



ReSPA

Regional School
of Public Administration

(REVISED VERSION)

GENERAL FRAMEWORK OF
(2014) THE PROGRAMME OF WORK

List of abbreviations

AJ – Administrative Justice
AP – Administrative Procedure
BP – Business Plan
CNA – Capacity Needs Assessment
CoP – Community of Practice
CSO – Civil Society Organisations
EC – European Commission
EC SAA – European Commission Stabilisation and Association Agreement
ECHR – European Convention on Human Rights
ECtHR - European Court of Human Rights
eGovernment – Electronic Government
EU – European Union
EUI – European Integration
EuC – European Union Center
GAPA – General Administrative Procedures Act
GB – Governing Board
GB (ML) – Governing Board at Ministerial Level
GB SL – Governing Board Senior Level
GRECO - Group of States against Corruption
HRD – Human Resource Development
HRM – Human Resource Management
IATK - Impact Assessment Toolkit
ICT – Information and Communication Technologies
IPA – Instrument for Pre-Accession Assistance
IT – Information Technology
ITC - International Training Center
ILO - International Labour Organisation
M&E – Monitoring and Evaluation
mGovernment – mobile Government
MSP – Mobility Scheme Programme
OECD – Organization for Economic Cooperation and Development
OMC - Open Method of Coordination
OSCE – Organization for Security and Cooperation in Europe

PA – Public Administration
PAD – Personal Assistant to the Director
PAR – Public Administration Reform
PAs – Program Assistants
PDP - Personal Development plans
PoW – Program of Work
PP – Public Procurement
PPA – Public Private Alliance
PPP – Public Private Partnership
PR - Public Relations
PRDO – Public Relations and Documentation Officer
QPS – Quality of Public Services
RCC – Regional Cooperation Council
ReSPA – Regional School of Public Administration
SEE – South-East Europe
SIGMA – Support for Improvement in Governance and Management
SME – Small and Medium Enterprises
SWAP - Sector Wide Approach
TM – Training Manager
TNA – Training Needs Assessment
ToT – Training of Trainers
UNDP – United Nations Development Program

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1. INTRODUCTION

The Program of Work 2014 has been developed in line with the ReSPA Business plan 2014-2017, EC Grant Contract and EC Concept Note that provide ground for the ReSPA activities over the next years.

Program inputs are based on the findings of the (program) activities implemented through EC Grant 2011-2013, lessons learned, feedback from the members of the regional networks, trainers and experts. A complex process of integration of the priority processes and needs identified in ReSPA beneficiaries was applied, which involved the extensive mapping of the conducted capacity building activities (undertaken in the period 2011-2013) and a series of comparisons of capacity needs (CNA 2013, etc). Program activities and available plans of other regional and international actors in the region have also been reviewed and acknowledged, in particular of RCC and SIGMA.

Revised ReSPA objectives require changes at all levels of its operations, including program management, organization and governance. While the alignment of the human resources at ReSPA with its core activities is still to take place, the key program improvements have been identified and built into this Program. These include methodology improvements, consistency in the ReSPA fields of operation and consolidation of the Regional PAR Platform, in particular with reference to the role of the decision makers and follow up and monitoring mechanisms.

The Program has been presented by explaining methodological approach and key processes that will be applied linearly in each particular area of ReSPA activity. Detailed description of the objectives and activities in all areas of intervention, accompanied with the timeline for its implementation, is presented in the second part of this Program.

From 2014 ReSPA will interact more with other regional and international actors in the field of Public administration - in particular with RCC, on the coordination of implementation of the SEE 2020 'Governance for Growth' component, and with SIGMA, on the implementation side of the PAR principles and standards. Furthermore, as of 2014 ReSPA will contribute more to the quality aspect of Public administration (quality management tools and quality of public services – both launched with the new Regional project – Quality of Public services). Therefore, both sections are presented in this Program as well.

Due to the significant delays in the recruitment of the program staff, in-house capacities for the Program implementation are limited, while at the same time the extended scope and complexity of the activities require even more expertise than it was the case in the past. Thus, implementation of the Program will entail more trust in the external expertise together with assistance from the QPS project.

2. METHODOLOGY and PROCESS

The modernization of public administration is of exceptional importance to the European Union integration process of the countries in the region, their economic competitiveness, and the quality of life of its citizens. Improvement and changes should ensure that Public administration is applying principles of legality, predictability, openness, transparency and accountability, using public funds efficiently and responsibly while providing quality services for citizens and business.

Over the past years, ReSPA has developed and structured regional networking and capacity building activities around the key challenges that Public governance is facing in the Western Balkans:

Thematic area	Objectives
<i>Policy coordination</i>	Enhanced coordination and increase of the consistency of public policies
<i>Human Resources Development</i>	Professionalization and competence building in the public administration by implementing modern human resources management systems
<i>EU integration / EU affairs</i>	Increase of administrative capacities as required by the EU process
<i>E-Government</i>	Introduction of e-administration, using information and communication technologies for improving the operation of public administration
<i>Ethics and Integrity</i>	Increase of integrity and prevention of conflict of interest
<i>Administrative procedures</i>	Simplification and optimisation of administrative processes
<i>Public Procurement/ Public Private Partnership</i>	Transparency of public procurement, financial control and cooperation with private sector

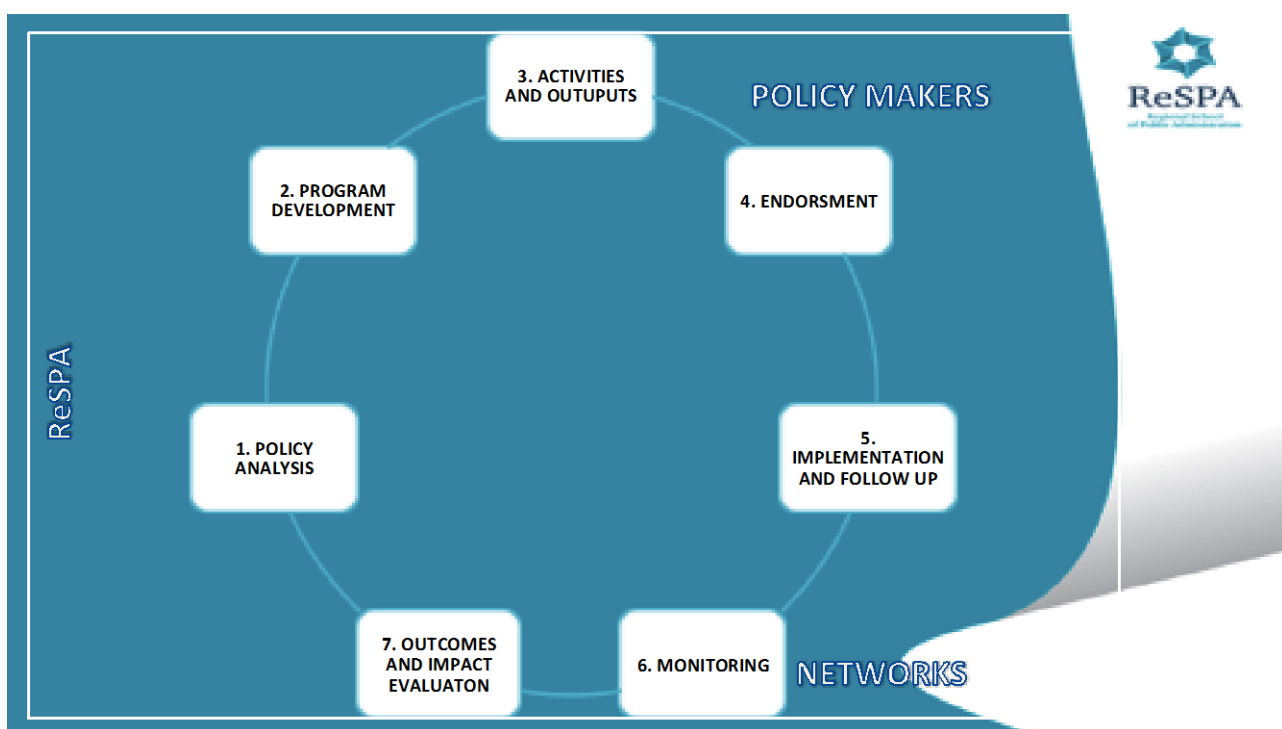
These aspects of Public governance, which are also most often subject of assessment of administrative capacities of the Western Balkan countries, are envisaged as an umbrella for the ReSPA activities in 2014. In addition to these areas, the quality of Public services and 'Governance for Growth' component need to be integrated into the overall ReSPA portfolio, hence the structure is extended accordingly in order to reflect the actual goals and needs. Some other issues, such as regulatory quality (e.g. improvement of the quality of legislation using modern instruments, in particular public consultations and regulatory impact assessment), will be also considered for future actions.

Thematic area	Objectives
<i>Quality of Public services</i>	Increase in the quality of services for citizens and business
<i>Quality management tools for the Public institutions</i>	Measurement for the quality of Public institutions
<i>Governance for Growth</i>	Support competitiveness of the national economies

Both overall and more specific objectives have been identified for each thematic area and thematic plans that indicate main activities and the timeline for their implementation are presented accordingly. As this year's program presents a transition to the new approach, plans for 2014 are much more grounded on the outputs and lessons learned from the network activities and less on the findings from the analysis of the country's or other strategic documents, as it should regularly be the case (abolishment of the regional Training or Capacity building needs analysis exercise).

ReSPA's intervention in each of the thematic areas is intended to follow the same steps in the process (as illustrated bellow), which should ensure:

- The regional actions supplement country's priorities,
- The programs are coherent and relevant and networking is at the core of ReSPA activities,
- Findings and recommendations are considered and endorsed by decision makers,
- Regular feedback and follow up on implementation progress,
- Regular evaluation of the impact.



What improvements are to be achieved with this approach?

- Policy analysis – Primary goal of the policy analysis is to provide a baseline of the existing situation across the region in each thematic field, which will enable identification of the areas where regional activities can complement national measures and/or areas where some tools or practices are in place that may serve as a guidance model for other countries. Such approach was lacking until now: national needs were

identified by other means (TNA or CNA) and, frequently, personal rather than institutional needs were provided. This caused difficulties on the supply side and led to the failed recognition of the 'value for money'. More reliable findings come out of the analysis, hence more tailored programs may be developed and added value recognised by the ReSPA Members. The analysis takes into account the country's key strategic documents, EC SAA progress reports, SIGMA assessments and similar reports, or other regional initiatives such as SEE 2020 and other regional projects. Once identified, common issues and challenges serve as a starting point for the formulation of objectives and program development.

- Program development – In addition to the policy analysis, learning/development programs reflect the priorities that have been identified at the level of decision makers¹, the feedback from the implementation phase and from the conclusions on impact achieved. Regular consultations with the national, regional and international stakeholders are maintained to ensure relevance, customisation and the quality of the programs. Programs are more integrated and designed towards specific objectives and are targeting senior audience. Regional expertise (database of the regional experts) has been used to consult the program development.

- Activities and outputs – Within the program for the thematic area, a range of activities has been combined to contribute to the overall goals (e.g. network meetings, seminars or workshops, ToT or other training activities, site visits, peer-reviews, monitoring, comparative research or mobility scheme). Synergies between different activities and different thematic areas are envisaged based on the experience and lessons learned². Activities are designed to generate output (e.g. identification of the good practices, preparation of policy recommendations or policy guidelines, methodology tools etc.) that will contribute to the overall objectives in the thematic field. Timeline for the implementation is indicated as well (more detailed description of the activities is attached to the report).

- Endorsement – Lessons learned from the activities conducted over the last years demonstrate that the outputs from the regional networks are not likely to be implemented without the involvement of the decision makers. As ReSPA has been steered through the Governing board by the Ministers responsible for Public administration, this forum is going to be used for the high-level policy dialogue on PAR and EUI. Inputs on (multi) annual programming of the regional activities, identification of priorities and endorsement of the products from the regional networks will be expected from this dialogue³. In practice, this means that the Annual Governing board meetings at the ministerial level (held in October each year, tentatively) are going to be used also as a guiding forum where amongst other regular issues, the outputs from

¹ E.g. recommendations from the Policy dialogue in Split, November 2013

² As an example of recent ReSPA mainstream activities and synergies, the eGovernment network's brainstorming has led to the publication of a regional comparative study which directly influenced the establishment of the first specially designed seminar for e- and m-Government, and in addition has identified the need for an anti-corruption ICT strategy at the regional level. The latter is directly linked to the Ethics and Integrity network, the Policy Coordination network and, in a broader sense, with the EU Integration Network.

