

Draft ReSPA Programme of Work for 2022

The ReSPA Programme of Work (PoW) for 2022 supports the implementation of the ReSPA Strategy 2019 - 2024, and ensures proper functioning of the organisation. It provides an overview of the activities to be organised by the ReSPA Secretariat that will be implemented during 2022. 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 Regional Network of Policy Coordinators, comprehensive ReSPA School on Evidence-based policy making process, 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. The PoW contains also new emerging topics such as IPA III 2021-2027.

This PoW is drafted with the assumption that all the activities of ReSPA will be organised as real life events with possibility for online/remotely participation, through electronic communication platforms, such as Zoom.

The Programme of Work determines what will be accomplished in order to enable the achievement of the strategic goal: To contribute to the effective response of public administrations in ReSPA Members to the needs of citizens and businesses. This strategic goal will be achieved through the strengthened regional cooperation in the area of PAR and European Integration, by interventions implemented within the following three specific objectives:

1. Improved implementation on PAR and PFM Strategies in the Western Balkans;
2. Improved professionalization of the Civil Service;
3. Improved quality of public services.

The PoW will be financed through the ReSPA Core budget, EU Grant and other donor funds for programme related activities.

ReSPA Strategy defines eight key intervention areas:

1. Coordination of PAR and PFM policies;
2. Quality of policy planning in Centre of Government Institutions;
3. Alignment of policy making and legal drafting with the EU Better Regulation agenda;
4. Merit-based recruitment and selection;
5. Performance appraisal and career development;
6. Quality management in public services;
7. Digitalisation of public services; and,
8. Open Government Partnership (OGP).

The concrete interventions are described below. The additional activities that will be implemented and are not reflected in this PoW will be supported by the **ReSPA mechanisms of support**: in-country mechanism, peer to peer and mobility scheme. The recommendations from the ReSPA studies and operational conclusions from PAR Special Group meetings will serve as a base for potential activities which will be realised by means of submitting the applications to ReSPA by the countries.

The regular conduct of ReSPA operations requires functioning of its governing structures through decision-making processes by intergovernmental bodies.

The activities related to governance and operation are described in a separate table below.

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. 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.

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.

ReSPA will continue to actively engage its Liaison Officers (LOs) in tailoring ReSPA support to its members as well as to boosting ReSPA visibility in the countries where they operate. 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. A specific commitment will be asked by the LOs for successfully conducting the monitoring process of ReSPA activities (which will take place in June 2022).

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 Workshops every 6 months, 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.

PA Award 2022 (ReSPA and SIGMA/OECD)	The PA Awards methodology, along with the guidelines for the applicants, assessors and judges has been designed in 2020 once the first PA Awards has been realized. The PA Awards 2022 will include enough broad categories for welcoming projects which enable the transformation of service delivery in quality and quantity, enhance access to services and enable more effective policymaking. Lessons learned from PA Award Follow up will be incorporated into the design of the overall activity including passing on the financial award to the winner.	1																		
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Intervention area 7: Digitalization of Public Services

During 2021 and 2022 ReSPA will continue working on common issues related to the use of ICT in modernising governments and public services in the Western Balkans while respecting the PA reform agendas in this area in WB countries. Additionally, ReSPA will continue on presenting the newest trends in the digitisation of public services. The combination of these two main programme directions will be reflected in the planned activities that will more nearly focus on issues of: 1. Establishing the Regional Network of Leaders in Digitalisation-an alliance at the policy level that would foster communication, partnerships, cross border initiatives, investments but also that would foster actions related to the common regional "hot" topics; 2. design of digitised public services and development of Design Principles (E GOVpilots); 3. Opening of government data activities related to OGP initiative and activities designated to "Improving policies and practice in data opening"; 4. Use of innovative practices and technologies in public administration (Seasonal school and Hackathon). E-Government WG meeting will be used for presenting the key findings from the Study on Digitalisation, discussion about newly developed activities in this thematic area as well as for the evaluation of the outcomes in the e-GOV area achieved throughout the current EC grant. An analytical paper on the Methodology for Impact Assessment of Data Opening will be developed as the continuation of Zero Open Data Guidelines developed in 2020. All regional and international events that would be used to gather practitioners from WB PAs (E GOV Seasonal School, OGP Regional and international event, Hackathon) will be used to strengthen the exchange of the knowledge and experience on the regional level in this rapidly changing area as well as to get first-hand insight into the latest trends in other countries outside the region.

