



DISCUSSION PAPER FOR THE SC MEETING

THEMATIC AREAS FOR RESPA TO CONCENTRATE ON

Taking into account the objectives of ReSPA and based on discussions with participants and their feedback after training programmes, observations of the Secretariat, discussions with SC members etc. some thematic areas have been listed below on which ReSPA could concentrate for the coming year.

1. Promotion to management positions in the region was until the recent past and in a number of cases still based on seniority. The specific management responsibilities were seldom defined and those in management positions were not really accountable on for instance the performance and development of their employees.
There is a process going on now to come to a better balance and accountability between expertise in the specific policy areas and management responsibility for those who are in leading positions in the administration.
Since successful reform and changes are in particular depending on the commitment and support given by the management ReSPA could contribute on enabling managers with management knowledge and skills. This can be done by organising some management training programmes throughout the year.
2. ReSPA as a regional institute can support the National training institutes in their process of professionalising.
 - A. The provision of training programmes by the national institutes is to a large extent depending on the contributions by part time lecturers/trainers who quite often lack the skills of designing training programmes and training methodologies. ReSPA could organise specific training programmes for this target group.
 - B. With regards to entering the EU ReSPA can focus on the training of trainers on fundamental EU Institutional and Legal Framework issues.
3. Specific Issues on Public Administration and Public management.
Interest has shown on sharing knowledge, experiences and skills concerning certain topics of PA and PM, for instance:
 - Particularly difficult issues where cross-border exchanges of experience is relevant, e.g. trade issues, CAP, CFP, etc.
 - National co-ordination, law approximation and better regulation
 - Transparency
 - Rule of Law
 - Administrative law
 - HR and HRD

4. To strengthen regional cooperation by exchanging knowledge and experiences on specific policy areas through for instance the **communities of practice**.
5. Offering a selected group of officials to benefit from special programmes like the summer schools as done this year and in the previous year.
6. Exchange and networking programmes (e.g. the Annual Conference and Learning Europe).