³ As it is the practice with EU PAN for example

regional networking activities are presented, discussed, actions endorsed and reporting mechanisms agreed⁴.

- **Implementation** – Once the directions and objectives are set up at the level of the decision makers, implementation of activities will take place *via* the network members (and other stakeholders), some at the national and some at the regional level. ReSPA will facilitate follow up activities (e.g. workshops, seminars, peer reviews, case studies, comparative research, training etc.) to support country's' achievement whenever regional activities may contribute to the national efforts. Furthermore, ReSPA has already launched an online platform (*Moodle*) for the networks, where real-time exchange of documents, discussion or consultations may take place amongst the members, together with a website library section that will provide single access point to most relevant regional documents and legislation.
- **Monitoring of the progress** – As noted earlier, ReSPA will follow on the progress of implementation through the reporting mechanisms that will be endorsed at the decision makers level and ensure that comparative overview is provided periodically. Progress monitoring should be understood as a learning process that should enable better insight into the context where changes are supposed to be applied and ultimately improved.
- **Impact evaluation - M&E process** for ReSPA activities will be maintained throughout the year on a short term (anonymous evaluations after each event), midterm (after 6 months) and long term basis (annually) as presented in the Chart below.

Activity	FEB	MAR	APR	MAY	JUN	JUL	SEP	OCT	NOV	DEC
1. Evaluation of each ReSPA event										
2. Mid-term evaluation										
3. Long-term evaluation										

Evaluation of each ReSPA event - Anonymous evaluation will be made after implementation of each activity. Evaluation questionnaires from the Impact Assessment Toolkit (IATK) will be used. The results of each evaluation will be entered into the excel sheet table and data will be sent to the experts to be included in the report for each activity.

Mid-term evaluation - This evaluation will be conducted every six months (once a year), in line with the proposed techniques in the IATK.

Long-term evaluation - Evaluation of all activities will be conducted once a year by an external evaluator and in line with the impact assessment toolkit. The results will be used for improvement of the programme and they will be shared with the GB and EC.

- **Selection of the participants**

⁴ This would also require certain changes in the way that the senior and ministerial level Board meetings are addressed as it has been also recommended in the Legal Gap Analysis

In order for ReSPA to achieve its goal of creating a modern, accountable, effective and professional Public Administration in the Western Balkans, it is necessary to maximize the impact of each of its individual activities.

According to the findings of the EC Concept Note, the Final report on Impact assessment of ReSPA activities, as well as the inputs received from the Liaison Officers, issues relating to the selection of adequate participants and the lack of a follow up process were identified as the main weak points in the current procedure, hindering a more effective impact of ReSPA activities.

In line with these findings, and in accordance with the Discussion paper on the selection criteria of ReSPA target audience⁵ and accompanying GB recommendations, ReSPA proposes the upgrade of the selection procedure of participants for ReSPA training events⁶ with the aim to mitigate the effect of identified bottlenecks and problems and to increase the impact of its activities at both individual and institutional level.

The target group for ReSPA trainings in 2014 will be composed of:

- Mid management and
- Senior management of PA Institutions.

Decision makers would also be involved whenever possible for them to take part in the ReSPA mainstream activities. Based on the lesson learnt from the previous grant programme implementation, it is expected that the participants will:

- Have relevant experience in respective field
- Have the potential and need to further develop their competences (skills and knowledge) in order to act as multipliers and to contribute to further networking

The principal aim of the selection process of the related target audiences and formulating the *Selection criteria* is to enhance the process of targeting the right participants and to secure that selected participants are the most appropriate for the related ReSPA activities. In this way, the benefits will be obtained, not only in the activity realization, but also in terms of dissemination of gained knowledge and skills in the home institution i.e. directly and indirectly multiplying the effects. In more particular terms, the selection criteria will support ReSPA and Liaison Officers to identify civil servants who have the appropriate background, institutional position and ambition to develop their career in the field of PA, European Integration and its related aspects.

The selection process will be more specific, aiming at identifying particular target audience. Aside from the registration form which may be suitable as a proof of the applicants' professional and educational portfolio, the Letter of Motivation may also emphasize the employees' goals and targets, as well as give some kind of guidance towards employee's performance results and future perspectives i.e. career aspirations. All abovementioned facts will support the selection of the most suitable and the most motivated candidates for ReSPA trainings. After reviewing and analyzing all mentioned options for improving the selection of the participants, ReSPA proposes the following

⁵ Adopted by the GB on 6 February 2013 in written procedure

⁶ The proposed revisions in the procedure refer to the selection of participants for trainings/workshops only (including seminars, ToT, Summer Schools), whereas the mechanism for the selection of Network members remains to be addressed in the future

selection criteria which could be taken into consideration when discussing this subject: Eligibility criteria (years of experience in the relevant field, institution from which the participant is coming from, seniority level, etc). Registration Form including Motivation letter as a part of Registration form.

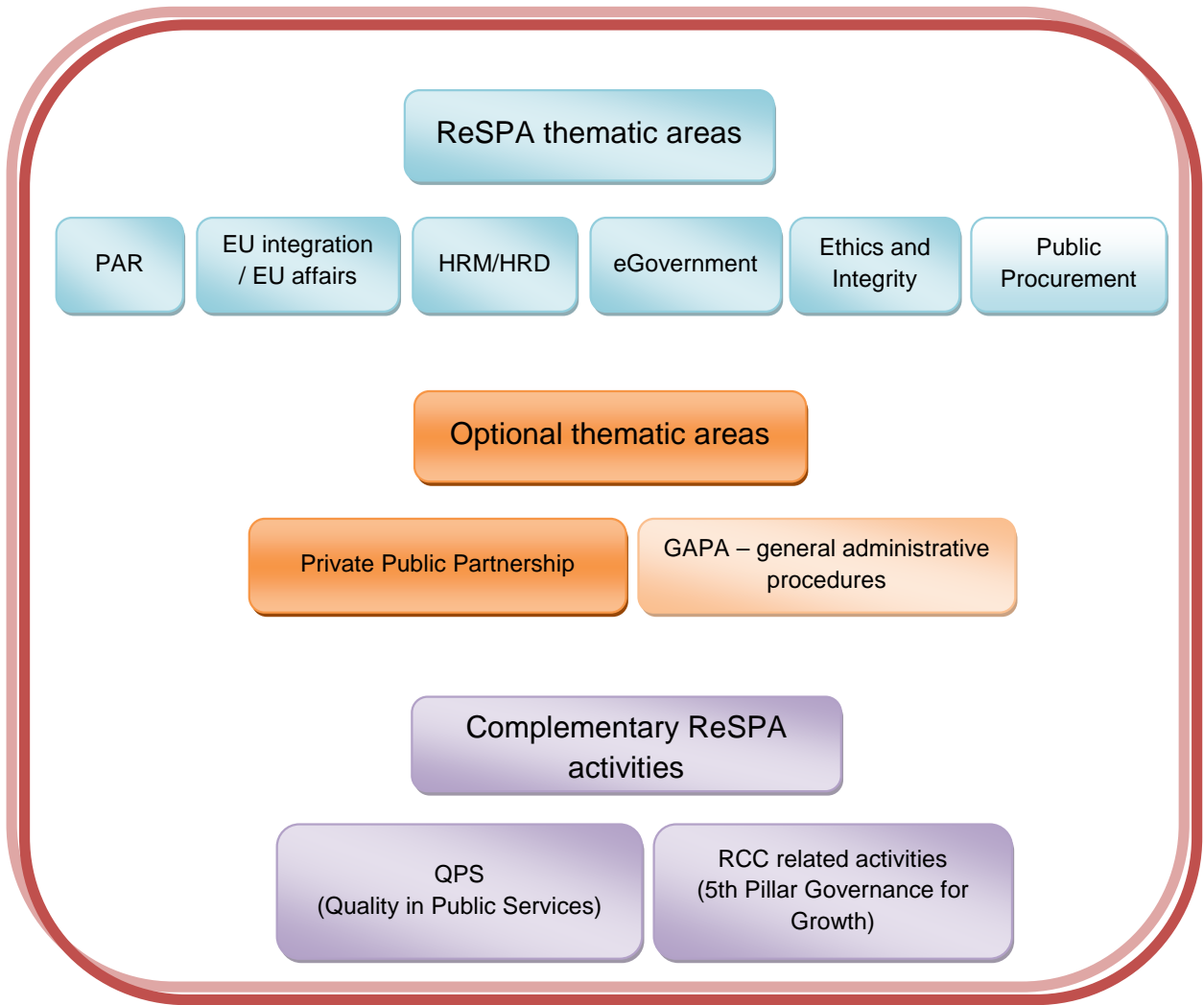
The Impact of ReSPA activities will be directly linked with the selection of participants, therefore, selection will be improved in many respects to ensure visibility of events and promote transparent procedures of selection.

3. THEMATIC AREAS OF ReSPA MAINSTREAM ACTIVITIES

As explained above, ReSPA mainstream activities program has been conceptualized following broad discussions and consultations with the various stakeholders, main recommendations from the CNA 2013, related reports deriving from the recognized institutions (EC progress reports, SIGMA OECD, World Bank M&E project, etc.). The thematic areas of all ReSPA mainstream activities will be formulated around six pillars, reflecting ReSPA objectives for 2013-2015 and acting as an umbrella. Those thematic areas are: Policy coordination, EU integration/EU affairs, HRM/HRD, e-Government, Ethics and Integrity and Public Procurement. In addition to these thematic areas, there are also optional thematic areas that will reflect cross-cutting issues e.g. Public Private Partnership, GAPA (general administrative procedures) and similar. The need driven approach will be ensured by planning the activities in a short term, midterm and long-term period. The holistic approach has been identified as crucial to enable interconnection and synergies between all ReSPA activities aiming to achieve desired outputs, outcomes and hopefully impact.

Disclaimer: *Since quite complex and depending on many internal and external factors, the realization of the activities foreseen in the respective thematic areas (output/outcome/impact) may vary.*

The chart below illustrates the milestones of ReSPA programme activities:



3.1. EU Integration

As explained below in more detail, ReSPA main objective within the EU integration network is to encompass the good practices and standards for knowledge, skills and competencies development. Identified areas of intervention are adjusted to the specific regional context with the aim to commit sufficient attention to administrative capacities in the Enlargement context. Therefore, the managers of related institutions and senior practitioners are identified as the selected target audience to match the programs. Furthermore, the overall expected outputs in the timeframe of one year will be related to policy recommendations and guidelines, as well as programmes for different capacity building activities in the domain of EU integration.

Overall objective

- Strengthening regional co-operation in the field of EU integration policy co-ordination between the government institutions responsible for EU integration

Specific objective

- Identification of the main trends in the field of EU integration co-ordination functionality in the Western Balkans and capacity building of network members using peer-to-peer and case study approach for further dissemination of acquired skills in their national administrations

Indicators

- Outcome level indicators
 - Ratio of participation of designated high level senior management officials in network events
 - Ratio of the repeated participation of middle management level officials at the network events
- Output level indicators
 - Number of high level senior management officials' meetings held throughout year
 - Number of other events (workshops, trainings, conferences) carried out in the EU integration domain with the relevant EU Integration coordinators

Key intervention areas

Progress towards EU membership depends on the steps taken by each country to meet the established criteria, based on the principle of own merits. The **rule of law** as well as the effective public administration is now at the heart of the accession process.

Further external intervention should be targeting at **four major dimensions**:

- *Institutional dimension and procedures*, targeted at proper institutional systems on the level of Government. This includes implementation services under the Prime Minister, Deputy Prime Minister or specialized EU integration Ministry; structural improvements in line ministries; inter-institutional coordination mechanisms on

operational, strategic and political level; mechanisms for interaction with the Parliament and having relevant legal provisions in place.

