



**ReSPA**  
Regional School  
of Public Administration

ReSPA Activities are  
Financed by the EU



**Agenda for a tailored EU  
Budget Support workshop  
for Kosovo\***  
**ReSPA, Danilovgrad,  
3 – 5 May 2017**

PROGRAMME AND AGENDA



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This workshop has been tailored for civil servants from Kosovo\*<sup>1</sup> to start with their current knowledge of EU Budget Support as a basis for **the course and the game that will be played: a Sector Reform Contract implementation in Public Administration Reform.**

The training will be **focussed on key design issues as a reminder** to ground the course on solid basis and common language. It will then **focus on using sector monitoring for demonstrating eligibility and performance indicators for calculating variable tranches.** Coordinating incentives to perform and policy implementation with EU support will be discussed.

The course **puts the onus on the participants to know the sector and to learn how sector monitoring of Public Administration Reform and coordination works.** It will help them appraise the gains that Sector Budget Support (SBS) can bring to a sector and how best to prepare to benefit from it: this means focusing on results to be achieved and how to measure them.

This builds on the work currently done for DG NEAR on linking planning, monitoring and evaluating. Kosovo\* has already developed experience in SBS, received training on SBS and on designing IPA interventions and monitoring.

## 1. The course structure

This **three-days** training workshop on Budget Support would combine the principles and experience in SBS (theory) **with a simulation based on the Public Administration Reform to support the game.**

Slides and sharing of experience drawn from real life provide examples to illustrate essential concepts and practices. After the presentation the course content doubles up as a reference tool for the participants during the exercises (rounds of the game), questions raised to explain or illustrate a concept or a key point. The concepts introduced by the slides are to be further deepened and applied in the game situation using the material from the chosen sector.

**For the purpose of active learning, participants will be divided in 3 groups of stakeholders and will receive a small set of instructions clarifying the game: the common goal, their specific objectives and simple instructions at each step for implementing a Sector Reform Contract, achieving change and ensuring full disbursement.**

The game blends both competitive and cooperative traits, reproducing thereby a more realistic context in which one will then need to set indicators of performance that will serve to disburse (having very different impacts over the NIPAC, the Ministry of Finance and the sector ministry).

## 2. A three-days' workshop on BS design, implementation and coordination

### ***Objective***

The objective of the workshop is to ensure that the participants develop a practical understanding of Sector Budget Support: from designing a Sector Reform Contract in PAR to implementing it to achieve results.

### ***Target Audience***

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

The selected participants for this workshop are officials from the following institutions: Office of the Prime Minister, Parliament, Ministry of European Integration /NIPAC Office, Ministry of Finance, Ministry of Public Administration, Ministry of Justice, Judicial Council and Prosecutorial Council

### ***Pre-requisites***

Prior to starting the workshop, it is expected that participants will:

- Familiarise themselves with the Budget Support Guidelines and its annexes, and bring them to the course**
- Follow the online training-** <http://capacity4dev.ec.europa.eu/the-learning-space/minisite/methodological-courses/economics-public-finance-and-budget-support/e-learning-budget-supp-2>
- Read the chosen PAR Strategy**

### ***Learning outcomes***

The **expected learning outcomes** for the trainees that participate during the entire duration of the course are:

- Knowledge:
  - SBS: principles, design considerations, requirements for demonstrating eligibility at design, requirements for policy dialogue, coordination and capacity development (accompanying measures);
  - the **SBS intervention logic** and how it links to the sector, its coordination mechanisms and evaluation;
  - the **sector monitoring and performance assessment requirements** for eligibility and disbursement;
  - how sector monitoring and coordination feed the dialogue.
- Skills:
  - To be able to monitor a SBS intervention/operation and use the information for eligibility and tranche calculation;
  - To be able to effectively communicate on the results of an SBS operation;
  - To be able to report on progress achieved by SBS implementation;
  - To practice policy dialogue, understanding how the sector ministry and Ministry of Finance will engage with the EU (internal and external coordination) and other donors on policy dialogue and the manner in which policy dialogue is supported by monitoring.
- Mindset:
  - to be confident with the SBS tool;
  - to be confident with own capacity to use it and report sector information in order to be eligible and demonstrate performance.

