and playing an advisory role in improving the performance of national public administration systems, ReSPA intends to raise awareness on the need towards ‘client oriented public services’ development., aside from organizing different events by introducing regional competition for the innovative approaches in the public services delivery. The aim of the latter initiative is to highlight the importance of the participatory democracy principles, collaborative governance but also towards PA servants’ recognition (formal and informal). Further, it aims to provide support and promotion by selection of examples of best practices in public service delivery with reference to the practice at the EU level. To that aim ReSPA is going to develop and design concept of such competition, eligibility criteria and selection procedures based on the existing practice at the EU level.

12. ReSPA Third Phase preparations

As mentioned in the introduction ReSPA is planning to take initiative and explore possibilities on development of the academic dimension of ReSPA. As a start-up, ReSPA will meet with similar academic institutions at EU level (TEMPUS, etc) and learn from their experiences in establishing an Institution which would offer specialization courses and MA programmes as well. The interaction with different stakeholders relevant for the educational sphere in the Western Balkan region would be of a great importance also as their respective experience will help in development and launching of prospective educational as well academic programmes. It will also contribute to the process of evaluation and determination of the academic programme curricula, its conceptual development and standardization process according to national, regional and international academic standards. Determinations of the academic programme’s quality requirement as well accreditation process are equally important issues to be addressed in the third development phase of ReSPA.



13. International cooperation

Having in mind that ReSPA has established or is in process of establishing different professional memberships (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee); European Group for Public Administration (EGPA); International Institute of Administrative Sciences (IIAS); International Associations of Schools and Institutes of Administration (IASIA) and it has frequent and constant communication with international and intergovernmental organizations, (GIZ, UNDP, SIGMA, RCC, Institute of Public Administration from Poland (KSAP), Norwegian Fund, etc) it has been foreseen as a possibility to upgrade its core activities with the supplementary ones aiming at making stronger synergetic and sustainable effect. Under this efforts, ReSPA will explore the possibilities of entering into cooperation on a specific areas and fields that are not covered with the EC Grant Budget.

ReSPA's aim is to implement the joint initiative with Open Regional Fund (ORF) for South East Europe (GIZ) in order to support this regional project in strengthening the capacity of the local leaders in local public entities like municipalities, counties and other public bodies and empowering them for managing change processes on local level and in a regional context. ReSPA's contribution may be provided in kind (use of premises and services) while core funding will be born by ORF GIZ. Benefits are expected in the increase of visibility but also opportunity to explore more closer needs and opportunities of training delivery to local administration.

ReSPA will organize a meeting with representatives of the Government of the Kingdom of Norway for possible future cooperation in regard the reform of state administration. The Norwegian government has shown great interest in regional initiatives in the Western Balkans. Possible project proposals that are of interest of both parties are: "Digitalization of public administration – in the region" and "Strengthening capacities of HR units within state institutions". We believe that both option of directly managed funding from the ReSPA as well as funding managed by the partner may be acceptable for ReSPA.

Over the next year ReSPA will continue activities aimed to identify and establish cooperation with other partners and potential donors.

ReSPA will also actively participate as NISPAcee member at the 20th NISPAcee Annual Conference "Public Administration East and West: Twenty Years of Development" held in Ohrid, Macedonia in May 23-26, 2012.



Annex

Table 1. Expected number of related ReSPA activities in 2012

Type of activity in 2012	January	February	March	April	May	June	July	August	September	October	November	Total
	<i>Expected number of related activities</i>											
Trainings	2	3	3	3	3	3	1	0	2	3	2	25
Networking events	0	1	1	1	2	1	1	0	1	1	1	10
Mobility Scheme programme	0	1	0	1	0	1	0	0	1	0	1	5
Annual Conferences	0	0	0	1	0		0	0	0	0	1	2
Publications	0	0	1		0	1		0	0	0	1	3
	<i>Total number of all related ReSPA activities</i>											45

Table 2. Expected number of participants in 2012

Type of activity in 2012	January	February	March	April	May	June	July	August	September	October	November	Total
	<i>Expected number of participants</i>											
Trainings	56	84	84	84	84	84	28	0	56	84	56	700
Networking events	0	14	14	14	28	14	14	0	14	14	14	140
Mobility Scheme programme	0	10	0	10	0	10	0	0	10	0	10	50
Annual Conferences	0	0	0	70	0	0	0	0	0	0	70	140
	<i>Total number of expected participants for all related ReSPA activities</i>											1030



