

Draft ReSPA Programme of Work for 2021-2022

The **ReSPA Programme of Work (PoW)** is defined at bi-annual basis. The PoW supports the **implementation of the ReSPA Strategy 2019 - 2024**, and ensures proper functioning of the organisation. This Programme of Work provides an overview of the activities to be organised by the ReSPA Secretariat that will be implemented during 2021-2022 as well as their **indicative** corresponding budget, number of participants, expected outputs, etc. The activities for 2022 in this PoW are defined on tentative/preliminary level. Based on this PoW, ReSPA will draft the Annual plans of activities, while monitoring reports will be prepared on quarterly base. This Programme of Work is a mixture between further upgrading of **ReSPA "typical" activities** (such as Working Groups meetings, Workshops, Conferences, Seasonal Schools, Trainings, Policy Papers, etc.) **as well as innovative/new initiatives** such as establishment of Regional Network of Policy Coordinators, enrichment of guidelines for implementation of RIA, organisation of ReSPATHON + pilots, Hakathon, Designathon + pilots, etc. Organization of the PA Awards competition (firstly implemented in 2020) will be further promoted with additional innovative elements in the following year. Seasonal Schools will be also tackling **new emerging topics such as** IPA III 2021-2027 and Rapid Innovation Lab. It is worth mentioning that ReSPA is entering in a new **cooperation perspective with Directorate General for Informatics (DG Digit)** of the European Commission and this may lead to some tailoring of activities in the course of implementation of this PoW.

This PoW is drafted with the assumption that **till June 2021, the activities of ReSPA will be mainly organised online/remotely**, through electronic communication platforms, such as Zoom. Due to the fact that a considerable number of activities are scheduled to be organised remotely, it is expected that the budget of the EC Grant will have a lower spending rate, and this may lead to its no-cost extension.

Intervention Area 1: Coordination of PAR and PFM policies

In line with its Strategy, ReSPA will support the overall coordination, interconnection, implementation and long-term sustainability of PAR and PFM strategies, associated with requirements stemming from the European integration process. Therefore, ReSPA will continue to support and strengthen the functioning of the Programme Committee as an overarching institutional and professional framework for regional peering and policy dialogue. The Programme Committee is composed of senior civil servants representing the Ministries/institutions responsible for Public Administration, Ministries of Finance, institutions in charge of the European Integration process coordination of the ReSPA Members. As it was the case during 19-20, the Programme Committee will continue to be responsible for inter-sectoral coordination of themes and activities performed by ReSPA and will serve as a multilateral platform for identification of issues of regional relevance and their transposition into concrete programmatic priorities and activities. The active engagement of the Programme Committee during the next years 21-22 is crucial for ReSPA, since the majority of ReSPA programmatic interventions and initiatives are highly tailored and inspired by the PC. The Programme Committee will meet at least twice per year and its sessions will be chaired by the representative of the chairing ReSPA Member.

In line with the Public Administration Principles, ReSPA will continue to contribute to the improved beneficiaries' performance in the horizontal governance and public administration reform fields identified in the national PAR and PFM strategies and in line with the requirements stemming from the EI process. ReSPA will enhance regional cooperation through the meetings of the Programme Committee, the working groups and other networking events. ReSPA will also organise a number of capacity building activities such as workshops, seminars, seasonal/summer schools, peer-to-peer exchanges among national institutions from different countries, high level meetings, regional conferences, and will produce policy papers/guidelines/manuals/analysis on topics defined by the Programme Committee and working groups. In addition, ReSPA will support the implementation of the national PAR Action Plans mainly through in-country support to the ReSPA Members. In a number of planned activities joint involvement of members of the PC and working groups related to CoG and BR is envisaged. Liaison officers will be specifically involved in promoting ReSPA initiatives/mechanisms such as the "in-country support", "mobility schemes", disseminating ReSPA products (policy papers, analysis, etc) and actively support the organization of events in the respective countries.

In the implementation of activities within this intervention area, ReSPA will closely co-operate with the OECD/SIGMA, GIZ, CEF, CoE and OSCE.

Last but not least, ReSPA envisages the organization of its internal Planning Workshop every 6 months (January and August each year), where ReSPA Secretariat makes an inventory of the activities implemented and results achieved in the previous period, as well as and schedules/plans in details the activities for the upcoming period.