### ***Learning methods***

The learning methods will include the following:

- Perform short presentations about key concepts related to the themes covered by the workshop with ample time dedicated to Q&A and buzz groups to ensure that the course is interactive and allows for sharing issues and concerns;
- Simulation built with references to Public Administration Reform of Kosovo to illustrate the implementation, monitoring and coordination of implementation of an SBS and relevant communication;
- Discussion and lessons learned transposed in a visual way;
- Interactive role game as a general frame for all these learning methods.

### **Workshop's trainers**

The workshop will be held by two trainers: Mr. Jérôme Dendura and Ms. Nathalie Gasnier. The two trainers have a long working experience in capacity building programmes in the area of budget support, project management and programming.

### **3. Quality control of the workshop delivery**

The quality control of the course delivery is essential for accountability and for demonstrating skills acquired by the participants. It would be calibrated around the follow items:

- General items
  - Participants' perceptions on the clarity and usefulness of the gamified approach;
  - Level of motivation and engagement in the course;
  - Relevance of the activities proposed.
- Value of outcomes
  - Rewards in terms of learning outcomes by combining teaching and active learning;
  - Interpretation of the learning outcome in their work context.

### **4. Agenda**

The main themes that should be treated during the training workshop are:

- Theme 1: Developing an intervention logic and **elaborating the performance agreement**
- Theme 2: Sector Reform Contract **implementation and monitoring** - using the sector strategy for demonstrating continued eligibility
- Theme 3: Sector Reform Contract **implementation and monitoring - performance assessment**
- Theme 4: Sector Reform Contract **coordination**
- Conclusion: Key lessons and implications

**Logistics: Please, note that during the workshop days the lunch will be served from 13.00 – 14.00.**

## Agenda for a tailored workshop on BS for Kosovo\*

| DAY 1 | 8:30-11:00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 11:15-13:00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 14:00-17:00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 17:00-18:00                                                                                                                                                                                                                                                                                                                                                                                |
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|       | <b>Theme 1: Developing an intervention logic and elaborating the performance framework</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Theme 1: Developing an intervention logic and elaborating the performance framework</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Theme 1: Developing an intervention logic and elaborating the performance framework</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Theme 2: Sector Reform Contract implementation and monitoring-</b> using the sector monitoring for reporting continued eligibility                                                                                                                                                                                                                                                      |
|       | <p><i>Introducing the course and its logistic: mixing training and practical exercises-getting to know each other – 30 mn</i></p> <p><b><u>Recall of principles of Sector Approach and analysis implications for programming SBS – 15mn:</u></b> the SPD, its content and purpose</p> <p><b><u>Recall of Budget Support – 30mn:</u></b> concepts (definition, types of BS with explanation on the focus on SBS), objective, eligibility criteria, policy dialogue, monitoring, capacity development, and risk management. Overview of BS design considerations</p> <p>Short break – 10mn</p> <p><b><u>Group work-45h:</u></b> The Public Administration sector: analysis of the policy documents and understanding of the policy relevance: agree on current state of the sector using the Strategy to determine gaps and opportunities. Analysis of the policy relevance and credibility.</p> <p><b><u>Debriefing of the group- 20mn</u></b><br/>Lessons and agreement, impact on how to support.</p> | <p><b><u>Result-based management approach and Intervention Logic -25mn:</u></b> What is a result-based management approach? What is its impact over the way we design our interventions?<br/>What is intervention logic? How does it fit with the sector's one? Explaining the construction of intervention logic, its linkages with the Logical Framework Matrix (LFM) and the SBS specificities</p> <p><b><u>Group work - 1h :</u></b> Build the intervention logic (IL) of the SBS programme</p> <p><b><u>Debriefing of the group- 20mn</u></b><br/>Lessons and agreement on the IL, R&amp;A, review of the current of state of play in Kosovo for demonstrating eligibility</p> | <p><b><u>Risks and assumptions- 30mn:</u></b> linking context assessment to the intervention logic to map out the risks and assumptions. Understanding what are the risks of policy failure and how they affect an intervention</p> <p><b><u>Group work -1h:</u></b> Agree on Assumptions and risks, review the intervention logic (IL) of the SBS programme</p> <p>Short break – 10mn</p> <p><b><u>Debriefing of the group- 20mn</u></b><br/>Lessons and agreement on the IL, R&amp;A, review of the current of state of play in Kosovo for demonstrating eligibility</p> <p>Key design considerations to be made.- 30mn</p> <p><b><u>The case in Kosovo- 30mn</u></b><br/>Review of the current of state of play in Kosovo for design</p> | <p><b><u>Indicators- 1h:</u></b> Identifying and defining indicators, ensuring indicators measure progress towards the outputs and outcomes; indicators' quality; aggregation of data and disaggregation of indicators; sources and calculation methods; baselines, targets (milestones); data collection and validation. Issues for tranches and weight distribution between tranches</p> |