- Policy co-ordination, including policy planning (Program for Adoption and Implementation of EU legislation), consensus building on key policy choices and implementation monitoring, EU legal approximation and legal translation; procedures for ensuring financial commitments with the State budget, including support from EU external assistance (New IPA II programming cycle and EU funds utilization), IT support for the EU integration related activities (e.g. Implementation program for EU legislation, *acquis* mapping), external co-ordination with the EU and lobbying in the EU and consultation processes with stakeholders in business and civil society, as well as an impact assessment of possible implications.
- *Human Resources dimension*, identifying general civil service framework, institutional memory, relevant training needs, elaborating training work programme on EU integration specific aspects and implementing it. This particular dimension could be extended beyond the training to include the national level issues such as permanence of the civil service, protection from political interference, salary, and career development.
- *Public information dimension*, identifying relevant target groups and ensuring dialogue with public sector institutions (schools, universities), business associations, non-governmental organizations and society at large on EU integration implications for the WB countries. The WB countries would also have increased demand for information on EU integration implications from the general public, and from specific interest groups in the society. Public information policy would require that all government ministries and agencies cooperate in providing stakeholder oriented information and avoid contradictory information being released to the public.

RESPA priorities for 2014 in the EU integration domain

Selected priorities in the suggested four major areas and detailed Road map are based on the EU integration related challenges, EU Enlargement Strategy and Main Challenges for 2013 – 2014 (published in October 2013), and the results of previous EU integration network events held in 2012 – 2013. It provides ground to RESPA for the orientation of activities in terms of further intervention **into two main priority areas:**

1. Internal operational level of EU integration co-ordination and functionality issues
2. External dialogue with the EU.

Target audiences and general tools

Activities are planned for two main target audiences:

1. Heads and Deputy Heads of Central EU integration co-ordinating institutions, who are responsible for implementation of EU integration policy and external relation with the EU
2. Mid-management (Heads/Deputy Heads) of Departments in the Central EU integration co-ordinating institutions, who are responsible for EU integration policy implementation co-ordination and monitoring, legal approximation, external relations with the EU, external assistance, HR resource development and public

awareness on EU integration.

The **network for European Integration is expected to act as a catalyst for other regional groups** and it is foreseen to have different subgroups (sub-networks) such as a sub-network on mid-management level for management of funds, SWAP (sector wide approach), 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), to be initiated in 2014. General tools envisaged to be used –

- Network and brainstorming meetings for Senior and Mid-management level of EU integration co-ordination institutions
- Functional (thematic) workshops on particular aspects of EU integration co-ordination functionality
- Comparative study on EU Integration policy co-ordination institutions in the Western Balkans (as part of the Regional comparative study on the best practices in policy coordination in the Western Balkan region) and selected case studies from the New EU Member States
- Training Course Pilots (EU integration co-ordination aspects, national program for EU integration, negotiations and managing external relations with the EU)
- Conference (final event summarizing achieved results and setting priorities and implementation approach for 2015 and onwards)

Detailed Roadmaps for each area

Roadmap contents and main activities

The first area of work will be focused around internal operational level of EU integration co-ordination and functionality issues in the WB countries in four related sub-areas (as described in the chart below), while the second area will deal with external dialogue with the EU.

Activity / Sub-activity	2014								
	MAR	APR	MAY	JUN	JUL	SEP	OCT	NOV	DEC
Internal Operational level of EU integration co-ordination and functionality									
Senior level officials network meeting on EU integration co-ordination functionality, EU <i>acquis</i> implementation cases in problematic areas, ideas on regional comparative study and establishing Programming Board									
Production of report summarizing problems and solutions									
Conference/extended follow up to Programming Board meeting to reflect conclusions from functional workshops and defining follow-up in terms of special training modules and further support needed from ReSPA during remaining part of 2014 and 2015									
Developing and piloting specific training modules based on results of senior and mid-management level workshops, additional requests and comparative review									
External dialogue with the EU									
Senior level officials network meeting on negotiations and dialogue with the EU (as part of network meeting on EU integration co-ordination functionality, EU <i>acquis</i> implementation cases in problematic areas, ideas on regional comparative study and establishing Programming Board)									
Specialized thematic sessions (one with senior management and one with mid-management involved with dialogue with the EU) on issues related to organization of dialogue with the EU, negotiations techniques, etc.									
Reflection of conclusions from the workshops on the external dialogue with the EU related issues and defining follow-up									
Developing and piloting specific training module									

3.2. Policy coordination

Main objective within the Policy coordination is to support efficient policy-coordination systems within one-year timeframe.

Overall objective for Policy Co-ordination area

- Strengthen regional co-operation between the “centre of government” institutions in the field of policy co-ordination through regular exchange of best practices

Specific objective for Policy Co-ordination area

- Identify and describe main trends in the field of reforms of “centre of governments” in Western Balkan countries in regard to building more efficient policy-coordination systems

Indicators for Policy Co-ordination area

- Outcome level indicators
 - Number of ideas for design of practical tools in thematic area that can be applied at national level
 - Number of good practices in the field of policy coordination (presented / documented) exchanged at network events;
- Output level indicators
 - Ratio of recurrent participation of designated country representatives (both high level and expert level) participating in network events

General Description of Policy Co-ordination Area

Policy coordination is a field that during the last decade has evolved into an important area that aims at ensuring lasting policy development and implementation both at national and international levels. The end goal of it is, not only to avoid overlaps or conflicts between different policy objectives, but also make these different policies to effectively work as a joint mechanism and reach intended results.⁷

The need for universal approach that would lead to achieving intended results is of utmost importance for the Western Balkan countries that are aspiring to EU membership and have to handle many policies at the same time throughout the accession process. EC Progress Reports for 2013⁸ are making references to the need to improve policy coordination structures either at systemic or particular sector levels.

⁷ OECD/SIGMA (2004) Paper No. 35 “Co-ordination at the Centre of Government”, p.15.

⁸ For example, specifically in cases of Bosnia and Herzegovina and Serbia, but also in other countries indirectly through criticism of weak policy co-ordination structures in regard to different aspects of EU integration.

The need for improvement is understood also at the regional level, since South East Europe 2020 Strategy⁹ refers specifically to the need for effective regional policy coordination in order to ensure that objectives in regard to SME support and tax policies are being achieved. Also, many countries at the national level had identified policy management and coordination as one of the directions of activity in their PAR Strategies¹⁰. There have been and still are number of initiatives undertaken at the international arena to understand and improve policy coordination systems, actors and techniques used. One of the most prominent organisations devoting a lot of attention to this matter is OECD/SIGMA that is currently working on updating its baselines¹¹ for assessing development status of particular policy coordination system.

It is important to understand, that in public administration as a very hierarchical system, policy coordination is not something ad hoc or flexible, but is rather embedded within particular institutions and procedures. It is therefore important that institutional aspects of policy coordination are being properly analysed and aligned with a greater goal of making the whole system more effective. Particular interest must be paid to the understanding of the term “centre of government” that has long been associated with the overall responsibility for policy coordination. The way these structures function and interact also needs to be analysed, especially since EU integration process is bringing in new requirements.

During 2014/2015 ReSPA aims to analyse the above-mentioned issues and identify the development trends in regard to policy coordination and “centres of government”. Such analysis will not only complement the work done by OECD/SIGMA, RCC or other actors through providing in-depth view on each country of the Western Balkan region, identification of common and different trends across all of them, but also allow identifying and exchanging best practices that should be shared within the policy coordination network of experts.

Concerning the functioning of policy coordination network, ReSPA aims to continue working with two key target audiences – **high level officials** (including political), responsible for ensuring general effectiveness of the whole process, and **expert level officials**, working daily on development and improvement of systems and procedures in this field.

The tools used will range from network meetings, in the form of study visits or specific network events such as annual or seasonal conferences, to very practical low-profile discussions for experts organised to share and discuss different experiences. The central activity, however, will be a regional comparative study on the current reform trends of “centres of government” with specific attention on impacts coming from EU integration process. This study will allow better understanding of key challenges and formation of suggestions for the best ways for improvement. It will also indicate necessary next steps in regard to development guidelines for procedures and institutional arrangements, or any other issues.

⁹ See: Regional Cooperation Council “South East Europe 2020 Strategy – Jobs and Prosperity in a European Perspective”.

¹⁰ See, for example, PAR Strategies of Bosnia and Herzegovina, Serbia, FYROM and Kosovo*.

¹¹ Unpublished: OECD/SIGMA presentation “Outline of the initiative to develop draft principles of public administration reform”, January 2014.

Roadmap for Policy Co-ordination Area

The work in Policy Co-ordination area during 2014/2015 will be separated into two main building blocks. Although they are described separately, it should be understood that they are mutually complimentary, but also have strong ties and impact on all other fields of ReSPA activities, since policy co-ordination cannot be seen as something separate or outside. Instead, it should be clearly understood that policy co-ordination is important for all types of policies as it allows building connections and ensuring synergies.

The first area of work will be focused around elaboration of the two **regional comparative studies**:

1. Current trends of “centre of government” reforms in the Western Balkan region with particular focus on the EU integration process.

The first study will try to identify major changes in “centres of governments” (institutionally and functionally) of all countries of the region that had taken place during the past two to three years and see what impact has the EU integration process made on these developments. It will allow identifying similarities and differences, as well as the best practices employed throughout the region that could be universally applicable.

Based on the results of the study and its conclusions a number of subsequent actions (e.g. preparation of guidelines for building effective policy co-ordination system, typical blue-print of “centre of government” institutions) might be carried out, if accepted and in the manner agreed at the network meetings. In addition, a short training course might be developed in order to ensure that common and universal understandings of the basic terms of policy co-ordination system are shared by civil servants of different countries.

ReSPA has also envisaged the regional Conference devoted to PAR principles which will be organized jointly with SIGMA, where latter mentioned organization will present their findings and products in the related area. In accordance with formulated and presented PAR principles, ReSPA will ensure further support to its members in PAR principles implementation, related methodologies development and/or design of monitoring tools.

2. Methodologies used for developing PAR Strategies and Action Plans

Many countries of the WB region are in a process of evaluating their PAR strategies and action plans during 2014 and on the way of preparing new ones (Serbia, Albania, Kosovo*, Bosnia and Herzegovina). Furthermore, strengthening of the PAR process and reaching better capacity of the national administrations is one of the priorities of the EC in connection to the European Integration process. PAR is a distinctive horizontal policy area that not only covers most important aspects of the public administration (e.g. HR management, strategic planning and policy development, e-governance, etc.), but acts as a catalyst for change in all sectors, as well. More importantly, this reform is having a direct impact on the quality of products (public services) that are delivered to the citizens.

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence

However, one of the commonly identified issues in the region is a lack of the specific methodology for preparation of the PAR Strategy. The usual approach is to use policy development manuals for this purpose, but taking into account the specificity of this policy area, it does not always produce good results. It is therefore seen as very important to analyse the current approaches of the countries towards elaboration of the PAR Strategy (especially methodological) and come up with a universal, step-by-step approach that would include not only aspects of analysis, but also consultations with the key stakeholders of the reform.

ReSPA sees that it can provide an added value to this important process during the current PoW through carrying out comparative analysis of the past and current methodologies used in preparing the PAR Strategies and Action Plans and, on the basis of this study, prepare a step-by-step methodological approach specifically for the preparation of policy in the field of PAR. The comparative analysis would not only provide for the similarities and differences of the steps, but mainly the regional context in which the PAR is developed and later implemented. This would take further the work started with OECD/SIGMA in regard to preparation of the PAR principles, but would translate more high-level principles into practical steps that administrations have to follow during preparation of the policy.

The second area of work will be focused more on **ensuring platforms where officials involved in policy co-ordination could share their experiences and discuss solutions** for any outstanding issues.

These activities will be realised through tools already used by ReSPA, e.g. network meetings, annual and seasonal conferences, study visits, etc. Both areas of work will take into account and appreciate different development levels and paths taken by countries of the region. It means that proposed solutions would be elaborated in a form of guidance rather than strict or uniform rules to be followed. Positive impact for EU integration process will be the main guiding light for all activities. If needed and if supported by participants of the policy co-ordination network, follow-up activities will be implemented in order to ensure achievement of overall and specific objectives defined for the area. Overall findings from abovementioned networks will be presented during ReSPA Ministerial conference in the autumn 2014, where among results evolved from Policy coordination related activities, also the results of other thematic areas will be presented and offered for endorsement.