Activity	Description of the activity	Year 1	Year 2	Expected output
ReSPA Internal Planning Workshop	Each January and August ReSPA organizes its internal Planning workshop where ReSPA Secretariat takes stock of the activities implemented in the previous 6 months as well as plans in detail the activities and expected results to be achieved in the next 6 - 12 months. Planning Workshop serves also as a good basis for the preparation of the biannual Programme of Work.	2	2	Four (4) Planning workshops organised which will enable ReSPA to analyse the results achieved as well as plan its future activities.
Meetings with Liaison Officers	ReSPA will organise two (2) Liaison Officers (LOs) meetings per year. During these meetings the LOs will be informed on the planned activities with timetable, as well as on issues related to in the process of implementation of In-country support mechanisms, mobility schemes, visibility efforts, their engagement in the Monitoring and Evaluation of ReSPA activities as well as any other topic of mutual interest. The first 2021 meeting of LOs (February 2021) will be organised remotely (no costs for organisation). The second LOs meeting in 2021 will be organised back to back / jointly with the PC meeting in Belgrade (December 2021) - see next line	1	2	One (1) online and two (2) face-to-face meetings organised with the LOs. Improvement of coordination of work of ReSPA.
Joint / Back to back meeting of the Programme Committee and Liaison Officers in Belgrade	In order to boost cooperation, exchange of ideas and networking among the PC members as well as the LOs, ReSPA plans to organise in December 2021 a joint / back to back meeting among the two bodies. During the meeting ReSPA will present its achievements during 2021 as well as outline the programme for next year (2022). In addition, the meeting will be focused on inter-sectoral coordination of themes and activities performed and identification of issues of regional relevance and their transposition into concrete programmatic priorities and activities for 2022.	1		Regular discussion on current relevant topics in PAR/PFM/EI in the region as well as improvement of coordination of work of ReSPA . Bridging cooperation and network among PC members and LOs
Working Visit to Slovenia (PC+CoG+BR)	The members of the PC, CoG and BR Thematic Areas will be jointly participating in a Working Visit to exchange experiences and discuss best practices in PAR in Slovenia, and various issues related to cooperation in PAR, policy coordination, better regulation, etc. The visit will serve for exploring modalities for further cooperation with their counterparts and institutions in the Region and broader. ReSPA has already signed an MoU with the Slovenian Ministry of PA.	1		One (1) joint WV organised. Increased mutual understanding and develop opportunities for further regional cooperation.
High-level Ministerial dialogue	The ministers responsible for PAR will (together with members of GB SL) have closed meeting to discuss best practices experiences on PAR in Croatia (in 2021) and France (in 2022) and various issues related to cooperation in PAR, and to explore modalities for further cooperation with their counterparts and institutions in the region. From January to June 2022, France will have the Presidency of the EU and the meeting in France can be broadened to EI related issues as well.	1	1	Two (2) High Level Ministerial Dialogue meetings organized. Policy dialogue will increased mutual understanding and develop opportunities for further regional cooperation in the areas of PAR and EI.
Meeting of the Programme Committee	Regular meeting of the Programme Committee focused on inter-sectoral coordination of themes and activities performed and identification of issues of regional relevance and their transposition into concrete programmatic priorities and activities.		1	Regular discussion on current relevant topics in PAR/PFM/EI in the region