| DAY<br>2 | 8:30-11:00<br>Theme 2: Sector Reform Contract implementation and monitoring- using the sector monitoring for reporting continued eligibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 11:15-13:00<br>Theme 2: Sector Reform Contract implementation and monitoring- using the sector monitoring for reporting continued eligibility                                                                                                                                                                                                                                                             | 14:00-16:30<br>Theme 3: Sector Reform Contract implementation and monitoring: performance assessment                                                                                                                                                                                                                                 | 16:45-18:00<br>Theme 4: Sector Reform Contract coordination                                                                                                                                                                                                                                                                                   |
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|          | <p><b>Recap Day 1- 20 mn</b></p> <p><b>Group work- 60m.:</b> Select performance indicators, fully specify and then agree on tranche and weight distribution for all years</p> <p>Short break – 10mn</p> <p><b>Debriefing of the group- 30mn</b><br/>Lessons and agreement on the indicators, review of the current of state of play in Kosovo for performance indicators – 30mn</p> <p><b>Demonstrating eligibility using sector monitoring and planning- 1h</b>– How to demonstrate eligibility? What is sector monitoring? Who is responsible and how to use it? How to plan assessment taking into account financial year cycle and data availability, impact on SRC design and how it supports the PAR implementation</p> | <p><b>Group work -1h</b><br/>For the PAR, agree on <b>assessment timing</b> and how to demonstrate and report on eligibility.</p> <p><b>Debriefing of the group- 20mn</b><br/>Lessons from the case study to apply to sector monitoring and to eligibility demonstration</p> <p><b>The case in Kosovo- 25mn</b><br/>Review of the current state of play in Kosovo for sector monitoring and reporting</p> | <p><b>Variable tranche calculation – 1h:</b> scoring methods, interpretation</p> <p><b>10mn break</b></p> <p><b>Group work 1h</b> – using selected indicators and values provided, agree on disbursements to be made in every year.</p> <p><b>Debriefing- of the group- 20mn:</b> key issues encountered and lessons for the PAR</p> | <p><b>Coordination framework presentation 30mn</b> – from participants</p> <p><b>Discussion: 20mn</b></p> <p><b>Implications of SBS for each ministry – 25mn:</b> what is coordination? Sector, budget and monitoring. Coordination of multiple stakeholders: the principal-agent relationship. Implications, the role of line ministries</p> |

| DAY<br>3 | 8:30-10:00<br>Theme 4: Sector Reform Contract<br>coordination                                                                                                                                                                                                                      | 10:15-12h15<br>Key lessons and implications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 12:30-13:00                                        |
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|          | <p><b><u>Recap day 2 -10mn</u></b></p> <p><b><u>Group work-1h</u></b> –agree on a coordination structure, demonstrate strengths and weaknesses for the PAR and for the SRC</p> <p><b><u>Debriefing- of the group- 20mn:</u></b> key issues encountered and lessons for the PAR</p> | <p><b><u>Key lessons from budget support evaluations – 30mn:</u></b> what can be achieved with BS, conditions for success and potential benefits of budget support in accession countries</p> <p><b><u>Group work – 1h:</u></b> Based on the three days, and the game and the simulation done, work group to analyse required changes in the sector institutions and their coordination to allow monitoring and demonstrating eligibility, performance and communicating on change achieved.</p> <p><b><u>Debriefing of the group- 30mn</u></b><br/>Agreement on way forward in using SRC in Kosovo</p> | <p><b><u>Evaluation and Diploma (30mn)</u></b></p> |