



## **Regional School of Public Administration (Phase 1)**

A Joint Initiative of the European Union  
and the OECD, principally financed by the EU



**RESPA/SC(2008)4/009**

### **INDICATIVE RESPA WORK PLAN FOR 2009<sup>1</sup>**

ReSPA phase 2 will start as of 1 January 2009. A contract between EIPA and the European commission foreseeing the following elements:

- A minimum of 2500 Man/days of training (compared to around 763 man/days of training in 2008)
- 270 Man/days for the management of the Secretariat and support to the Secretariat as soon as this has settled in Danilovgrad (mostly managing training, coordination).
- 80 man/days for institutional building

This Indicative programme was prepared under the assumptions that:

- The ratification of ReSPA by a minimum of 5 out of 7 members will take place around mid 2009 and that
- the premises and equipment is available and functional as of May 2009.

In that case the training activities for the first half year will be delivered mainly in training centre in the region and in a few occasions in a training centre in of the EU members states.

As soon as the equipment is available and the premises fully functional, the training activities can be moved to the training centre in Danilovgrad. After the ratification the activities will be carried out in the ReSPA seat in Danilovgrad as an international organisation under the new appointed management.

The exact cut-off dates for the premises/equipment and for the ratification by 5/7 including Montenegro are uncertain. The ReSPA team at EIPA, in cooperation with the Steering Committee and the EC will need to adjust accordingly so that training delivery is as little affected as possible by the uncertain

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<sup>1</sup>. This document has been prepared at the ReSPA team at the OECD by M. H. List, EIPA Staff on Loan to the OECD for the period 29 September 2008 – 15 December 2008 in view of the hand-over of the ReSPA project from OECD to EIPA.

This document has been produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union. Neither do they necessarily reflect the views of the OECD, its Member countries or of the beneficiaries participating in the activity.

calendar. The overall objective remaining that the maximum of training is delivered as soon as possible in Danilovgrad.

## **1. Steering Committee and Board meetings**

According to article 16 of the draft IA, the Board shall meet quarterly. The Board shall meet within 2 months of the entry into force of the IA. It shall meet at least once a year at Ministerial level.

Under the assumptions stipulated above, we foresee two Steering Committee meetings, in January and April 2009.

**10<sup>th</sup> session of the Steering Committee, end January 2009.** The ReSPA team at OECD will report on the 2008 activities. The Steering Committee will be expected to validate the ReSPA by-laws (RoP, Financial and staff regulations) for approval at the first session of the ReSPA Board. The Steering Committee will also be expected to validate the recommendation of the ReSPA selection committee for ReSPA director, and initiate work on the selection of other Staff.

The agenda will contain a discussion on the final work programme 2009 to be approved

**11<sup>th</sup> session of the Steering Committee, end of April 2009.** The agenda will concentrate on a review of the training programme delivered in 2009, the progress made on the institutional building of ReSPA and a discussion of the events of the action programme 2009 to come. This session will be organised back to back with the 3rd meeting with EU Schools of Public Administration. (see infra)

**First session of the ReSPA Board of Governors mid 2009.** This meeting will focus on the further institutional building of the ReSPA seat in Danilovgrad. During this first session, the Board will appoint the ReSPA Director, the later will sign the Host Country Agreement. The Board will approve the ReSPA by-laws, including its Rules of Procedures and establish its budget Committee as per ReSPA by-Laws (currently in draft).

**Second session of the ReSPA Board, November 2009.** The agenda will mainly focus on the progress done on the institutional building of the ReSPA seat in Danilovgrad and the priorities to be set in this area. The discussion on the results of the TNA and draft action plan 2010 will also be part of the agenda.

Timing, frequency and sequence of the ReSPA Board Meetings might differ from the above so as to take account of the IB progress made, the prescriptions of the by-laws, and subsequent obligations.

## **2. ReSPA web site**

The web site will be maintained by EIPA till ReSPA will become a legal entity and these tasks can be transferred to Danilovgrad. The site will be transposed before the end of April from Paris to Maastricht, and as soon as the IA ratified, from Maastricht to ReSPA

The web site is an important mean to contribute to the visibility of ReSPA. When developing the substance of the web site it should be considered that the communication has to be done to a wider audience.

It is also worth to explore how the web site can be used to disseminate fruitful documentation

### 3. **Training and development programme**

The proposed training activities as formulated below are based on the training needs analysis carried out in October 2008. This needs analysis has been implemented along the lines of the TNA methodology as this was approved earlier by the Steering Committee.

After approval of the proposed training programmes a detailed programme for each course will be prepared and sent to the SC members

#### ***I Understanding the European Union and the process of EU integration.***

In view of the Stabilisation and Accession Agreement that has been signed by most of the ReSPA partners and support for this process by their administrations it is of crucial importance that there is a certain level of knowledge and understanding on European Union issues within the Administration.