Intervention Area 2: Quality of policy planning in Centre of Government institutions				
<p>During 2021 and 2022, ReSPA will continue to support its Members in the area of policy planning and its alignment with EI by enhancing regional cooperation among the Centre of Government (CoG) institutions. During 2021, ReSPA through the "ReSPA Open Days" will disseminate and promote the results and recommendations of the "Policy Paper on coordination of Public policies" which will be focused on coordination of Public Administration Reform (PAR) and Public Finance Management (PFM) and will seek to establish the "Regional Network of Policy Coordinators" in the WBs. ReSPA will further enable the functioning of the network among the CoG institutions' representatives. The identification of the best practices of the EU and/or OECD Member States will be enabled by organizing targeted working visits to the relevant administrations. ReSPA will organize the Annual Joint Conference with SIGMA, which in 2021 will be focused on "Evidence based policy making process".</p> <p>In order to further support strengthening the capacities for the EU accession process, ReSPA will organize the regular annual Summer School, which in 2021, due to the dynamics of the new Instrument of Pre-Accession Assistance will be focused on IPA III (2021-2027).</p> <p>In the implementation of activities within this intervention area, ReSPA will closely co-operate with the OECD/SIGMA and GIZ.</p>				
Activity	Description of the activity	Year 1	Year 2	Expected output
Seminar on Evaluation of Public Policies	This seminar was planned for December 2020, and will be organized in February 2021. The seminar will include capacity building and training on evaluation of public policies, including the peering among the ReSPA Members. Participants will be up to 3 officials per ReSPA Member who are in charge of public policy development and policy coordination.	1		Increased level of knowledge on evaluation of public policies.
ReSPA Open Days Campaign (2 online and 6 face-to-face events)	The ReSPA Open Days Campaign will serve to disseminate and promote the results and recommendations of the "Policy Paper on Coordination of Public Policies". The process will start online in March 2021 and will be continued after half of 2021 with face-to-face events in each ReSPA member and Kosovo*. This campaign will pave the way for establishing the "Regional Network of Policy Coordinators" in the WBs (see below).	1		Six (6) Open Days organized in each of ReSPA Members as well as Kosovo*. Visibility enhanced.
Establishment and inaugural meeting of the "Regional Network of Policy Coordinators"	Following ReSPA Open Days and in line with the recommendations of the "Policy Paper on coordination of public policies", ReSPA will seek to establish the "Regional Network of Policy Coordinators" in the WBs. The Network will facilitate inter-connection among the represented institutions and definition of further steps in relation to the role that this network will play in the future.	1		Enabling connection and collaboration among the members of the Network, exchanging of best practices.
Meeting of the "Regional Network of Policy Coordinators"	In 2022, the Network will meet to take stock of the developments since its establishment and measure the level of fulfillment of the recommendations of the Policy Paper. Definition of next steps and needs.		1	Enabling connection and collaboration among the members of the Network, exchanging of best practices, follow up of recommendations.
Working visits of CoG institutions' (+ PC) representatives in Estonia and Germany (year 2021) and in another OECD/EU member country (year 2022)	The first working visit will be organized to relevant institutions of one EU/OECD Member State in order to explore their practices related to the insurance of financial sustainability of reform processes. The working visit will include members of the Working Group on CoG or senior officials of relevant institutions as well as members of the Programme Committee. The first working visit of 2021 will take place in Tallin, Estonia while the second working visit of 2021 will take place in Berlin, Germany. ReSPA plans also to organize a third one during 2022 (topic, participants and targeted administration are yet to be agreed).	2	1	Three (3) working visits organized in relevant OECD/EU Countries. Obtained knowledge on relevant experience of visited administrations. Enabled networking with the institutions of visited administrations.