Activity / Sub-activity	2014							2015					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Jan	Feb	Mar
Developing methodology for both comparative analysis (a) comparative study of country cases and (b) preparation of the universal step-by-step methodology for PAR elaboration		■	■										
Analysis/review/improvement of country case studies + adding regional context to the methodology (options, examples, etc.)					■								
Designing of network of policy co-ordination PA institutions representatives and holding discussion on main trends (based on the feedback of comparative study site visit is to be organized in October)					■				■				
Carrying out country studies as described by the agreed methodology (local experts in each country)			■	■	■								
Organization of regional Conference on PAR principles jointly with SIGMA				■									
Holding joint expert level and researchers network event (site visit) in the region to discuss conclusions of study and recommendations								■					
ReSPA Annual / Ministerial GB Conference - Presentation of the overall findings at the annual ReSPA conference and dissemination of the study with the possibility of endorsement of the recommendations / findings							■	■					
Planning of comparative study follow-up activities in regard to policy co-ordination network activities								■	■				
Designing and organisation of network event (site visit) for high level policy co-ordination network members and discussing next steps after study									■	■			
Implementation of the follow-up actions of comparative study approved by network meeting											■	■	■
Drafting proposal for one or two short training courses on policy co-ordination techniques and procedures											■	■	
Piloting one or two training courses on policy co-ordination techniques and procedures for the network members										■		■	■

3.3. HRM/HRD

Overall objective

Strengthening regional co-operation and exchange of good practices among beneficiary countries in the field of Human Resources Management and Development.

Specific objective

The specific objective is to improve the system of human resources management in the public administration of the Western Balkans, through strengthening the capacities of the Community of Practitioners in the HRM field, in order to ensure the continuity of the reform process. In order to support the establishment of a merit based civil service system, ReSPA will be focused on activities to support the closure of existing critical gaps in the civil service through identification, development and implementation of the HR policies and practices, in particular, recruitment and retention, Personal development plans (PDP) and Integrated Leadership and Change management curricula development. Training needs are to be given more importance in professional development of administrative and management capacity, as it is considered as a real added value in support of change management.

Indicators

- Outcome level indicators/impact
 - Good practices exchanged at network events
 - Number of recommendations for improved legislative framework documents (policies and procedures implemented in the beneficiaries)
- Output level indicators
 - Number of networking events / workshops held throughout the year

HRM/HRD

ReSPA will provide various types of assistance and activities to 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 Human Resource departments and respective officers/associates, experts and policy developers on HR issues. Strategic human resources development is essential to the governance and management systems of all organizations of public administration. Human resource capacity building and development is critically needed both horizontally and vertically. The first focuses on domestic capacity building strategies, while the latter stresses capacity development in international relations, in particular, in effective functioning in the EU integration process.

Thus, we will strongly consider the following aspects in our implementation approach following a clear understanding of the needs and goals to be achieved in the EU integration process:

Ensuring Local Ownership

HRM sector, by its nature, deals with already existing structures in every country that need to be further developed and aligned with the relevant EU Acquis parts. Additionally, HRM sector has to create new mechanisms and tools, in order to improve its function and the implementation of the regulatory framework for the management of the civil and public service (public administration). Both EU Progress Reports and Sigma Assessment (Sigma priorities for 2013 on a country level) find recruitment, particularly for managerial and middle-management positions, as an issue of serious concern, as a substantial proportion has been conducted through non-transparent procedures. By utilizing local knowledge, initiatives and experience, and combining them with international expertise, our objective is to ensure that the results achieved will become an integral part of the development process of the countries.

Building on Experience and references of relevant EU and SIGMA reports

- The experience and good practices with regard to already applied mechanisms and tools will be considered a valuable asset.
- ReSPA will make use and reflect on EU Country progress reports and Sigma assessment reports and priorities, in order to ensure the requirements are addressed.
- The activities will reflect national needs (identified in the strategies), but also, will encourage regional initiatives that will respond to national needs in domain of HRM.

Applying various types of activities

- The activities that are part of this pillar will be tailored to meet the needs of the CoP network.
- Gap analysis, comparative studies, training activities, study visits, seminars/workshops, conferences, development of guidelines, publications.
- Some of the activities will be done jointly by the ReSPA experts and the beneficiary experts, followed by independent work by the beneficiary and finalisation of the activity by joined presentation of the results.

Particular topics and/or thematic areas that will be addressed will be focused on: HR Strategies and developing HR Policies with focus on Recruitment and Retention, Managing Capacity building aspect in Public Administration – development of Personal Development plans (PDP). ReSPA will also be focused on the essential need to train and enhance the capacities of HR professionals in view of improvement of the co-ordination mechanism for HRM at the level of the entire administration through Development of integrated Leadership and Change management curricula.

3rd Networking event: CoP perspective on main HRM challenges in the Western Balkans. This networking event is focused on discussion in regards to the HRM challenges in Public Administration, and setting up the priorities for 2014 work plan.

HR Strategies and developing HR Policies with focus on Recruitment and Retention - HR strategy should be concerned both with the delivery of effective people management services and innovating new policies and practices. It is therefore also about making decisions about what needs to change, managing those changes and establishing what needs to stay the same.

HR Strategies and developing HR Policies in Public Administration Institutions - Principles, Policies and Practices will provide a practical introduction to the process of HR Strategy development with a particular focus on the development of Recruitment and retention Policy Workforce Plans for PA Institutions. Participants will gain the skills, theory and specialist knowledge needed to implement effective HR Strategies and develop Recruitment and Retention Policy for their organisations.

Managing Capacity building aspect in Public Administration – development of Personal Development plans – the civil service needs to continue its move from a mindset of seeing training and development as a cost to one of seeing it as an investment. Responsible bodies for training at a national level are expected to deliver much of this change. ReSPA will address and work in close cooperation with the relevant beneficiary staff on building their capacities to meet necessary training standards, focusing on Personal Development Plans of the employees.

Training and development activities are important elements of the human resource management function of an organisation. Personal Development Plan containing carefully recognized and planned capacity building modules is one of the core aspects of the HRM development process in PA. PDP should provide the needed outcome to support objectives of each individual, and of the organization as a whole.

Development of integrated Leadership and Change management curricula - ReSPA will also be focused on the essential need to train and enhance the capacities of HR professionals in view of improvement of the co-ordination mechanism for HRM at the level of the entire administration through development and delivery of the integrated Leadership and Change management curricula training program. Such a comprehensive training program will result in improved human capacity management in administration as well as improved status of key civil servants.

In order to identify the necessary input and devise the training program ReSPA will conduct an analysis in the beneficiary countries addressing management positions and their needs. The program will be focused on managing staff, leadership and change management, and should result in increased capacities of HR professionals. On the regional and national level, it will help and support countries to take steps to professionalise the management positions in the administration, introducing a senior civil service capacity building scheme. Furthermore, it is expected that the result and impact of such activity will be twofold: on one side, the HR managers will gain necessary knowledge and skills, and on the other side, the scheme of the training program could easily be utilized and applied on national level (having in mind that one of the roles of HR managers is to consider training and staff personal development).

Activity / Sub-activity	2014									
	FEB	MAR	APR	MAY	JUN	JUL	SEP	OCT	NOV	DEC
Networking Event										
3rd Networking event: CoP perspective on main HRM challenges in the Western Balkans										
HR Strategies and developing HR Policies with focus on Recruitment and Retention										
1 st part of analysis - Workshop on HR Strategies and developing HR Policies with focus on Recruitment and Retention										
Recruitment and Retention policy development analysis – home based assignment										
Follow up seminar on HR strategies and development of HR policies with the focus on recruitment and retention										
Managing Capacity building aspect in Public Administration – development of Personal Development plans (PDP)										
2 nd part of research analysis - Research analyses on training management and development of PDP in Public Administration in the region - Drafting Guideline on Managing training in PA with focus on PDP										
4th Networking event: Study visit on methodology and implementation of training in relevant EU institution - review of findings, presentations of gaps, key problems and recommendations - Guideline on Managing training in PA with focus on PDP, and adoption of work plan										
Workshop on Performance Appraisal and development of a Personal Development Plan Development										
Development of integrated Leadership and Change management curricula										
3 rd part of analysis - Research analyses on needs for capacity building of HR managers										
Devise comprehensive training program for integrated Leadership and Change management curricula										
Start of the implementation of the integrated Leadership and Change management curricula										
Dissemination of findings /recommendations evolved from analysis										

3.4. eGovernment

Overall objective

- Strengthen the regional co-operation in the field of anti-corruption strategies supported by the eGovernment network

Specific objectives

- Investigate the main trends in the anti-corruption strategies supported by the eGovernment network through production of a comparative study
- Undertake the training and related measures in strengthening the use of eGovernment in supporting anti-corruption strategies in a successful way

Indicators

- Outcome level indicators
 - Number of recommendations (models in domain of ICT anti-corruption strategies submitted to the national institutions)
- Output level indicators
 - Publication of a comparative study (GAP analysis) on the anti-corruption strategies supported by the eGovernment
 - Number of experts' meetings/conferences held throughout the year

eGovernment

Coordinated by ReSPA, the Western Balkan senior eGovernment leaders identified the fight against corruption as a key issue which can be supported by eGovernment specifically, and ICT more generally. This issue will be addressed through a number of activities designed to achieve clear impacts over the course of one year, although initiatives will also need to be continued in subsequent years.

Corruption and its combating, especially with using ICT, is fast moving up on the political agenda in Europe¹², in the context of the work currently being undertaken by the OECD, by the UN (agreeing the post-2015 sustainable development agenda¹³), and through the auspices of the World Bank¹⁴ and Transparency International¹⁵.

The comparative study will consist of a specified "landscaping" activity which will inter alia look at:

- What is taking place, by whom at what level and what are the impacts and lessons learned

¹² "There are no corruption-free zones in Europe, commissioner claims -- European taxpayers losing €120bn a year due to bribery and other forms of sleaze": <http://www.theguardian.com/world/2014/feb/03/european-union-corruption-bribery-sleaze>

¹³ UN (2013) "A new global partnership: eradicate poverty and transform economies through sustainable development" The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, May 2013: http://www.un.org/sg/management/pdf/HLP_P2015_Report.pdf

¹⁴ <http://www1.worldbank.org/>

¹⁵ <http://www.respondanet.com/Submit-WebLink/Anti-Corruption/Transparency-International.html>

- The role of ICT: opportunities (e.g. information, data, access, communications, reach, etc.) and threats (cyber crime, use by government to suppress dissent and free expression, breaches of personal data privacy and security, etc.)
- The role of different actors (public, private, civil and informal actors)

The comparative study and the methodologies will identify common policies, strategies, legal and regulatory issues, organisational, leadership, management, monitoring, guidelines, codes of conduct, etc.

Possible approaches to be deployed might also include:

- Regional networks and centres
- Facilitation and brokerage
- Training, education, workshops and seminars
- Mobility scheme programs devoted to the improvement of appropriate knowledge and skills targeted at the upper management who have direct contact with the political layer
- Strategic focus areas for capacity building initiatives
- Sharing best practices
- Double alignment process: between the countries at regional level and with EU activities at European level (in addition to the international organisations mentioned above).
- Common and joint approach to potential donors and international projects (especially EU)

The added value of these activities in the Western Balkans is in providing a regional perspective on the ICT anti-corruption strategy. Based on the analysis of country approaches, it is not only possible to identify problem areas and success stories, but also to develop different activities in this field. The whole activity is oriented towards providing inputs both at the country as well as the regional level.