For this purpose in 2009 four times a four day programme will be organised that provides comprehensive information of the organisation and functioning of the European Union.

It will for instance include; the role of the different EU institutions, the three pillars, EU decision-making, the policy areas of the EU, the process of preparing for EU integration and the various programmes supporting this process.

The models and systems explained will be illustrated by concrete examples.

Target group: civil servants who will be involved in European issues

Number of participants: Maximum 28

Duration: Four days

Location: Danilovgrad or a host training centre in the region

#### ***II Strategic management; from defining strategic objectives to operational planning.***

In view of result oriented management for a successful implementation of the administrations objectives methods have been introduced in the administrations of EU member states and initiatives of this kind have also been taken by the ReSPA member administrations. The implementation of these methods should enable the administrations with clarity, coherence in action, transparency, accountability and linking the activities to budget.

In 2009 two modules of 5 day each will be organised for participants who want to contribute to the development of the process of strategic planning in their respective department. They will be made familiar with the concepts and methodology and through some case studies they will be enabled with skills to implement these techniques in their own practice.

Target group: Civil servant with direct responsibility for the results of their organisation.

Number of participants: maximum 21

Duration: 5 days

Location: Danilovgrad or a host training centre in the region

### ***III IPA management and implementation***

In order to fulfil the need of the development of required capacity for IPA management and implementation of IPA projects a serial of four courses will be set up

The purpose of this training is to provide new IPA coordinators in line ministries with specialised knowledge on technical issues of IPA management and give exposure to practical experiences of absorbing EU funds in other countries. As a result participants should be familiarized with the principles, respective tasks and necessary measures for the programming, planning and implementation of IPA projects.

During the four day courses the emphasis will be on practical issues covering the phases of the IPA programming and EU cycle management such as programming, project identification, project preparation, revision of proposals, preparation of project fiches, feasibility studies, impact assessment, budgeting of the project, tendering, contracting, monitoring and evaluation.

Target group: Civil servants involved or getting involved in IPA programmes

Number of participants: maximum 21

Duration: 4 days

Location: Danilovgrad or a host training centre in the region

### ***IV Impact of EU policies to domestic policy fields***

Harmonisation with the EU law in different areas makes it necessary to enhance domestic capacity in order to comply with EU policies. For the EU member states this is an ongoing process that frequently requires adaptation.

In the training programme 2009 three seminars are foreseen with the main focus to share knowledge and experiences with practitioners from EU member's states who have gone through the process of complying their departments with the demands that derived from the various EU policies. The seminar will have a high level of practical substance in order to provide the participants with tools to use in their own practice.

Target group: Civil servants involved in the policy process

Number of participants: maximum 21

Duration: 3 days

Location: Danilovgrad or a host training centre in the region

### ***V Theory and practise of the Policy Cycle: from Drafting to Evaluating Policies***

The process of policymaking has undergone the last decade quite a significant change. Governments became more and more aware that in a complicated nowadays society a successful development of policies relies on close cooperation with the market and civil society.

This changing scope has implications for civil servants in terms of skills and attitude. Starting a process of communication in an early stage of the policy process with sometimes groups of conflicting interests, dealing with conflicts, media etc. demands well developed social skills.

More emphasis has also been given to assess the impact of the policies in terms of monitoring and evaluation. In the two five day courses that are planned for 2009 attention will be given to the concepts and experiences of the different stages of the policy process like; development, decision-making, planning, implementation and evaluation. The presentation of case studies will be part of the course.

Target group: Civil servant involved in the process of policy making

Number of participants: maximum 23

Duration: 5 days

Location: Danilovgrad or a host training centre in the region

## **VI *Communicating and negotiating with the EU***

In view of the implementation of the SAA and a future EU membership, the administrations of the ReSPA members will have frequent contacts with the EU institutions.

For this purpose it may be important to understand this process of communication with the EU institutions; like what is negotiable, which procedures to be taken into account, how to stand for the own position etc. In two 3 day seminars that will be organised under this theme practices and experiences will be exchanged between representatives of the EU member states and the participants as well as amongst the participants who are in different stages of progress when it comes to the implementation of the SAA.

Target group: Civil servants in the SAA process

Number of participants: maximum 21

Duration: 3 days

Location: Danilovgrad or a host training centre in the region

## **VII *HR concepts and practices***

The introduction of new laws for civil servants that were adopted by ReSPA member governments was also reason to reconsider the role and function of the HR departments.

The HR departments are moving from a more traditional administrative role towards a role with the emphasis on advice and development.