Summer School on European Integration and Enlargement (in 2021 focus on IPA III)	Summer School on European Integration and Enlargement is now recognised as a flagship ReSPA event, therefore it will be replicated in 2021 and 2022. In this regard, in 2021, the Summer School, due to the dynamics of the new Instrument of Pre-Accession Assistance, will be focused on IPA III (2021-2027). It will be organized in Montenegro and will make together civil servants from the Region dealing with IPA III, representatives of EC as well as renowned experts. Close cooperation with GIZ. The concrete topic for SS of 2022 is yet to be defined. It might be focused on some aspects of the EU Enlargement policy and accession negotiations with the particular focus on certain acquis chapters. Certain elements of the programme may be discussed with the Programme Committee.	1	1	Increased knowledge of civil servants across the WBs on the Instrument of pre-accession Assistance IPA III as well as on EU Enlargement Policy.
Joint Conference with SIGMA	The Annual joint conference with SIGMA, will continue to be organized, recognised now as a good practice. In 2021 the conference will be focused on "Evidence based policy making process" and will make together civil servants from the Region dealing with Centre of Government, Better Regulation, European Integration, Finances, etc. The 2021 Conference will be organized in Belgrade, Serbia, following fact that Serbia will chair ReSPA in 2021. The topic and potential participants of the 2022 Conference are yet to be defined. The Programme Committee shall be also consulted on the focus, objectives and panels of both Conferences.	1	1	Two Conferences organised together with SIGMA. Identification of best practices, exchange of experiences, networking and analysis on the level of fulfillment of recommendations.
Meetings of the WG on CoG	The meetings of the Working Group will serve as a regional intergovernmental network of senior officials of included institutions and will be focused on the identification of the good practices and their exchange in relation to policy coordination. Some guidance and exchange with the Network of Policy Coordinators can be also expected. Furthermore, the meeting will also provide programmatic guidance for the activities of ReSPA.		1	Regular discussion on the current developments in the intervention Peer to peer exchange Definition of programmatic issues
Intervention area 3: Alignment of policy making and legal drafting with the EU Better Regulation (BR) Agenda				
During 2021-2022, ReSPA will continue to support its members in better aligning their policy making and legal drafting processes, expanding as well as improving Regulatory Impact Assessment (RIA) functions. ReSPA will encourage and assist its members to improve public consultation process, including monitoring of the implementation of consultation requirements. Based on the suggestions gathered by the members of BR Working Group, ReSPA will support the development of a Methodology/Guideline on specific tools of implementation of RIA (such as Standard Cost Model, upgrading RIA templates, etc.). Following the previous positive results, the Working Group on Better Regulation will continue its functioning in this programming period and will be composed of the representatives of the institutions responsible for RIA quality control. Moreover, ReSPA will liaise this process with the alignment with the EU acquis and with Economic Reform Programmes (ERPs). ReSPA will support exchange of best practices as well as networking through the participation at the Annual NISPACee Conference. In addition, a BR Regional Conference is planned to be organised in 2022. In the implementation of the activities within this intervention area, ReSPA will closely co-operate with the OECD/SIGMA, RCC, and NISPACee.				
Activity	Description of the activity	Year 1	Year 2	Expected output
Meetings of the WG on Better Regulation	The WG meeting in 2021 will be focused on public participation and consultation in policy making and legal drafting processes. The meeting will serve also to take stock of the level of fulfillment of the recommendations of the comparative study on Better Regulation (2018). During the meetings of the Working Group will be also organized discussion and peer-exchange of recognized good practices and networking. In 2022 the meeting will be focused on RIA related issues, including discussion on the Guideline on tools of implementation of RIA. In February 2021, the WG meeting will be held online, while in April 2022, is planned to be held in Tirana. Albania will chair ReSPA in 2022 and that is a for Tirana as a host.	1	1	Regular discussion on the current developments in the intervention Peer to peer exchange Definition of programmatic issues

Participation at the Annual NISPACee Conference	ReSPA and NISPACee have been cooperating in the past period and an MoU was concluded between the two organizations. Therefore, the active participation at the conference by organizing the panel on the recent ReSPA activities has proved to be very useful for the promotion of ReSPA and its Members. The ReSPA panel at the NISPACee Annual Conference will be devoted to presentation of new Study on Better regulation on Western Balkan.	1	1	Update on the recent developments in the area of public administration research
Drafting of the Methodology/Guideline on tools of implementation of RIA (such as Standard Cost Model)	Based on the suggestions gathered by the members of BR Working Group, ReSPA will support the development of a Methodology/Guideline on specific tools of implementation of RIA (such as Standard Cost Model, upgrading RIA templates, etc.). It will be subject of discussion and consultation with the members of BR WG as well as civil servants dealing with better regulation in WBs.		1	One (1) Methodology/Guideline drafted.
Regional Conference on Better Regulation	Envisaged to take place in 2022 in Tirana, the Regional Conference on Better Regulation will take stock of the developments in all ReSPA Members as regards Better Regulation agenda, RIA, public Consultation, etc. As baseline for this Conference will serve the comparative study on Better Regulation (2018). The outcomes of the Conference shall serve ReSPA, inter-alia, for tailoring its further support in this Thematic Area.		1	One (1) Regional Conference organized on Better regulation. Networking, exchange of best practices, etc.
Intervention area 4: Merit-based recruitment and selection				
In 2020 ReSPA supported the development of the study on how to make merit-based recruitment and the framework for the self-assessment of merit-based recruitment in ReSPA Members. The framework was applied to the ReSPA Members in 2020 and it will continue to be applied in 2021/22. Support to the exchange of experience will be continued among the ReSPA Members and also with the countries in the EU and/or OECD Members States. ReSPA will continue to provide support in upgrading of the legal framework, strengthening the capacities of the Selection Committees, conducting interviews for senior civil servants, improvement of competency frameworks. ReSPA will also continue its cooperation with SIGMA and CEF.				
Activity	Description of the activity	Year 1	Year 2	Expected output
Assessment of merit-based recruitment in each Member through self-assessment framework	Update of the state of art in merit-based recruitment through conducting an assessment of merit-recruitment in each ReSPA member using the framework developed in 2020. The assessment will identify the obstacles faced and the areas of improvement which could be addressed through ReSPA mechanisms of support.	1	1	Each ReSPA member provided with advice on good practices in the EU.
Meeting of the members of the HRMD WG	Exchange of experience among WG members based on the results of the self-assessment frameworks and exchange of ideas to be supported by the ReSPA mechanisms of support.	1	1	Generating ideas for in-country support mechanisms.
Baseline on leadership programmes in the region	Desk research about the training programmes in the Western Balkan countries and their analysis vis a vis capacity building needs for effective performance appraisal, including leadership, HRM and managerial skills such as coaching, team building etc.	1	0	State of art regarding leadership programmes in the WB.
Meeting of the members of the HRMD WG	Exchange of experience among HRMD WG members on the main thematic areas and presentation of services of National Academy of Public Administration of Serbia.	1	0	Exchange of experience about on establishment of academy and possible exchange of online training.
Working visit of HRMD to Slovenia	Visit to the Directorate for Public Sector and the Centre of Excellence in Finance. The meeting will include presentation of the Slovenian selection and recruitment process as well as the discussion on the leadership programmes in the region and presentation of some good practices.	0	1	Obtained knowledge about the existing leadership programmes and exchanged experience.
Participation of HRMD WG in international conferences	Participation at international EU conferences and learning from others but also presenting some inspiring cases from the Western Balkans.	1	1	Exchanged experience and obtained knowledge from other countries.