Activity / Sub-activity	2014											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ReSPA Seminar on eGovernment and mGovernment												
eGovernment senior networking event - Visit to OECD and consultative process on the selection of priorities for the intervention in the region												
Preparation of the Methodology for a GAP analysis (Comparative Study) and the Questionnaire on the ICT anti-corruption strategy												
Landscaping ICT anti-corruption strategies: gathering the data and evidence for the Comparative Study from Regional Countries												
Preliminary Analysis of the received Information												
Preparation of the main conclusions and recommendations												
Holding the discussions at the eGovernment senior networking event on the key problems and solutions with ICT and anti-corruption												
Finalizing the first draft of the Comparative Study												
Dissemination of the first draft of the Comparative Study for comments												
Experts' discussion of the study / Peer Review / Finalizing Study												
Preparation of the contents for Methodologies on ICT anti-corruption strategy implementation												
Preparation of the first draft of Methodologies												
Peer Review / Improvement of the Methodologies												
Dissemination of the Methodologies to experts in regional administrations												
Experts' discussion on the Methodologies / Peer Review / Finalizing the Methodology												
Organizing Site visits aimed at the discussion on the ICT anti-corruption strategies												
Presentation of the Comparative Study Results and Methodologies to Network and high officials with the recommendation for their endorsement												
Devising a Training Course on Methodologies and Practices												
Piloting the Training Course on Methodologies and Practices												
Mobility schemes for strengthening the knowledge and skills in the domain of the ICT anti-corruption (region / EU)												

3.5. Ethics and Integrity

Overall objective

- Strengthen the regional co-operation and exchange of good practices among the bodies implementing the ethics and integrity policies

Specific objective

- Supporting the selected core reforms related to ethics and integrity, as described in the regional international monitoring reports

Indicators

- Outcome level indicators
 - Number of the concrete reform proposals identified for the region
 - Number of the exchanges of good practices
- Output level indicators
 - Number of the experts meetings at the expert / political level held throughout the year

Ethics and Integrity

The network on ethics and integrity has been created to support the establishment of the accountable, transparent, effective, efficient and citizens oriented Public Administration and Good Governance. It provides the communication platform and exchange of know-how of the most important institutions dealing with anticorruption measures in the Western Balkans. The need for a more participatory Government approach, as well as reaching the stakeholders in an easy way (relationship with the society) is discussed within the network. Particular topics and/or thematic areas that are addressed are as follows: combating corruption; preventing corruption; raising public awareness; regional/national and international cooperation in the scope of anti-corruption; anti-corruption programmes of the Western Balkan countries (best practices/common problems, etc); policy review – consolidation of a legislative framework for combating corruption, monitoring and evaluation; improvised polices and their implementation in practice; action against corruption of the Western Balkan Governments; ethics in the public administration and its interconnection with the 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) responsible for related issues in the process of preventing and combating corruption (heads/ deputy heads of anticorruption agencies, ministries, etc. and possibly the special units in the Ministry of Finance, Ministry of Interior or Ministry of Justice and other related institutions.

Roadmap for asset declarations

Asset declaration has repeatedly been an issue of concern for the region in the past monitoring reports of OECD, Sigma, EU Progress Reports, and Evaluation Reports of the Council of Europe's Group of States against Corruption (GRECO). Further improvement of publication and

verification mechanisms are on the strategic or political agenda of several countries in the region. ReSPA has successfully drafted and published the comparative Study “Income and Asset Declarations in Practice” which was launched at the regional conference held in Sarajevo on 8 October 2013. Back to back with the conference, the integrity network was held at which it was agreed that the Study would need follow-up in order to unfold its potential impact. The Roadmap is designed to provide a framework for achieving the impact.

Activity / Sub-activity	2014										2015		
	FEB	MAR	APR	MAY	JUN	JUL	SEP	OCT	NOV	DEC	Jan	Feb	Mar
Drafting a comparative matrix/chart on the current asset declaration regimes	■												
5 th regional network meeting : a review and completion of the draft matrix; reform proposals		■											
Internal review of the reform proposals within the countries			■	■	■								
Drafting of the regional Work plan for the reform of the declaration systems						■							
6th regional meeting : a review of the final reform measures; adoption of the Work plan						■							
Implementation of the actions; peer-assistance supported by ReSPA						■	■	■	■	■	■	■	
Drafting of the regional standard on the asset declarations									■	■			
Accredited training on the Leadership management for managers from the Anticorruption Institutions					■					■			
Presentation of the midterm results at the ReSPA Annual Conference / GB Ministerial meeting							■	■					
7 th regional meeting : monitoring of the progress achieved; review of the draft standard										■			
Internal review of the draft standard within the countries											■	■	
Development of the ToT curricula in the domain of the ethics and integrity aspects								■	■	■		■	
8 th regional meeting: launching of the regional standard ; further review of the progress													■
Contributing to the discussions of the eGovernment senior networking event on the key problems and solutions with the ICT and anti-corruption (virtual or joint site visit)										■			
Second follow up - accredited training on the Leadership management for the managers from the Anticorruption Institutions										■			

3.6. Public Procurement

Within the network on Public Procurement (PP), further support to the sustainability of the PP project results will be ensured. ReSPA has included the public procurement capacity building component which has been developed by the ITC-ILO Project. The design of the PP programme will be based on the observations from the mentioned project, as well as on the conclusions of the handover event which was held between ITC-ILO and ReSPA in June 2013. The following activities have been planned: networking activities among the practitioners from the PP national agencies; trainings; ToTs; thematic mobility schemes, etc. A Comparative study has also been planned for the next programming period.

Public procurement is another horizontal field of the public administration that needs to be well coordinated and universally applied in order to avoid possible negative impacts. Therefore, the links between public procurement and policy coordination, and other areas will be maintained on a permanent basis.

Overall objective

- To assist developing of a sound and transparent public procurement system which will be harmonized with the *acquis communautaire* and the relevant EU standards.

Specific objective

- To ensure further support to sustainability of the project results of the “Training in Public Procurement in the Western Balkans and Turkey, 2011-2013”, through ReSPA

Indicators

- Outcome indicators
 - Number of recommendations for the legal and institutional upgrade in the domain of PP submitted to the related national institutions and commented with them
- Output indicators
 - Number of members, professionals and trainers, of the Regional PP network

Public Procurement

The regional network on public procurement has been created as a component of the “Training on Public Procurement in the Western Balkans and Turkey” 2011-2013 project, and it is focused on establishment of the sound and sustainable public procurement system through the exchange of experience and capacity building. Through support provided for the network, ReSPA will ensure the sustainability of the project results. The Regional Network for Public Procurement Professionals and Trainers was launched at the beginning of the Project which was hosted on the Project’s website. As evidenced in the First Annual Meeting of the

Network that was held at RESPA on 17 and 18 June 2013, there is a level of interest among the membership that could guarantee its future smooth operation.

Through such a network of PP professionals and trainers, ReSPA will act as a regional hub for dissemination of information about the expected new EU Public Procurement Directives that were adopted by the EU Parliament in February 2014.

Just in line with the mentioned project approach, the current ReSPA activity is complementary to SIGMA activities in the area of PP and it requires further reinforcement in close cooperation with SIGMA. In cooperation with SIGMA, ReSPA may continuously disseminate SIGMA briefs about new developments in the EU Public Procurement Policy domain, not only to the members of the Network but also to the Public Procurement practitioners in the region, as well as the private economic operators such as contractors, service providers and suppliers. The SIGMA briefs, as well as the extracts from the reports / news releases about the proceedings of the Network activities, can be posted regularly on the Network's e-platform by ReSPA.

Roadmap for the Regional Network for Public Procurement Professionals and Trainers

Planning of 2014 activities and their respective contents will be discussed and approved at the first network workshop which will be held in ReSPA. The plan aligned with the recent EU directive in PP will be based on the outcomes of the mentioned EU project delivered from 2011 to 2013, and it will ensure the sustainability of the previous activities. Five complementary work phases have been planned as follows.

Work phase 1: Draft generic methodology

This activity should be devoted to drafting of generic methodology for working group activity, based on the EU Public Procurement Directives (adopted by EU Parliament in February 2014), including the design of methodology for PP regional comparative study reflecting legal framework, institutional setup and capacity building.

Work phase 2: Organization of Network events in cooperation with the PPA of the country hosting the event.

Such events will be opened to any PP professionals and trainers applying to join the regional network.

Topics presented and discussed are to be defined in relation to the presentation of the new EU directives, and possible transposition in the national legislations, as well as, the presentation of works done in work package which are focusing on the subjects of the regional interest and/or training activities. Two PP networks will aim for the inter-beneficiary exchange and the research work on the topics of common interest or evolving importance like: e-procurement, sustainable procurement, remedies and procurement audit etc. that will

be identified for the purpose of conducting the regional comparative study in the domain of PP. Whenever relevant, joint work and publication could be envisaged with SIGMA.

Work phase 3: Vocational training of Professionals and Trainers

The discussion will engage various partners (the EuC, SIGMA, and the PPA) to envisage modalities of possible updating of the SIGMA modules in the context of adoption of these new PP directives.

	2014									
Activity / Sub-activity	FEB	MAR	APR	MAY	JUN	JUL	SEP	OCT	NOV	DEC
Network working group										
Draft generic methodology for working group activity, based on the EU Public Procurement Directives (adopted by EU Parliament in February 2014), including the design of methodology for PP regional comparative study										
Creation of network										
Network meeting in ReSPA and identification of the topic for comparative study										
Design and implementation of the site visit										
Conducting of the regional comparative study										
Continuous Enrichment of the PP e-platform contents										
Drafting methodology										
Designing web platform specific pages										
Collection of the information and publication										
Training activities										
Designing one training of trainers and one standard training on new EU approach in PP and its implementation										

3.7. Optional areas of intervention (PPP and GAPA network)

3.7.1. Capacity building on Public Private Partnership (PPP) in the Western Balkan countries

Overall objective

- To assist in developing a sound and transparent public procurement system in the area of public-private partnership which will be harmonized with the *acquis communautaire* and the relevant EU standards.

Specific objective

- To have the stakeholders aware, prepared and enforced for the implementation of the harmonised public-private partnerships and concession legal framework, as planned in their national programmes for accession to the EU.

Indicators/Results

- Outcome indicators:
 - PPP experts network established for further exchange of knowledge and expertise
- Output indicators:
 - Number of training Programs for the staff in the public bodies involved in the PPP projects developed and delivered

PPP background

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 as a more complex but, at the same time, bearing the significant 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 the 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. By limiting the need for public investment, PPPs can also help Candidate Countries to implement much needed projects sooner by avoiding the need to wait for the future government budget cycles for funding. On its roadmap to successful PPP development, a number of preconditions must exist within the national/local authorities to meet the EU criteria and regulatory environment as a set up on the internal market.

The need for improvement in PP policy area is indicated in the OECD/SIGMA Assessment reports for 2013, recognizing the low administrative capacities to enforce the legislation and

needs for further alignment with *acquis communautaire* in most of the WB countries¹⁶. Furthermore, the EC progress reports required strengthening administrative capacity, improvement of coordination between the responsible authorities and further alignment with the *acquis communautaire*.¹⁷

Recognizing the needs of its member states, ReSPA has earlier in 2011 responded by introducing the PPP workshops in 2011 and subsequent in 2012. Furthermore, following these two successful PPP trainings, ReSPA has organized, jointly with PPP Agency from Croatia, a follow-up training and visit to PPP projects successfully implemented in Croatia. Based on the feedback from the participants, it is evident that there is constant need for education and training concerning the public-private partnership in SEE Region.

In light of the above, ReSPA is aiming to continue implementing the activities of benefits of the WB countries setting up the network of key players, promoting cooperation, breaking down barriers for the potential cross border projects and encouraging transnational learning. By exchanging the information, best practices and training resources on PPP, ReSPA will further strengthen its role in disseminating the knowledge in the region. By establishing the network of PPP experts, ReSPA will create and facilitate the platform bringing together trainers and PPP practitioners which, in long run, can improve the existing learning methods and develop more innovative methodology to improve the knowledge, understanding and capabilities of the actors involved. Indeed, the training programme which will be developed will take learning to a higher level among broad range of participants.

Roadmap for PPP

The plan is based on the outcome of the 3 workshops on PPP and one training follow-up visit to Croatian PPP project delivered from 2011 to 2013, aiming to ensure sustainability of the previous activities. The work is planned in two work phases that are complementary and planned as subsequent activities.

