



## Workshop on Evaluation of Public Administration Policies

*Danilovgrad (Montenegro), 17-19 September 2012*

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### PROVISIONAL PROGRAMME

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#### Background

Public policies are central to government action. They are born of compromise between expectations and needs that are often contradictory, following lengthy procedures involving many contributors at various levels.

Having in mind a background of rationalisation and modernisation of State action, it is now more than ever necessary to ensure that public policies are effective and successful. Public policies involve various actors, among which the proper division of competences and coordination is crucial. The evaluation then reveals the policies' effectiveness and performance and whether they should be pursued or revised.

As pointed out in the Sigma paper on the role of Ministries in the Policy System, in the Western Balkans' countries the evaluation of public policies was been generally carried out in an irregular manner, even informal, which undermines the control of the effectiveness of policies and the use of public money.

Some efforts have been made in connection to the development of a culture of strategic management within public administration, but further progress is desired.

Indeed, amongst the key challenges identified in the communication from the European Commission to the European Parliament and Council on the "Enlargement Strategy and Main Challenges 2011-2012" is the *increased focus on strengthening the rule of law and public administration reform*, which cannot be effective without a proper evaluation system.

In view of the considerable scope of this subject, ENA's ambition through this course is to provide participants with the most important aspects of evaluation during a public policy process: context, stakeholders, approaches, types and techniques of evaluation.

## Objectives

The evaluation of public policies is a complex and large subject that can be difficult to address properly in only 3 days. That's why this training aims at providing participants with information on various aspects of evaluation and the opportunity to get to know some concrete examples. The main objectives of the training are:

- To further strengthen the knowledge and skills of the participants in the field of public policy evaluation. This includes the introduction of some theoretical concepts that will be addressed and analysed as well as presentation of tools and concrete examples of evaluations;
- To facilitate the exchange of experiences both within the region and between the region and the EU Member States (ReSPA objective);
- To strengthen capacities of the participants in analysing the impact of public policies.

## Content

This training covers the following topics regarding evaluation of public policies:

- Evaluation as part of a public strategy: how to decide the implementation of a public policy and how to design and to plan it
- Development and elaboration of a public policy: methods, actors and stakes. How to take into account the financial, economical, environmental, social, political impact of a policy?
- Implementation of a public policy: relation between central and local administrations, public vs private sectors: identification of competencies and responsibilities
- Procedures of control: rules, actors, types of control and responsibilities (Parliament, court of audit, inspectorates, NGOs, media...)
- Comparing the functions of parliamentary control, administrative internal inspection, audit and external evaluations
- Evaluating and measuring performance and appropriateness of human and financial resources to the expected outcomes
- Tools for controlling public services
- Role of ethics and transparency in the evaluation of a public policy

## Target Group

In order to fully benefit from the training, the participants should:

- Already have a first working experience in the evaluation of public policies;
- Work in the public administration of any country of the Western Balkans (ministries, public agencies, Government commissions, courts of audit, corps of control, inspectorates, General Secretariats, Chancelleries, etc) involved in the public policy processes.

## **Workshop Trainers**

The workshop will be delivered in cooperation with ENA France - by specialised experts on public policy implementation and evaluation, two international and one regional expert. The short resumes of the Experts may be seen below:

### *Mr. Nicolas TENZER*

Mr. Nicolas TENZER is a French Senior Civil Servant, President of the Center for Studies on Political Action (CERAP), an independent think tank working on political, social and international issues, since 1986. After his graduation from the French National School of Administration, he was member of the Cabinet of the Minister of Economy, Finance and Privatisation (1987-88), rapporteur in the Court of Accounts (1991-93), Head of Department in the Strategic planning office to the Prime Minister (1994-2003). In addition, he was also in charge of an inter-ministerial assignment for the French Prime Minister on the development of the international expertise of France and its foreign policy (2007-08). Furthermore, Mr. TENZER is a Senior lecturer or invited professor on political theory, constitutional law, reform of the public sector and science of government. He has lectured in several French and foreign universities such as Saint-Petersburg, Belgrade, Izmir, Stockholm, Harvard, Boston, Johns Hopkins, Columbia or Rabat.

### *Dr Laurent SCHWAB*

Dr Laurent SCHWAB is a Macro-Economist at the French National Centre for Scientific Research (CNRS), with a strong focus on higher education and capacity building. In addition to his research activities, Dr SCHWAB has been a consultant for the European Commission and the World Bank on strategic management, project evaluation, public enterprises, and public finance reform for over twenty years. Moreover, he has over ten years of experience in the management of higher education centres and institutes in the field of management education, and proven experience in the field of public sector reform and public finances reform, including PEFA approach and methodology. Dr SCHWAB is also a lecturer on economics, public sector reform and health economics with a strong experience of multi-cultural environments.

### *Ms Mirjana STANKOVIC*

Ms Mirjana STANKOVIC is a Consultant and training specialist with 14 years of experience in public administration, institution building and human resource management, community development, local governance, monitoring and evaluation and assistance for national and local government officials, judiciary, lawyers, law students, and the private sector. Ms STANKOVIC is also an assessment specialist with a wide span of experience as she has been lead evaluator on various assignments. She created or participated in the creation of various assessment tools and evaluation criteria related to national and local government functioning, organizational development, management of human resources and local economic development. She's a training specialist with extensive track record of developing curriculum and delivering interactive trainings in various topics to more than one hundred (100) local governments in Serbia and the region. She's author-co-author of thirty-four (34) training manuals and trainer's guides in various governance- , LED- and management-related topics and twelve (12) articles on governance published nationally and internationally.

## **Methodology**

The training program will be implemented over four days from 9.30 am to 4.00 pm. The training programme will be practice-oriented through the use of real-life examples, brainstorming, exercises or case studies. Participants will be encouraged to share their experience.