ReSPA Conference	HR conference in the Western Balkans will provide opportunity for learning about modern trends in HR and also for exchange of experience in the WB.	0	1	Exchanged experience and strengthened capacities regarding modern trends in the HRMD.
Intervention area 5: Performance evaluation and career development				
In 2020 ReSPA conducted a review of application of performance appraisal in the Western Balkans and produced a check list which would serve for development of the self-assessment framework. ReSPA will continue to support its members in more efficient utilisation of the performance appraisal through upgrading of the legal frameworks, providing a framework for a self-assessment and strengthening skills and capacities for proper implementation of performance appraisal, providing support in job classification, career development, etc. ReSPA will also continue its cooperation with SIGMA and CEF.				
Activity	Description of the activity	Year 1	Year 2	Expected output
Preparation of self-assessment framework for performance appraisal	Self- assessment framework will be developed for the ReSPA members. Each ReSPA member will have opportunity to conduct self-assessment on annual basis.	1	1	Each ReSPA member will have information on the current state of art re performance appraisal.
Workshop on performance appraisal	Workshop on performance appraisal will provide floor for the exchange of experience among ReSPA members, as well as for generating the ideas that might be supported by ReSPA through in-country support mechanism.	1	1	Exchange of experience in regard to performance appraisal among countries. Identification of future needs based on the self-assessment framework.
Training on performance appraisal	Training will be based on the Guidelines on conducting performance appraisal that ReSPA has produced in November 2020 and will contribute to strengthening the knowledge and improving skills in performance appraisal.	1		Obtained knowledge and improved skills on conducting performance appraisal.
Training on agile leadership/management	Agile leadership/management creates an environment where agile teams collaborate, learn from each other, get quick feedback from users and are focused on quality and continuous learning. HRMD WG members will have an opportunity to learn about this new trend.	1		Obtained knowledge in the new trends in leadership/ management.
Intervention area 6: Quality management				
ReSPA in 2020 completed a regional comparative study on service delivery which findings and recommendations will be the basis for further activities. Quality Management (QM) is a useful improvement managerial tool whose main feature is the endeavor for compromise with customers' needs. Planned activities will encompass wide spectrum of the activities which are the continuation of the previous one. The process of benchmarking and bench-learning will be continued by cooperation with the UNDESA team, organization of PA Awards competition and ceremony, supported by the upgraded analysis on service delivery in the Western Balkans. Regular networking events un are to be realized as followed by pilot initiatives (BACID II project).				
Activity	Description of the activity	Year 1	Year 2	Expected output
QM Working Group Meeting	The activity will include presentation of the plan of the activities including selection of pilot institutions for the CAF implementation, lessons learnt from the CAF pilots and promotional activities.	1	1	Exchanged experience in domain of QM, specifics related to CAF pilots initiative analysed.
CAF pilots	CAF pilots will be realized during the year 1. and year 2. for total of 10 pilots. Each pilot activity will include activities designated to the CAF implementation at the beneficiary institutions, and for already CAF experienced institutions; more advanced topics may be taken into account such as PEF (External Feedback Process).	1	1	Increased beneficiary institutional capacity in CAF.
QM Seasonal School in 2021 and 2022	Apart from regular content focusing on trends in TQM tools implementation, Seasonal school will have strong emphasis on crisis management, safety and security and resilience in PA. Lessons learnt from the CAF pilots during the year 1 will be also presented.	1	1	Increased knowledge of civil servants across the WBs on different QM instruments and other issues.