Work phase 1: Conducting peer review of national PPP framework

The first work phase is designed for conducting peer review of national PPP framework focussed on the gap between current state of play and EU requirements as stated in the relevant EC progress reports for each country and their respective national accession's programs.

Work phase 2: Introducing sustainable training programme

The second work phase is designed for introducing a sustainable training programme as a tool for strengthening of the administrative capacity of public administration included in the PPP system implementation. The program shall rely on the findings of the peer review determining the institutions (contracting authorities) involved in the PPP system. It will be developed on the basis of the competences and skills necessary for successful development and implementation

¹⁶ OECD/SIGMA's annual assessment identified PP as a priority in relation to the EC's recommendations in Albania, FYROM, Kosovo* (*This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence) and Serbia. Reports available at: <http://www.sigmaweb.org/publications/sigma-assessment-reports.htm>

¹⁷ EC Progress Reports for Albania (2012), FYROM (Spring 2013), Montenegro (2012), and Serbia (2013) referred to PP are available at: http://ec.europa.eu/enlargement/countries/check-current-status/index_en.htm *Nota bene*, the membership negotiation with Montenegro has opened recently and in Screening report for Chapter 5. on PP it is witnessed that the PPP is quite new and required strengthening capacity for enforcement on all levels. The report is available at: http://www.mvpei.gov.me/rubrike/Pregovori-o-pristupanju-Crne-Gore-Evropskoj-uniji/dokumenti/Izvjestaji_o_analitickom_pregledu_uskladenosti_zak

of PPP model in each country. The activity will be further coordinated with the national institutions responsible for implementing the civil servants training programmes. As a result, the network of the PPP experts will be established for further exchange of the knowledge and expertise, contributing to both activities' sustainability.

Activity / Sub-activity	2014									
	FEB	MAR	APR	MAY	JUN	JUL	SEP	OCT	NOV	DEC
Peer review of the national PPP framework										
Preparation of a Methodology for creating a Questionnaire on a state of play in the field of public procurement, concession and PPP										
Conducting a survey and collecting responses										
Performing a detailed analysis of received Information / preparing a first draft										
Finalization of the study										
Presentation of Comparative study results at the ReSPA Annual Conference - session: Monitoring and Evaluation of Public Policies in the domain of PPP (optional)										
Network on PPP										
Establishing a network of PPP experts - virtual										
Network meeting: Review of findings/comments on the first draft for further improvement and fine-tuning of the study										
Assessment of the existing knowledge on the PPP project preparation and implementation										
Seminar on PPP										
Assessment of the existing knowledge on the PPP project preparation and implementation										
Development of a training program on the ground of PPP analysis findings										
Master ToT PPP training program - Change agents										

3.7.2. General Administrative Procedure (GAPA) network initiative

In line with its overall goal, mission, vision and results produced so far in the area of (General) Administrative Procedure (GAPA) and Administrative Justice (AP&AJ), ReSPA has formulated its roadmap in the respective fields for the period of 2014-2015. The roadmap has been drafted in accordance with the findings from the activities conducted in the last programming period until 2013, the EC concept note on the lessons learned from the previous EC Grant, the new EC Grant objectives, the anonymous evaluations received from the trainees, recommendations from engaged regional and international trainers and experts, and in compliance with other regional initiatives (e.g. SIGMA, etc). In addition, the document has been conceptualized following the guidelines emphasized by the EC and the Western Balkan countries' representatives as structured during the brainstorming sessions and consultations, including informal dialogue and formal steering committee sessions. In general, the following priority processes have been followed during the preparation of the document:

- ReSPA previous 3-year EC grant and the lessons learned during this period; Monitoring and Evaluation methodology and strategy; Visibility and communication strategies,
- Identified policies and programs in the WB region and the EU (transfer of know how / lessons learnt) in the domain of PAR, EU integration, and especially General Administrative Law and Oversight.

The domain of (general) administrative procedure and oversight is of special importance for the EU and, consequently, for SIGMA, ReSPA and other engaged field institutions since it represents a fundamental tool for good administration building. In particular, for the Western Balkan area, an additional impetus to develop the AP&AJ should be dedicated to modernisation of the general administrative law framework. It must cover several, namely, all respective main areas of law regulating fulfilment of functions by the public administration towards people and business, not only the administrative procedure in its nucleus, but also legal remedies and judicial review, administrative execution, public liability and access to public information - as stated by SIGMA for the accession and candidate (Eastern and South Europe countries). Mechanisms and processes must be in place to correct mistakes of the public administration and to protect the individual's right to fair trial. Laws must guarantee both the fundamental right of the individual to good administration (to guarantee international and constitutional safeguards in the democracy) and the protection of public interest. The purpose thereof is to guarantee every person or every legal entity the right to have their affairs handled impartially, fairly and within a reasonable time, whereby they must have the right to be heard and to have access to their files, while the administration must give reasons for its decision. Related thereto is the doctrine of good governance. Considering the decades-long theoretical and practical modification of the definition of (good) governance with participative strategic partnerships in the economy and civil society¹⁸, also a considerable amount of regulation in the field of administrative procedural law is attributed to such processes. Based thereon, the need for codification of the modern administrative procedure gained strength, not only to ensure predictability for the parties, but also to prevent maladministration, which does not necessarily

¹⁸ Dealt with by Schuppert (2011, p. 287, 298) at the level of regulation transferred by the authorities to other entities by means of delegation, co-regulation, self-regulation, etc., and at the level of implementation by means of public-private partnerships. The author speaks of statehood as a product, which should call for a quality result and constant improvement of the production process.

mean an illegal or unconstitutional act but also a decision which is inconsistent with the legal arrangement as such.

As supported by SIGMA reports and assessment there are several specific characteristics of the Western Balkan area with regard to the AP&AJ field to be taken into account, such as: legality, predictability, proportionality, participation and networking, dialogue, citizen orientation, transparency, accountability, efficiency and effectiveness, etc. A good system of administrative procedures is first and foremost general and standardised; its rules shall apply to the large majority of administrative actions, administrative contracts and real acts with services of general interests included. The procedures shall be efficient, simple and speedy, with inquisitorial principle *ex officio* and factious acts following an administrative silence included. Developing good administration in consequence means first political commitment and vision, and further steps strategy design, definition of priorities and right sequencing of actions. In a such context, administrative procedural law should develop in co-regulation procedures with the parties and, in terms of subject matter, allow for a mutual coordination of possibly opposing interests. In a system of good governance, the state (only) provides authority (and protection of general social good), and is not its exclusive or primary bearer. The state (should) also focus proportionately to public interest on promoting alternative dispute resolution, etc.

As above stated, a complex process of integration of all envisaged priority processes and needs identified in ReSPA beneficiaries was applied, which involved the extensive mapping of the conducted capacity building activities and a series of comparisons of capacity needs and all related resources. The collected government needs in the WB, supported with the SIGMA technical assistance and the findings of the EC progress reports have also influenced the shaping and the content of this document which aims to contribute directly or indirectly to the overall PAR and EU integration affairs in the WB regions. In this respect ReSPA is trying to provide continuous consultation, evaluation and review of all its mainstream activities, has clear timelines and implementation strategies. ReSPA has also identified a need to invest more in building up and enhancing the capacities of professionals and decision makers' networks and platforms. As stated before ReSPA will align its work with all related initiatives (national, international, regional, etc) which will be the case also for GAPA thematic area, where it will be envisaged to structure the approach around: policy and strategy, legal framework and institutional set up.

Overall objective:

Develop regional standards in compliance with EU requirements by strengthening regional co-operation based on the exchange of good practices among the Western Balkan countries in order to strive for good administration, fair trial and efficient public interest protection, transparency, predictability and quality of public service

Specific objective:

Selected core reforms related to AP&AJ, as stipulated in international monitoring reports for the region and the EU in general, are supported, understanding AP&AJ as a key domain for PAR and EU Integration, in particular in the period of 2014-2015:

- Developing fundamental principles of AP&AJ in compliance with ECHR/EU requirements (proportionality, legitimate expectation, participation, openness, simplification, efficiency, etc.)
- An administrative contract newly introduced in the region (to understand its goal and role and regional specifics)

- Legal remedies and judicial protection as tools to ensure fundamental human rights

In all emphasised areas basic follow up is to be streamlined by developing first a strategy, further legal instruments for its implementation, and parallel a coherent institutional set up.

Indicators:

- Outcome level indicators
 - Number of concrete legal or institutional reform proposals identified for the region and individual members/countries
 - Number of reforms (case studies) / good practices presented by the WB countries representatives at the networking events
- Output level indicators
 - Number of the political level expert / administrative agencies/officials meetings held throughout the year
 - Number of key or pilot judgments of ECtHR and ECJ relevant for the region analysed and transposed

The added value of these activities is in providing regional perspective to the general topic of administrative procedures and administrative justice. Based on the analysis of country approaches, legal analyses and networking, it is possible to identify problem areas and success stories, share best practices, and to develop different standardization and developmental activities in AP&AJ. The whole activity is oriented towards providing inputs for both EU Integration Process and Public Administration Reform. Through legal protection within AP and on the AJ level, and the broadened scope of administrative act types by contracts basic aim of AP is pursued: to effectively protect both, (fundamental) individual rights and legal interests of the parties and public benefit. Both systems of institutes derive from a principle of participation, partnership and networks creating among societal groups instead of authoritarian role of the state. Hence, emerging key contextual topics to be covered are:

- Fundamental GAPA principles as pursued by EU standards, including specifics of independent regulators, and their implementation by simplifying AP rules (such as one-stop-shop approach);
- Administrative contracts as a broadened scope of acts under the scope of GAPA, since a transparent cooperation between authorities and citizens requires more participatory means of administrative actions to enable a citizen-centred administrative service often (a consensual approach and its higher flexibility not only leads to more appropriate results but also increases social acceptance of administrative decisions, hence this instrument is well proven in many European administrations), with contracts also between the public entities (such as municipalities) themselves;
- Structure, aims and other EU standards on effective legal remedies and administrative justice protection of rights of parties and public interest in general, and particularly in relation to independent regulators when providing public services of general interest.

Activity / Sub-activity	2014											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	SEP	OCT	NOV	DEC	
Preparation and conducting the Networking workshop 2 in Zagreb (<i>Efficiency and Simplifications of AP&AJ</i>), upgrading workshop 1 in Belgrade (June 2013)												
Comparative Study design from the regional countries upon some of the selected topics of <i>principles, scope of the GAPA on types of the acts</i> under GAPA and <i>the legal remedies</i> , and also Organizational structure of the PA institutions in the region												
Establishing methodology of the comparative study												
Collection of data for comparative study												
Legal analysis of the ECHR case law- analysis of the WB countries cases A)												
Establishing methodology of the legal analysis of the ECHR case law												
Comparative Study – preparation of the first draft												
Networking workshop 3 in the region (<i>Restructuring the legal remedies and judicial protection</i>)												
Establishing a subgroup experts in the field of the independent regulation (IR experts) - virtual network												
4th Networking meeting - Standard set of fundamental principles of EU for the WB area – presentation also, if possible, including high officials preferably in the EU with a visit to the Institution, with example of one-stop-shop principle												
Based on the comparative study findings designing of the seminar for senior management												

3.7. Complementary ReSPA activities (QPS / RCC)

3.7.1. Quality in Public Services (QPS)

The action is to improve governance by making public administrations more reliable and to increase citizens' trust in governments. The key objective of the QPS component is to strengthen ReSPA as a platform for better governance in the region by promoting the constitution of a regional network, to support the use of quality management tools to both improve the functioning of public institutions and the quality of public service delivery. The Technical assistance will thus support ReSPA in the elaboration and implementation of tailor-made activities, which should complement national actions in the related field, as well as, promote an enhanced collaboration between the beneficiary countries to improve the quality of public service and public administration accountability. In addition, specific tools to measure citizens' satisfaction on public services will be designed.