The ReSPA team at EIPA wants to contribute to this process by the organisation of two modules in 2009 for HR experts. The programme will include for instance concepts and practices of HR strategies, staffing, Recruitment and selection, training and development and the role as an advisor on HR issues.

Target group: HR professionals and public managers

## RESPA/SC(2008)4/009

Duration: 5 days

Number of participants: maximum 21

Location: Danilovgrad or a host training centre in the region

### **VIII SAA/Acquis implementation training.**

In view of effective and efficient implementation of the training programme it is proposed to join forces of expertise and to look for cooperation with other international organisations who are planning or /have planned similar activities in the region.

As an example the German non profit institute Inwent has carried out a training needs analysis under 4 of the 7 ReSPA members and has formulated in detail a training plan focussing on:

1. Harmonisation with and implementation of the Acquis communautaire/full implementation of the SAA and
2. IPA management and implementation.

The harmonisation with the national legislation in line with EU legislation and the organisation of the administration to ensure sound implementation is one of the main tasks for the administration that signed the SAA agreement.

Throughout 2009 a number of 4 modules will be organised for in particular these officials who have to deal with the respective areas of legislation.

The area of free movement of good, workers, capital and services can serve as an example.

The aim is to familiarise experts and managers from the line ministries and the central EU coordination body with principles, respective tasks, potential pitfalls, and in particularly, the required measures for the transposition of particular parts of the Acquis into national legislation, including the identification of financial and budgetary implications and required institutional reforms. As a result the capacity of EU coordinators and experts in line ministries to serve as change agents within their respective institution is upgraded, thus strengthening the overall capacity of relevant administrative entities charged with the implementation of the Acquis and the obligations stemming from the SAA to work effectively.

The approach of these modules is to provide participants with specialised knowledge on technical issues of SAA and give exposure to recent practical experiences and good practice from EU member states.

Target group: Civil servants involved in the SAA process

Number of participants: maximum 21

Duration: 4 days

Location: Danilovgrad or a host training centre in the region

## ***IX Management Concepts and Skills for Senior Civil Servants***

For public managers nowadays the challenge is in finding the right balance between having the expertise on the substance of the area they are working in and being able to lead their staff towards the objectives of their department. This often requires a wide repertoire of skills like setting clear objectives, negotiating between different interests, coaching, supporting, motivating, delegation of tasks, handling conflicts dealing with different employees of different age and levels of experience within the administration. In a six days training programme divided over two modules of three days emphasis will be mainly given to people's management. The training will be practically oriented and the own experiences of the participants will be an important input for the training. Between the two modules they will work on an assignment to be used in the second module

Target group: Public managers

Number of participants: maximum 21

Duration: 2 times 3 days

Location: Danilovgrad of a host training centre in the region

## ***X Ethics and integrity and the fight against corruption***

The confidence of the civil society that they will be treated impartially and that there will not be an abuse of power from the side of the administration is an issue of constant concern for modern administrations and is initiatives' taken in that respect are prerequisites for EU member states. It is obvious that this cannot simply be done by a moral appeal on the members of the administration

rather also to take organisational measures in order to reduce abuse of power.

In cooperation with the French ENA and Slovenian Anti-corruption Office, ReSPA might organise two programmes in 2009 with the purpose to make participants familiar with concepts and practices that can be taken to successfully develop the administration to a trustful organisation.

This will be done by the exchange of experiences different countries have in this area. Failures as well as results will be presented and discussed. Attention will be given for successful implementation of policies.

Duration 5 days

Number of participants: maximum 21

Location: Danilovgrad or a training centre in the region

## ***XI Europe in Action: Training on EU Leadership Competences***

In cooperation with the Dutch Institute of Public Administration a training programme will be organised under the title **Europe in Action! an international training programme**

Since the Dutch Presidency ROI has developed, with the support of the Netherlands Ministry of Interior and Kingdom Relations and the Directors of EU National Schools and Institutes of Public Administration (**DISPA**), a common competence frame for Europe which is described in the book "*Excellent Public Leadership*" by Becking and Hopman. The schools, including the European Administrative School (EAS/EPSO), agreed that the competencies are an important step towards the development of programmes as well as for the further development of common (trans-national) training programmes.

Together with colleagues both national and European, ROI has taken the next step in this project which is an international training programme called *Europe in Action*. Europe in Action is an innovative programme, developed on the basis of the 7 core competencies for Europe and is open for senior civil servants in leading positions from all member states. In this programme senior civil servants in leading positions can develop and strengthen those competencies which are needed:

[1] to manage successfully and act effectively in the international context in the various EU fora and institutions· [2] to be capable of shaping and implementing EU policies at the national level.

The course is built based on a blended learning approach.