Table 3. Provisional budget for the training event

Costs for four days Training event				
		# of units	Unit rate (EUR)	Costs (in EUR)
1. Training and Other Events				
1.1. Participation Costs				
1.1.1. Training and Other Events hosted by ReSPA				
1.1.2. Accommodation at ReSPA site (including breakfast)	Participant/day	84	40.00	3,360.00
1.1.3. Subsistence at ReSPA site (lunch + dinner)	Participant/day	112	45.00	5,040.00
1.1.4. Refreshments/coffee breaks at ReSPA site	Participant/day	112	10.00	1,120.00
1.1.5. Training/event documents (folders) and sundry	Participant/day	28	25.00	700.00
1.1.6. Daily allowance for participants of training events hosted by ReSPA	Participant/day	84	25.00	2,100.00
1.2. Experts & Trainers/Lecturers				
1.2.1. Trainers/Lecturers				
1.2.2. Lecturing / training costs (incl. preparation)				
	Daily Fee	15	350.00	5,250.00
1.2.3. Accommodation (including breakfast) at ReSPA for trainers/experts	Expert/day	9	40.00	360.00
1.2.4. Subsistence (lunch + dinner) at ReSPA for trainers/experts	Expert/day	14	45.00	630.00
1.2.5. Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	12	10.00	120.00
Subtotal Training and Other Events				18,680.00
2. Travel				
2.1. International travel				
2.1.1. International travel for participants in trainings				
2.1.2. Round trips for trainings & events taking place in MNE and abroad	Per flight	18	450.00	8,100.00
2.1.3. Car travel for participants at training & events in MNE	Per drive	3	250.00	750.00
2.1.5. International travel for trainers/lecturers and other Experts	Per flight	3	450.00	1,350.00
Subtotal Travel				10,200.00
3. Translation, interpreters				
3.1. Translation of publications				
3.2. Interpretation at training and events	Daily fee	6	250.00	1,500.00
Subtotal Translation				1,500.00
Total				30,380.00

Table 4. Provisional budget for the Networking event

Costs for two days networking event				
--	--	--	--	--



		# of units	Unit rate (EUR)	Costs (in EUR)
1. Networking Events				
1.1. Networking event hosted by ReSPA organization				
1.1.1 Accommodation at ReSPA site (including breakfast)	Participant/day	14	40.00	560.00
1.1.2. Subsistence at ReSPA site (lunch + dinner)	Participant/day	14	45.00	630.00
1.1.3. Refreshments/coffee breaks at ReSPA site	Participant/day	14	5.00	70.00
1.1.4. Networking event documents (folders) and sundry	Participant/day	14	25.00	350.00
1.2. Experts & Trainers/Lecturers				
1.2.1.Lecturing / training costs (incl. preparation)	Daily fee	12	600.00	7,200.00
1.2.2. Accommodation (including breakfast) at ReSPA	Expert/day	6	40.00	240.00
1.2.3. Subsistence (lunch + dinner) at ReSPA	Expert/day	6	45.00	270.00
1.2.4. Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	6	5.00	30.00
Subtotal Networking and Other Events				9,350.00
2. Travel				
2.1. International travel (6)				
2.1.1. International travel for participants in networking & events				
2.1.2. Round trips for networking & events taking place in MNE and abroad	Per flight	12	450.00	5,400.00
2.1.3. Car travel for participants at training & events in MNE (7)	Per drive	2	250.00	500.00
2.1.4. International travel for trainers/lecturers and other Experts (inc. Liaison Officers)		3	450.00	1,350.00
2.1.5. Dinner (excursion)	Per dinner	20	20.00	400.00
2.1.6. Excursion	Per trip	1	400.00	400.00
Subtotal Travel				8,050.00
3. Translation, interpreters (10)				
3.1. Translation of publications	Per line	0	0.00	0.00
3.2. Interpretation at training and events	Daily fee	8	250.00	2,000.00
Subtotal				2,000.00
Total				19,400.00

Table 5. Provisional budget for the Mobility Scheme Programme

Costs for Mobility scheme programme (five days - 50 participants)



		# of units	Unit rate (EUR)	Costs (in EUR)
1. Training and Other Events				
1.1. Participation Costs				
1.1.1. Training and Other Events hosted by ReSPA				
1.1.2. Accommodation at ReSPA site (including breakfast)	Participant/day	50	40.00	2,000.00
1.1.3. Subsistence at ReSPA site (lunch + dinner)	Participant/day	100	45.00	4,500.00
1.1.4. Refreshments/coffee breaks at ReSPA site	Participant/day	100	10.00	1,000.00
1.2. Training and Other Events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)				
1.2.1. Per diem for participants of the events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)	Per diem	250	220.00	55,000.00
Subtotal Training and Other Events				62,500.00
2. Travel				
2.1. International travel				
2.1.1. International travel for participants in trainings				
2.1.2. Round trips for trainings & events taking place in MNE and abroad	Per flight	50	450.00	22,500.00
Subtotal Travel				22,500.00
Total				70,000.00

Table 6. Provisional budget for Production of Publications

Costs for Production of Publications (3 publications)				
		# of units	Unit rate (EUR)	Costs (in EUR)
1. External support (consultancy, research)				
1.1. Programme/business development		30	500.00	15,000.00
1.2. Research (regional studies, needs analysis)		90	350.00	31,500.00
Total				46,500.00