The programme is organised from a general perspective to concrete situations:

On DAY 1 participants will be introduced to the public policy process. This will allow for a common understanding of the public policies process and of the place of evaluation within it.

DAY 2 will be dedicated to a presentation of the most important actors involved in the evaluation process and participants will have an overview of the most important evaluation procedures.

On DAY 3, participants will have a detailed presentation on tools for controlling public services, as well as on the importance of ethics and transparency in the process of control.

## DRAFT TRAINING AGENDA

**Day 1 – 17 September 2012**

Timing	Training topic	Speaker	Training method
09.30 -10.00 (30')	- Presentation of the training program and of the group	<b>Aqim Emurli</b> ReSPA representative	Presentation
10.00-11.15 (75')	- What is a public strategy? Main definition and consequences	<b>Lead trainer:</b> Nicolas Tenzer	Presentation and discussion
		T2 : Laurent Schwab	Brainstorming and concrete cases.
		T3: Mirjana Stankovic	Participation in brainstorming; note-taking
11.15-11.30 (15')	<i>Coffee break</i>		
11.30-12.45 (75')	- The elaboration and the implementation of a public strategy: main concepts, main tools and methods	<b>Lead trainer :</b> Nicolas Tenzer	Presentation and discussion,
		T2 : Laurent Schwab	Exercise
		T3: Mirjana Stankovic	Facilitation of group work; note-taking during the report-back session
12.45-14.00 (75')	<i>Lunch break</i>		
14.00-15.00 (60')	How to build a diagnosis: the SWOT Scheme	<b>Lead trainer :</b> Nicolas Tenzer	Presentation and discussion
		T2 : Nicolas Tenzer and Laurent Schwab	Exercise on a concrete case
		T3: Mirjana Stankovic	Facilitation of group work; note-taking during the report-back session
15.00-15.15 (15')	<i>Coffee break</i>		
15.15-16.00 (45')	-The question of the stakeholders: relation between central and local administrations, public vs private sectors: how to associate the stakeholders and the citizen to the definition of the public policies	<b>Lead trainer :</b> Nicolas Tenzer	Presentation and discussion
		T2 : Laurent Schwab	Role play
		T3: Mirjana Stankovic	Examples of stakeholder involvement and of vertical/horizontal coordination of policies and strategies

## Day 2 – 18 September 2012

Timing	Training topic	Speaker	Training method
09.30-11.00 (90')	- Procedures of control: rules, actors, types of control and responsibilities (Parliament, court of audit, inspectorates, NGOs, medias): the different schemes throughout the world	<b>Lead trainer :</b> Nicolas Tenzer	Presentation and discussion
		T2: Mirjana Stankovic	Exercise: Analysis of hypothetical situations Brainstorming: challenges faced in the Western Balkans
		T3 : Laurent Schwab	Discussion
11.00-11.15 (15')	<i>Coffee Break</i>		
11.15-12.45 (90')	- The control of public finance: main rules and principles	<b>Lead trainer :</b> Nicolas Tenzer	Presentation and discussion
		T2: Mirjana Stankovic	Analysis of real-life examples of control of public finance by different stakeholders, at different levels Tools and techniques for controlling public finance
		T3 : Laurent Schwab	Discussion
12.45-14.00 (75')	<i>Lunch break</i>		
14.00-15.00 (60')	The performance and the result indicators: could there be contradictions?	<b>Lead trainer :</b> Nicolas Tenzer	Presentation and discussion
		T2 : Laurent Schwab	Exercise
		T3 :Mirjana Stankovic	Demonstration and discussion: Levels of Evaluation
15.00-15.15 (15')	<i>Coffee break</i>		
15.15-16.00 (45')	- Evaluation: the main concepts	<b>Lead trainer :</b> Nicolas Tenzer	Presentation and discussion
		T2 :Mirjana Stankovic	Examples of evaluation tools and techniques, formulation of indicators
		T3 : Laurent Schwab	Discussion

### Day 3 – 19 September 2012

Timing	Training topic	Speaker	Training method
09.30-11.00 (90')	Exercise: a comprehensive evaluation case study (part one)	<b>Lead trainer :</b> Laurent Schwab	Exercise and case study
		T2: Mirjana Stankovic	Facilitation of small group work; note-taking during the report back session
		T3 : Nicolas Tenzer	Discussion
11.00-11.15 (15')	<i>Coffee Break</i>		
11.15-12.45 (90')	Exercise: a comprehensive evaluation case study (part two)	<b>Lead trainer :</b> Laurent Schwab	Exercise and case study
		T2: Mirjana Stankovic	Facilitation of small group work; note-taking during the report back session
		T3 : Nicolas Tenzer	Discussion
12.45-14.00 (75')	<i>Lunch break</i>		
14.00-15.00 (60')	What are the best evaluation schemes? Stakeholders, institutional issues, implications on the democratization process and the fight against corruption	<b>Lead trainer :</b> Nicolas Tenzer	Discussion and brainstorming
		T2 : Laurent Schwab	Discussion
		T3 :Mirjana Stankovic	Participation in discussion; note-taking Examples of corruption at the level of policy making and legislative drafting
15.00-15.15 (15')	<i>Coffee break</i>		
15.15-15.45 (30')	The consequences of the evaluation process on the public service: ethics, participation, transparency and European requirements	<b>Lead trainer :</b> Nicolas Tenzer	Discussion and brainstorming
		T2 : Laurent Schwab	Discussion and brainstorming
		T3 : Mirjana Stankovic	Discussion and brainstorming, note-taking
15.45-16.00 (15')	Debriefing and evaluation	ReSPA representative	Questionnaire