

**Venue: Instituto Nacional de Administração**  
**Address: Alameda Hermano Patrone, 1495-064, Algés, Portugal**  
**Dates: April 22<sup>nd</sup>, 23<sup>rd</sup>, 24<sup>th</sup>**

## AIM

ReSPA is a regional organisation which promotes shared learning and supports the development of public administration in the Western Balkans (Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia) and Kosovo\*<sup>1</sup>. Through this visit, it is intended to support senior civil servants in their development by sharing knowledge, experiences, and lessons learned in the fields of innovation, digital transformation, and the planning and evaluation of HR policies.

## INA | National Institute of Administration

INA fosters the creation, transmission and dissemination of knowledge in the field of Public Administration, contributing, through training, teaching, scientific research and technical assistance to the innovation and modernization of Public Administration and to the qualification, training and valuing of civil servants.

## VISIT AGENDA

<b>DAY 1</b>	10:00	Convening
<b>April 22<sup>nd</sup></b>	10:15	Presentation and joint session   Member of the Board (TBD)
	10:30 – 12:30	Presentation of ReSPA Members; Portuguese Public Administration & INA
	12:30 – 14:00	presentation
	14:00 – 16:30	Lunch break
	17:00	Innovation Ecosystem: knowledge and open innovation
		Closing

<b>DAY 2</b>	10:00	Convening
<b>April 23<sup>rd</sup></b>	10:15 – 12:30	Digital Transformation in Public Administration   AI Business School training in Portugal
	12:30 – 14:00	Lunch break
	14:00 – 16:30	Challenges and strategies for leadership skills development (including evaluation of competencies of senior civil servants)
	17:00	Closing

<b>DAY 3</b>	10:00	Convening
<b>April 24<sup>th</sup></b>	10:15 – 12:30	Lecture   Strategic Planning and Foresight in HR Policies
	12:30 – 14:00	Lunch break
	14:00 – 14:30	Wrap up
	15:00	Closing   Member of the Board (TBD)

<sup>1 1</sup> \*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ opinion on the Kosovo declaration of independence.