3.7.2. Activities related to 5th Pillar Governance for Growth of the SEE 2020 strategy

As a coordinator of the 5th Pillar of the RCC SEE 2020 strategy, ReSPA will tailor some of its mainstream activities which would provide the selected target audiences in the region with the skills and knowledge as important prerequisite for developing mutual understanding and gaining insight into the shared policy goals of the EU integration / EU affairs, PAR and cooperation in a regional and international context. The key prerequisite for governance for growth according to the SEE 2020 is that the administration or bureaucracy should be distanced from politics as far as possible, and that meritocratic criteria should prevail in the assessment of the work of the particular public service providers i.e. in general professionalization and de-politicization. There is a need to strengthen the efforts to improve public governance systems and accelerate the process of professionalization of the civil services and the public administration in general. There is a demand for the countries to be better governed and for the enhancement of the forces at work towards more regional integration, economic growth and better public services.

4. TYPES of ReSPA MAINSTREAM ACTIVITIES

The POW 2014 is composed of diverse types of ReSPA core activities which are planned within the financial resources deriving from the current EC Grant (2013-2015). The planned activities with this POW are expected to be within the annual planned budget of the EC Grants i.e. of 1.75 million EUR. In addition, the Draft POW 2014 is based on the assumption of having the same amount of funding as indicated above, while any changes would impose disclaimers. More detailed table of activities and financial breakdown can be found in Annexes (please see below).

4.1. Networks

Networking events are one of the most crucial activities of ReSPA. So far it has been proved to act as a catalyst and as umbrella activity which initiates the process and generates the effects. At the same time other ReSPA mainstream activities serve as an accompanying element. Therefore ReSPA is creating and maintaining the Networks of practitioners and / or decision makers in the respective thematic areas in the region by organizing the regular network meetings. The aim is to exchange experience among themselves but also with their counterparts from the last EU entrants. Having in mind the level of advancement in the Public Administration Reform or EU integration process of the ReSPA Members, the benefits of providing them with forum-umbrella for practice and experience and values sharing are noticeable. On average such Network events are organized twice per year as a two day events and are focused on practical – problem solving issues. At the end of each networking event, participants provide their observations including the recommendations for follow up.

4.2. Trainings

In 2014, and in line with the financial resources deriving from the EC Grant, ReSPA plans to implement standardized, accredited trainings and ToTs. ReSPA will continue working with the credible EU institutions (EU Schools on PA, and similar) due to the very high levels of satisfaction of the participants and having in mind the unique expertise that those respective Institutions possess. Another portion of the standardized training will be prepared and realized jointly with the individual trainers and experts (international and regional). For this purpose ReSPA will rely a lot on its roster (database made in the last programming period 2011-2013) and recently established online database of experts (6 clusters of expertise / professional areas in accordance with the six pillar approach of ReSPA mainstream activities categorization). This new approach will require significant additional time for selecting the individual experts and will be more in focus after the Inception Phase of the new EC Grant is finalized (*after first six months*). In terms of ReSPA Human capital, it is expected that officially increased number of activities per year (*as per new EC Grant 2013-2015*) will require at least three Training Managers in the place and 2 Programme Assistants and 1 Programme technical assistant to

contribute more substantially to the programme. More support from the Programme assistants will be needed in the programming part (*fine-tuning of the documents, preparation of the reports, conducting inquires/questionnaires for the M&E; small translations, etc.*) in parallel with all other technical staff in place.

Tailor made trainings jointly done with the regional and international experts and trainers. As for the methodological approach which will be widely applied for all types of ReSPA trainings, it is expected that the training content will be based around 6 pillars and will reflect also the feedback gained from the previous participants and already engaged trainers and experts, as well as crucial conclusions from the networking events, regional comparative studies and any other relevant meetings. All those information and facts will be taken into account when designing future trainings.

ReSPA will still insist on already tested training methodology which will involve pre-event Questionnaire, use of different tools of moderation during the training sessions and feedback received from the evaluation of the impact assessment process. As a need driven institution the following processes may be modified on an ad-hoc basis: topic selection, profile of trainees as well as of trainers and experts, since there is a need to enhance the trainings' effectiveness. The content of each training activity will rely quite a lot on regional knowledge and expertise, as there is considerable number of regional experts and trainers as well as the data and descriptive material on most ReSPA beneficiaries. As explained below in the chapter on accredited trainings, the E-learning modules may be an option and a support tool also for the tailored made trainings. The main purpose of the E-learning will be to provide the upgrade and general instructions prior to the training module when needed. Moodle platform will support the E-learning for onsite users with the basic computer literacy which will also be less expensive than instructor-led preparatory phase (prior to the training).

As foreseen in previous programming period, tailor made trainings may be perceived, in development terms, as an activity where collaboration will not necessarily engage only experts, but also the related Institutions.

The accredited trainings have already been included in the previous programming period and have been devoted to the aspect of soft skill development (leading and managing of PA institutions) and they have been accredited by the recognized EU Institutions (*it refers to the official recognition of accredited training by accrediting bodies and it indicates that academic quality and standards have been checked and verified*). In both cases the participants have been issued the certificate of knowledge. The accredited training has been and will be organized and delivered in cooperation with the EU schools of public administration¹⁹. It has been also notified by ReSPA GB that this type of activity is required and the evaluations for two past events on Leadership and on Management development accredited trainings have been very positive (implemented by Exemplas and ROI) and have been recommended by the GB for further stages. It is worth mentioning that the accredited trainings may cost higher than the standard trainings that ReSPA offered so far.

In 2014, ReSPA will continue focusing on **Training of Trainers (ToT)** devoting these activities to the individuals who would like to become trainers on relevant subjects. In that regard, the

¹⁹ For example the following institutions have been contacted: ENA France, Skills for Justice UK, ROI Netherlands, HAUS Finish Institute, NISPAcee, College of Europe and other partners who have these kind of accredited training (previous working experience, existing accredited programmes of ReSPA interest and similar).

selection of participants will be carefully done since it will have to be related with the planned output of the workshop – to train the individuals to become trainers in a particular area. In that context the selected individuals should already possess required level of knowledge and experience in designing and delivering of trainings. The gender balance of the participants as well as mix of the appropriate background and expertise will be taken into account. As for the accredited training, also for the ToTs, pre-training assignment and /or pre-event Questionnaire will be completed by the trainees prior to the event. This process will involve detection of the trainees experience, their reflection and understanding on the training topic context, expectations from the event and their commitment for the follow up activities where dissemination of knowledge and skills is preferred to happen through various possible types of activities.

4.3. Mobility Scheme Programme

In 2014 ReSPA will organize targeted exchange programmes, with a view to allowing public servants to gain experience from the different contexts, in particular amongst the public administration in the region but also with the EU Member States. The Programme will be offering the tailor-made mobility schemes for interested civil servants who seek to learn from other country's experiences and good practices. This exercise will provide good opportunities for the selected civil servants to learn and develop their skills by visiting similar public institutions in another country in the region or in the EU, which is based on the lessons learnt from the MSP conducted in the previous programming period. The opportunities will enable the participants to exchange experiences, 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 the spot. MSP is perceived as a short term programme which gives great opportunity to participants to network further and to receive direct insight into how the respective institution and specific organizational parts function. The MSP will last up to 5 working days and in each round, 10-15 candidates will be accepted and funded for their MSP in another ReSPA MS.

4.4. The seasonal schools

Continuing the successful summer courses in the past years, 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 the European Centre for Judges and Lawyers in Luxembourg during the spring or summer 2014 which has been confirmed as a successful and desired thematic seasonal school in latter mentioned institutions by ReSPA GB. In addition, in 2014 ReSPA will organize a tailor-made summer school as a part of the integrated training on Leadership and Change management at its premises.

4.5. ReSPA Conferences

Up to now, ReSPA has organized 7 Annual Conferences managed by previous ReSPA secretariats, with the last held in April 2013 - being organized and managed completely by ReSPA staff. The ReSPA Annual Conferences are high level events which attract high level participations from ReSPA members as well as from EU and abroad. The topic and the themes

of the conference are usually agreed among ReSPA Secretariat and the GB SL. For the Annual Conference in 2014, ReSPA secretariat will proceed with the development of the conference programme, agenda, including identification of speakers from the region, EU and wider and, most probably, it will be realized in autumn as a part of the Ministerial GB meeting. The overall approach of the ReSPA Annual Conference is to describe a systematic approach towards the Western Balkan regional needs in terms of focusing on the most required PAR and EU related topics and specific target audiences.

Taking into consideration the last Conference topic and positive feedback received, as well as a new strategic orientation for 2013-2015 (4 specific objectives), it is assumed that 8th ReSPA Annual Conference may be devoted to the overall topic: Towards Measuring PA Performance followed by the subtopic Monitoring and Evaluation of the Public Policies in the Western Balkans. The topic is logical continuation of the last Annual conference conclusions and it can be established based on the following three principles:

- M&E of PAR
- M&E of other Policies
- Role of CSOs in Monitoring and Evaluation of the Public Policies

Since above-mentioned Conference topic is as a follow up of the 7th ReSPA Conference and is in compliance with the new ReSPA objectives, if selected will aim to investigate and determine what the state of the art is in this specific field since most of them are project initiatives, the results of which are rarely systematized. It will be also closely related to the conclusions evolved from the World Bank Monitoring and Evaluation project, SIGMA findings and other related regional initiatives.

4.6. Annual research and Publication programme

ReSPA intends to strengthen its work by diversification of the activities, with engagement of the Regional Comparative studies, publication and research studies. During 2014, ReSPA will conduct **Regional comparative studies** devoted to related topics such as Public Administration Reform, European Integration and others, depicting the important topics that may suit as an added value to current similar EC activities (*EC progress reports, OECD SIGMA, etc*) and other. The modality of the regional comparative study implementation relies on the use of the EU and regional expertise and knowledge, therefore international experts will be engaged to support the initiation and formulation of the related study, monitor and supervise the process and integrate the inputs received from the region. As for the first two ReSPA regional comparative studies identification of state of the art will be precursors to defining the problems, after which formulation of hypothesis is to be done. The crucial aspects of the comparative studies will be:

- Identification of “project spots” i.e. areas that may suit as possibilities for regional projects
- Identification of thematic areas/topics for related capacity building activities that may act as input for other ReSPA core activities (networking, trainings, ToT, Resource centre, etc)

By the above mentioned steps ReSPA will try to identify the areas of intervention which could

be realized while achieving desired outputs and outcomes and, to some extent, in a realistic time frame the impact.

4.7. Peer reviews

Peer review, will be used as a method used by many international organizations, but developed and refined by the OECD. As a part of the regional comparative study methodology, ReSPA intends to potentially involve in its portfolio the peer review as a mode of systematic examination of a state by other states in the Western Balkans, at the request of the examined state, with the aim to receive recommendations to improve a given policy area, adopt better administrative practices and comply with agreed upon, established standards and principles. Peer review is an intergovernmental country- specific process whereby policy makers inform their counterparts of their policies. Peer influencing is used by policy makers of other countries to underline areas where reform is needed. This method is resource intensive by nature and requires extensive mobilization of expertise and adequate funding if the peer review process is to produce policy inputs of quality. This is why the receiving country is required to provide total or partial funding of the exercise.

4.8. Open Method of Coordination

ReSPA has also foreseen in 2014 to potentially use the **Open Method of Coordination (OMC)**, if required when conducting particular regional comparative study. It is a cooperation mechanism among EU member states willing to develop and implement in common some policies of their interest, which are not within the *acquis communautaire*.

4.9. Visibility activities

In the domain of Public Relations and communications it is an essential commitment to promote the work of the organization, raise awareness on the development opportunities and resources, and enhance the image and visibility of the organization. The PR and Communication approach will be based also on the implementation of two major components of change, Campaigning and Social Marketing. First one is aimed at achieving in particular the change of the attitude or behavior within the target group as a whole. The main target of the social marketing to the contrary is to produce behavior change at an individual level. This approach will help in projecting ReSPA as a public service oriented organization. All expected outputs are described within Communication and Media strategy. Visibility activities will be strongly linked with PoW 2014 and with the Communication and Media strategy.