Activity	Description of the activity/Target institutions/participants	2022	1	2	3	4	5	6	7	8	9	10	11	12
eGOV Working Group Meeting / Digital Transformation Regional Initiative	The meeting of the e-GOV WG will be designated to inform the members on the key findings from the Study on Digitalisation, to discuss the new initiative of establishing the Regional Network of Leaders in Digitalisation, upcoming e-GOV Seasonal School, Hackathon on Open data as well as the results of activities implemented during the current EC Grant in the E GOV thematic area. As a back-to-back event, the first meeting of the Regional Network of Leaders in Digitalisation will be held. The proposed scope of the work of the Network will be discussed. The key findings and recommendations from the Digitalisation Study will be presented using the insights from the Study for setting the scene and the agenda for this network.	1												
eGOV Seasonal School on Digital Transformation	ReSPA Seasonal School 2022 will be realized with the upgraded content of the event realized in 2021 focusing on the regional achievements in Human-Centred Design of e-Services, data opening in PA, cyber security and use of emerging technologies in public administration. The presentation of the newest development in the EU regarding policies and practices related to the same topics will complement the presentations of achievements in WB public administrations.	1												
Hackathon/ReSPAthon	Hackathon/ReSPAthon will be designed to enhance the use of open data which will benefit governments and citizens. The competition will gather IT developers who will provide innovative ideas that can be transformed into open data applications for public use. ReSPAthon will encompass two or three topics related to open data identified at the OGP-Open Data regional workshop.	1												
e-Gov pilots	The e-Gov pilots initiative has been launched in July by Open call. One e- Gov pilot will be funded in 2022. The pilot projects have a central theme of increasing the quality of the design of public services in WB PAs. The aim is to assist interested institutions to develop new or upgrading existing digitised public services (or policies) using the Design Thinking Methodology. The nature of the public services should fall into categories of digitised services according to the mandate of the institution, opening of data or using the cloud. The accumulated knowledge from pilots will be used to formulate Principles for Design of e-Services.	1												
Opening Government Data - Methodology for Impact assessment	In order to assess the demand for the open government data (OGD), i.e the main elements of the demand which is interest for data and capacity in re-using data, the Methodology will propose an empirical method for ex-ante assessment of this demand.	1												

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Intervention area 8. Open Government Partnership

Open Government Partnership was launched in 2011 to provide an international platform for domestic reformers committed to making their governments more open, accountable, and responsive to citizens. Open Government Partnership brings together government reformers and civil society leaders to create action plans that make governments more inclusive, responsive and accountable. ReSPA joined this global initiative in 2016 and since then it supports participation of its Members' representatives at the OGP Global Summits, regional meetings and OGP regional workshop (activity organized by ReSPA and the OGP Secretariat) each year. In 2022 ReSPA will engage in the area of Improving policies and practice in Open data.

Activity	Description of the activity	Year 2	1	2	3	4	5	6	7	8	9	10	11	12
OGP International event and regional meeting	Continuation of work with the OGP Secretariat and setting the ReSPA Panel within OGP Europe meeting and Regional OGP meeting. The attendance of OGP national contact points from the WB will be assured.	1												
OGP Regional Workshopn OGP/Open data	The meeting in 2022 will include two main sections: 1. Open Data in the context of OGP 2. Improving policies and practice in data opening. The good practices from the EU will be presented in order to shed light on what constitutes good OD National Policy and of the most important provision of the EU OD Directive that needs to be included in national policy documents. The challenges in managing OD portals and the issue of OD licenses will be discussed at the Workshop.	1												

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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	2022
Governing board at Senior official level	ReSPA will each year organise GB development sessions including the ReSPA management back to back with a GB SL meeting.
Governing board at Ministerial	4
Budget Committee	1
Advisory Board	3
Appeal Board	2
	As per lodged remedy
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