Target group: Public managers

Duration: 5 days

Number of participants: maximum 21

Location: Danilovgrad or a training centre in the region

## ***XII European integration: Summer School in Bruges***

As the prolongation of a successful course in 2008 also in 2009 21 participants will be offered during the summertime to take part in a three weeks training programme. This programme will offer a comprehensive analysis of the EU, its institutional and decision framework and of politics. Week 1 focuses on the key aspects of the European integration and the EU decision making process. Week 2 and 3 offer policy-oriented sessions, taking an analytical approach to the major EU policies, as well as a series of practical sessions, involving simulations and workshop aimed at enhancing the participant's professional skills.

Number of participant: 21

Period: July/August

Location: Bruges, Belgium

## **4. Communities of Practice.**

In 2009 efforts will be made to materialise the idea of the communities of practice as this was mentioned earlier in SC meetings. It should focus on the exchange of experiences amongst practitioners of the ReSPA members with the purpose to enhance knowledge and strengthen cooperation where this is relevant and useful.



With support of the SC members an area can be identified that in particular might be relevant for this purpose and subsequently a group of experts coming from the different ReSPA member governments can be contacted and motivated to take part in such an event.

For instance, ReSPA phase 1 and the ILO-ITC developed a regional initiative on Public Procurement Training. This initiative will be materialised in an IPA funded programme to be delivered in 2010. In 2009, Sigma will develop a generic competence based training materials on public procurement. In the second half of 2009, ReSPA will organise a meeting for the experts working on this issue

Number of participant: tbc

Period: Second half 2009

Location: Danilovgrad or a training centre in in the region

## **5. Fourth ReSPA Annual conference**

In line with the design of the three previous annual conferences the 2009 conference will be organised during the period October-November 2009

Steering Committee members are invited to suggest themes as well as the location for the fourth ReSPA annual conference.

In line with the Thessaloniki agenda the topic of the conference will be linked to issues on legislation which will be defined in the course of 2009.

Time and location will be decided in consultation with the co-organiser and host country;

## **6. Third Annual meeting of the Schools of Public administration in the Western Balkans.**

The ReSPA convention between EIPA and the EC specifies that a third meeting of the Heads of Schools of Public administration of the region should take place in the course of 2009.

Based on the experiences on the ReSPA activities so far it is suggested to have a discussion on how ReSPA can contribute to a further professionalism of the National Schools and how added value through ReSPA contributions can be maintained.

Steering Committee members are also invited to coordinate with their respective Heads of Schools and institutes of Public Administration and suggest possible themes as well as location for the thirds annual meeting of the Heads of School of Public administration in the Western Balkans.

**Calendar:** May or June, to be decided in consultation with the co-organiser and host country

## **7. Meeting of the Head of Schools of the EU Member States**

For 2009 a meeting is planned for the Heads of School of the EU members States.

The ReSPA team at EIPA suggests the following issues on the agenda.

- The contribution of the Schools to the further development of the ReSPA training programmes.
- Programmes delivered by The National Schools of the EU member States as a joint initiative
- Cooperation between local and foreign experts on the delivery of ReSPA programmes
- Cooperation between ReSPA and the National Schools in view of professionalism of ReSPA

Steering committee members are invited to come up with suggestions for themes of the agenda.

Suggested period: April 2009 as suggested back to back with the meeting of the Steering Committee and in consultation with the participants and host country

## **8. Networking**

As for the further development and visibility as ReSPA a professional school of administration in the region the participation in networks is considered as an important issue

It is suggested to continue the participation at the NISPACEE, EGPA and IIASA annual events for instance delivering a presentation, moderating a group session etc.

With the organisers it will be explored how ReSPA can have an active role in these events by for instance delivering a presentation, moderating a group session etc.

The application for official membership will have to be one of the first tasks to be taken up by the ReSPA management as soon as it comes officially in charge

At any moment in 2009 the management of ReSPA will take over the representation function from the Secretary to the Steering Committee.

## **9. Institution Building**

In 2009, the ReSPA team at EIPA will assist in the completion of the institutionalisation process (including consultation with the Steering Committee/Board and the administrations of the members of ReSPA on the institutional issues in relation to the international agreement and its implementation, preparation of implementing rules of the international agreement, preparation of job profiles, organigrammes, hiring of Director and office staff etc. This will also include Assistance and transfer of experience to the Staff of the Secretariat in order to enable them to organise the training and other activities as described in the International agreement

### Schedule of the indicative training activities 2009

activity	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	dec
Understand EU		1		2					3		4	
Strat man					1					2		
IPA man			1	2		3				4		
Imp EU pol		1			2	4						
Policy cycle			1								2	
Comm. With EU			1							2		
HR concepts				1							2	
SAA/Acuis imp		1			2	3						4
Man concepts					1	2						
Ethic and Int					1				2			
Europe in Action				1								
EU Summer school							XXXX					