5. ANNEXES

ANNEXES 1 – TRAINING PROGRAMME BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
2.2.18	Training 1					
1111	Accommodation at ReSPA site (including breakfast)	Participant/day	21	3	€ 40,00	€ 2.520,00
1112	Subsistence at ReSPA site (lunch + dinner)	Participant/day	21	3	€ 45,00	€ 2.835,00
1113	Refrements/coffee breaks at ReSPA site	Participant/day	21	3	€ 5,00	€ 315,00
1114	Conference event documents (folders) and sundry	Participant/day	21	1	€ 5,00	€ 105,00
1115	Daily allowance for participants of training events hosted by ReSPA	Participant/day	21	3	€ 25,00	€ 1.575,00
	Experts & Trainers/Lecturers					
1211	International experts (incl. preparation)	Daily fee	3	6	€ 600,00	€ 10.800,00
1211	Regional experts (incl. preparation)	Daily fee			€ 350,00	€ -
1212	Accommodation (including breakfast) at ReSPA	Expert/day	3	3	€ 40,00	€ 360,00
1213	Subsistence (lunch + dinner) at ReSPA	Expert/day	3	3	€ 45,00	€ 405,00
1214	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	3	3	€ 5,00	€ 45,00
	Subtotal Training 1:					€ 18.960,00
	2. Travel					
	International travel					
2111	Round trips for Conference taking place in MNE and abroad	Per flight	12	1	€ 350,00	€ 4.200,00
2112	Car travel for participants at Conference in MNE	Per drive	2	2	€ 250,00	€ 1.000,00
2121	International travel for trainers/lecturers and other Experts	Per flight	3	1	€ 500,00	€ 1.500,00
	Local travel					
221	Excursion - Bus Travel	Per trip			€ 400,00	€ -
222	Local transportation by car/taxi	Per journey	2	2	€ 30,00	€ 120,00
	Subtotal Travel:					€ 6.820,00
	3. Translation, interpreters					
431	Translation of publications	Per line	0	0	€ -	€ -
432	Interpretation at Conference	Daily fee	4	3	€ 250,00	€ 3.000,00
	Subtotal translation, interpreters:					€ 3.000,00
	TOTAL:					€ 28.780,00

ANNEXES 2 – TRAIN OF TRAINERS BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
2.2.23	TOT					
1111	Accommodation at ReSPA site (including breakfast)	Participant/day	21	5	€ 40,00	€ 4.200,00
1112	Subsistence at ReSPA site (lunch + dinner)	Participant/day	21	5	€ 45,00	€ 4.725,00
1113	Refreshments/coffee breaks at ReSPA site	Participant/day	21	5	€ 5,00	€ 525,00
1114	Conference event documents (folders) and sundry	Participant/day	21	1	€ 5,00	€ 105,00
1115	Daily allowance for participants of training events hosted by ReSPA	Participant/day	21	5	€ 25,00	€ 2.625,00
	Experts & Trainers/Lecturers					
1211	International experts (incl. preparation)	Daily fee	3	8	€ 600,00	€ 14.400,00
1211	Regional experts (incl. preparation)	Daily fee			€ 350,00	€ -
1212	Accommodation (including breakfast) at ReSPA	Expert/day	3	5	€ 40,00	€ 600,00
1213	Subsistence (lunch + dinner) at ReSPA	Expert/day	3	5	€ 45,00	€ 675,00
1214	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	3	5	€ 5,00	€ 75,00
	Subtotal TOT					€ 27.930,00
	2. Travel					
	International travel					
2111	Round trips for Conference taking place in MNE and abroad	Per flight	12	1	€ 350,00	€ 4.200,00
2112	Car travel for participants at Conference in MNE	Per drive	2	2	€ 250,00	€ 1.000,00
2121	International travel for trainers/lecturers and other Experts	Per flight	3	1	€ 500,00	€ 1.500,00
	Local travel					
221	Excursion - Bus Travel	Per trip			€ 400,00	€ -
222	Local transportation by car/taxi	Per journey	2	2	€ 30,00	€ 120,00
	Subtotal Travel:					€ 6.820,00
	3. Translation, interpreters					
431	Translation of publications	Per line	0	0	€ -	€ -
432	Interpretation at Conference	Daily fee	4	5	€ 250,00	€ 5.000,00
	Subtotal translation, interpreters:					€ 5.000,00
	TOTAL:					€ 39.750,00

ANNEXES 3 – NETWORKING EVENT AT RESPA PREMISES BUDGET

EC Budget	Description	Unit	# of units	iterations	Unit rate	Total
3.2.12.1	Networking Event					
1111	Accommodation at ReSPA site (including breakfast)	Participant/day	15	2	€ 40,00	€ 1.200,00
1112	Subsistence at ReSPA site (lunch + dinner)	Participant/day	15	2	€ 45,00	€ 1.350,00
1113	Refreshments/coffee breaks at ReSPA site	Participant/day	15	2	€ 5,00	€ 150,00
1114	Training event documents (folders) and sundry	Participant/day	15	1	€ 5,00	€ 75,00
1115	Daily allowance for participants of training events hosted by ReSPA	Participant/day	15	2	€ 25,00	€ 750,00
	Experts & Trainers/Lecturers					
1211	International experts (incl. preparation)	Daily fee	2	4	€ 600,00	€ 4.800,00
1211	Regional experts (incl. preparation)	Daily fee			€ 350,00	-
1212	Accommodation (including breakfast) at ReSPA	Expert/day	2	2	€ 40,00	€ 160,00
1213	Subsistence (lunch + dinner) at ReSPA	Expert/day	2	2	€ 45,00	€ 180,00
1214	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	2	2	€ 5,00	€ 20,00
	Subtotal Networking Event:					€ 8.685,00
	2. Travel					
	International travel					
2111	Round trips for Participants	Per flight	10	1	€ 350,00	€ 3.500,00
2112	Car travel for participants	Per drive	2	1	€ 250,00	€ 500,00
2121	International travel for trainers/lecturers and other Experts	Per flight	2	1	€ 500,00	€ 1.000,00
	Local travel					
221	Excursion - Bus Travel	Per trip			€ 400,00	-
222	Local transportation by car/taxi	Per journey	2	2	€ 30,00	€ 120,00
	Subtotal Travel:					€ 5.120,00
	3. Translation, interpreters					
431	Translation of publications	Per line	0	0	€ -	€ -
432	Interpretation at Conference	Daily fee	2	2	€ 250,00	€ 1.000,00
	Subtotal translation, interpreters:					€ 1.000,00
	TOTAL:					€ 14.805,00

ANNEXES 3.1. – NETWORKING EVENT ABROAD BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
3.2.10	1. Networking Event ABROAD					
	Conference event hosted ABROAD					
1127	Per diem for participants of the events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)	Per diem	14	2	€220,00 €	6.160,00
	Experts & Trainers/Lecturers					
1211	International experts (incl. preparation)	Daily fee	2	4	€ 600,00 €	4.800,00
1211	Regional experts (incl. preparation)	Daily fee			€ 350,00 €	-
1218	Per diem for trainers/experts/interpreters participating in the events held abroad	Per diem	4	2	€220,00 €	1.760,00
	Subtotal Networking event ABROAD:					€ 12.720,00
	2. Travel					
	International travel					
2111	Round trips for Participants	Per flight	14	1	€450,00 €	6.300,00
2112	Car travel for participants	Per drive			€250,00 €	-
2121	International travel for trainers/lecturers and other Experts	Per flight	4	1	€500,00 €	2.000,00
	Subtotal Travel:					€ 8.300,00
	3. Translation, interpreters					
431	Translation of publications	Per line	0	0	€ -	€ -
432	Interpretation at Conference	Daily fee	2	2	€250,00 €	1.000,00
	Subtotal translation, interpreters:					€ 1.000,00
	TOTAL:					€ 22.020,00

ANNEXES 4- COMPERATIVE STUDY BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
116	Comparative Study					
	Experts & Trainers/Lecturers					
1211	International experts (incl. preparation)	Daily fee	1	10	€ 600,00	€ 6.000,00
1211	Regional experts (incl. preparation)	Daily fee	7	10	€ 350,00	€ 24.500,00
1212	Accommodation (including breakfast) at ReSPA	Expert/day	1	2	€ 40,00	€ 80,00
1213	Subsistence (lunch + dinner) at ReSPA	Expert/day	1	2	€ 45,00	€ 90,00
1214	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	1	2	€ 5,00	€ 10,00
	Subtotal Comparative Study:					€ 30.680,00
	2. Travel					
	International travel					
2121	International travel for trainers/lecturers and other Experts	Per flight	1	1	€500,00	€ 500,00
	Local travel					
221	Excursion - Bus Travel	Per trip			€400,00	€ -
222	Local transportation by car/taxi	Per journey			€ 30,00	€ -
	Subtotal Travel:					€ 500,00
	TOTAL:					€ 31.180,00

ANNEX 4.1. – PROVISIONAL COMPARATIVE STUDY STRUCTURE

Introduction:

- Rationale for study
- Background of selected topic in the Western Balkans (*including previous studies, prior state-of-play, etc.*)
- Global and European context of selected topic

Overall Goal, specific objectives and implementation of the comparative study

- Study goal and target audience
- Study objectives
- Study methodology and outcomes
- Structure of study

Comparative analysis overview

- Status and strategic development selected topic in the Western Balkans
- Current status of selected topic in the Western Balkans
- Recommendations for the strategic development of selected topic in the Western Balkans (*both for ReSPA and Western Balkan Countries*)

Country proposals and requirements in selected topic

- Recommendations for ReSPA and Western Balkan Countries

Selected topic project opportunities for the Western Balkans

- Country proposals and requirements
- Recommendations for ReSPA and Western Balkan Countries (*both future work of ReSPA and in relational to available European and international funding and support programmes*)

Conclusion and overview of recommendations

Annex 1: Results of comparative analysis

Annex 2: Country profiles/inputs

ANNEXES 5 – MOBILITY SCHEME PROGRAMME BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
242	MOBILITY SCHEME Program					
1111	Accommodation at ReSPA site (including breakfast)	Participant/day			€ 40,00	-
1112	Subsistence at ReSPA site (lunch + dinner)	Participant/day			€ 45,00	-
1113	Refreshments/coffee breaks at ReSPA site	Participant/day			€ 5,00	-
1114	Training/event documents (folders) and sundry	Participant/day			€ 5,00	-
1115	Daily allowance for participants of training events hosted by ReSPA	Participant/day			€ 25,00	-
1127	Per diem for participants of the events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)	Per diem	10	10	€ 220,00	22.000,00
	Experts & Trainers/Lecturers					
1211	International experts (incl. preparation)	Daily fee			€ 600,00	-
1211	Regional experts (incl. preparation)	Daily fee			€ 350,00	-
1218	Per diem for trainers/experts/interpreters participating in the events held abroad	Per diem			€ 220,00	-
	Subtotal MOBILITY SCHEME Program:					€ 22.000,00
	2. Travel					
	International travel					
2111	Round trips for Participants	Per flight	10	1	€ 350,00	3.500,00
2112	Car travel for participants	Per drive			€ 250,00	-
2121	International travel for trainers/lecturers and other Experts	Per flight			€ 500,00	-
	Subtotal Travel:					3500
	3. Translation, interpreters					
431	Translation of publications	Per line	0	0	€ -	-
432	Interpretation at Conference	Daily fee			€ 250,00	-
	Subtotal translation, interpreters:					€ -
	TOTAL:					€ 25.500,00

ANNEXES 6. – SUMMER SCHOOL ABROAD BUDGE

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
2.2.26	Summer School ABROAD					
1127	Per diem for participants of the events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)	Per diem	14	14	€ 220,00	€ 43.120,00
1125	Registration costs for external events	Per participan	14	1	€ 1.600,00	€ 22.400,00
1126	Visa costs for participants	Per visa	2	1	€ 80,00	€ 160,00
Subtotal Summer School ABROAD:						€ 65.680,00
2. Travel						
International travel						
2111	Round trips for Participants	Per flight	14	1	€ 400,00	€ 5.600,00
2112	Car travel for participants	Per drive			€ 250,00	€ -
2121	International travel for trainers/lecturers and other Experts	Per flight	0	0	€ 500,00	€ -
Subtotal Travel:						€ 5.600,00
3. Translation, interpreters						
431	Translation of publications	Per line	0	0	€ -	€ -
432	Interpretation at Conference	Daily fee	0	0	€ 250,00	€ -
Subtotal translation, interpreters:						€ -
TOTAL:						€ 71.280,00