UNDESA Conference	Designing of ReSPA Panel within the UNDESA will be devoted to include the state of the art in the adjustment of Governments in the WB to the situation of COVID-19 (2021) and of state of the art in digital transformatio of the PA and PS with the emphasis on cost reduction and optimization (in 2022).	1	1	Update on the recent global developments in the area of Crisis management and public services.
Upgrade of Regional Comparative Study on Service Delivery	Upgraded study will present the newest state of the art in the subject matter and simultaneously add other aspects of further optimization of processes and products in WB PAs.		1	Analyzed state of art regarding public service delivery in the WB countries.
Regional analysis on Reduction of costs of public service delivery.	Analysis of economic and social consequences of the COVID-19 pandemic in the Western Balkan administration. A number of the consecutive events are planned (online questionnaire, semi structured interviews, focus groups, which will lead towards recommendations and proposals for the follow up.	1		Analyzed state of art regarding costs of public service delivery in the WB countries with several concrete recommendations on costs reduction.
Ministerial Conference - PA AWARDS	Ministerial Conference will include apart from the regular topics also PA Awards ceremony 2021.The PA Awards 2021 will include all the categories jointly implemented by ReSPA and SIGMA OECD as a common activity.	1	1	Inspiring cases identified, awarded and presented.
Intervention area 7: Digitalization of Public Services				
As ReSPA's response to the situation in public administrations in the Western Balkans caused by a global pandemic, ReSPA has adjusted and has translated all its activities online starting with the first WB online collaboration platform to support the region in overcoming the COVID-19 pandemic crisis,named "COVID-19 Western Balkans Digital Collaborative" platform.Regional multi-sectoral analysis highlighted important issues that need to be addressed (mostly from the IT perspective). Those inputs have entered in the 2021-2022 plan. A variety of activities such as eGovernment working group meetings aligned with Hackathon and pilots will be realized strengtened by the Seasonal School on Rapid Innovation lab.				
Activity	Description of the activity/Target institutions/participants	Year 1	Year 2	Expected output
eGOV Working Group Meeting	The meeting will be designated to discussion on the implementation of the Zero Open Guideline (ZOD) in the WB.	1	1	Obtained specific information related to ZOD guideline follow up activities foreseen e Gov pilot initiatives.
eGOV Seasonal School	Five-day event will be set based on findings deriving from ReSPA regional study on service delivery, Competitiveness Outlook 2018 report, RCC analysis (2018) on digital skills, etc. .ReSPA Seasonal School 2021 will be realized with the upgraded content of the same event realized in 2020 focusing on Rapid Innovation Lab.	1	1	Increased knowledge of civil servants across the WBs Rapid Innovation lab concept (Design Thinking, Agile management, Crisis Management, Wellbeing, etc.).
Methodology for assesment of the demand side of data opening customised for the region.	As follow up of Zero OD Guideliens, analytical paper will present the methodology of how to assess for which categories and actors in the society opening of the data will have biggest societal and economic impact.	1		Analytical paper on assessment of demand of OD.
ReSPAthon + pilots	ReSPAthon will encompass two or three Institutional challenges identified within RESPA Seasonal School 2020 and 2021 within ReSPA Multi-sectoral analysis with the focus on digitalization of PA and PS (two challenges) and Institutionalization of Quality Management in PA.	1		Generated one or two prototypes (e.g. application / working software) that will be aligned with the specific RESPAthon challenges.
Ministerial Conference	Ministerial Conference 2021 will be designated to the trends in the Digitalization of PA of the WB and its future perspectives.	1		Exchanged experiences and increased knowledge in domain of Digitalization of PA of the WB and its future perspectives.
Intervention area 8: Open Government Partnership				
ReSPA will support the hosting of Regional OGP Repository where each country could reposit its OGP Action plan and implementation data so that ideas and achievemnets of work in OGP domain can be shared. Additionally, each year one specific common issue of the biggest interest for WB countries related to opening up of the data will be tackled on regional basis.				

OGP International event	Continuation of work with the OGP Secretariat and setting the ReSPA Panel within OGP Summit 2021 including the discussion on OGP Open Response & Open Recovery campaign.	1	1	Update on the recent developments in the area of OGP global trends and in domain of OGP Open Response & Open Recovery campaign
OGP Regional Event /Digital Summit	The conference will provide platform for OGP national coordinators for exchange of experience in and defining recommendations for further activities. The activities will include consultations with the OGP Secretariat and RCC with the possibility to organize as a back to back event OGP regional gathering and Digital Summit event. OGP Regional event will be designated to ReSPA COVID-19 Collaborative platform.	1	1	Regional OGP event organized with defined recommendations and activities in domain of OGP.
Hosting of the Regional Repository of OGP	ReSPA will support hosting of Regional Open Government Repository within ReSPA existing platforms with initially repositing of the each country OGP Action plans and/or other data regarding specifically OGP activities in each of country.	1	1	Regional OGP Repository is functioning within ReSPA online structures and OGP Action plans are repositing in it
Workshop on trust /security issues and ethical standards when opening data.	Workshop on trust/security and ethical standards when opening data (exchange of experience among WB countries as well as generating the ideas that might be supported by ReSPA through in-country support mechanism).			Workshop on standards when opening the data. Experience exchange with indication of possible in country support
Evaluation				
Independent evaluations of the ReSPA programme will be carried out on a three - yearly basis. The first evaluation is expected to take place in the second half of 2022, to start in June and to be finalised before the end of the year.				
Visibility, stationary, promotional, information materials and		1	1	
HR	Communication and Visibility Officer and Administrative Officer	1	1	
Liaison Officers fees	Liaison officers	1	1	
Technical assistance		1	1	
Business information system, software and equipment		1		
Interim expenditure verification report			1	
Evaluation				
Independent evaluations of the ReSPA programme will be carried out on a three - yearly basis. The first evaluation is expected to take place in the second half of 2022, to start in June and to be finalised before the end of the year.				
Technical assistance	Concept of ReSPA donor diversification			
Technical assistance	Evaluation of ReSPA activities			
Governance Activities				

The governance of ReSPA is ensured through the bodies consisting of the Members' representatives. The Governing board, operating at two levels – Ministerial level and senior officials' level. The Governing Board of ReSPA is the decision-making body of the organisation. The European Commission is represented at the GB sessions on an ex officio basis without the right to vote. The Governing Board is mainly responsible for setting up the strategic directions for the development and running of ReSPA, including its activities, annual or multi-annual Programmes of Work and ReSPA regulations and other decisions. The Governing Board has established the following subsidiary bodies: Budget Committee, Advisory Board and Appeal Board.

The Budget Committee is composed of the representatives of the ministries of Finance or Finance departments within the ministries in charge of the public administration. Its main responsibility is to advise the GB on financial and budgetary matters and to provide recommendations for the adoption of the budget and other decisions having the financial impact. BC also performs some controlling duties.

The Appeal Board is composed of the representatives of the ReSPA's partner organisations and institutions. Its main role is: to provide advice and support in defining the strategic vision of ReSPA and to provide inputs for the development of strategic documents of ReSPA; to assist in identifying programme activities and priorities that may be carried out through ReSPA; to provide guidance in issues of institutional importance for the organization and for the improvement of its management and governance; to provide advice for business development of the organization; to facilitate networking of ReSPA with relevant stakeholders and to foster better understanding and coordination of individual donor activities of relevance for ReSPA.

The Appeal Board is composed of independent experts, appointed by the Governing Board for a five years' term, with the mandate to adjudicate any appeal to decisions related to staff matters taken pursuant to the Staff Regulations of ReSPA. It also conducts the independent review of recruitment procedures for ReSPA employees.

In order to manage the achievement of planned results, ReSPA regular annual governance activities include the following: one meeting of the Governing Board at Ministerial level, four meetings of Governing Board at Senior Officials level, three meetings of the Budget Committee, and two meetings of the Advisory Board. The Appeal Board meets as needed for dealing with matters within its responsibility. In addition to the regular meetings, it is possible to have extraordinary session of these bodies.

Activity		Year 1	Year 2	
Governing board at Senior official level	ReSPA will each year organise GP development sessions including the ReSPA management back to back with a GB SL meeting.	4	4	
Governing board at Ministerial level		1	1	
Budget Committee		3	3	
Advisory Board		2	2	
Appeal Board		As per lodged remedy	As per lodged remedy	
		10	10	