



ReSPA
Regional School
of Public Administration

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Agenda for a tailored EU Budget Support workshop for Serbia

Belgrade, 22 – 24 March 2017

PROVISIONAL AGENDA



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This workshop has been tailored for civil servants from Serbia to use their knowledge of EU Budget Support as a basis for a Sector Reform Contract implementation. The training will be focussed on using sector monitoring for demonstrating eligibility and performance indicators for calculating variable tranches and coordinating incentives to perform. It will put the onus on the participants to learn how sector monitoring of Public Administration Reform feeds the SRC monitoring, coordination and communication. It will help them appraise the gains that 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 will build specifically on the work currently done for DG NEAR on linking planning, monitoring and evaluating. Serbia has already developed experience in SBS, received training on SBS and on designing IPA interventions and monitoring. **This training workshop will specifically tackle the implementation (eligibility and performance), coordination and communication aspects of SBS.**

1. The course structure

This three-day training workshop on Budget Support would combine the principles and experience in SBS (theory) with a case study through a game.

This would be presented through slides and sharing of experience drawn from real life examples to illustrate essential concepts and practices. This will help participants understand and apply to relevant phases of the BS. After the presentation it 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 would then be divided in 3 groups of stakeholders and will receive a small set of instruction clarifying the common goal: implementing a Sector Reform Contract, achieving change and ensuring full disbursement

The game blends both competitive and cooperative traits, reproducing thereby a more realist context in which one will then need to set indicators of performance that serve to disburse (so very different impact for the EUD, the Ministry of Finance and the sector ministry). This provides an environment where the learner can fail safely, and can repeat the procedure multiple times. In the cooperative side, players' motivation depends not only on how well they are doing but also on how well others in the game are doing.

The game is divided into modules using a context developed by the trainers. Each round must be completed before moving onto the next. As a result, it is easier to identify and remedy all the issues that might have been overlooked, with a classical course. After each round, trainers would present the outcome of the game and debriefing using the concepts and tools of the course to explain the progress and the results

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

Objective

The objectives of the workshop is to ensure that the participants develop a practical

understanding of sector approach in the context of IPA funding, with the particular focus on PAR, and know how to implement budget support in an effective way.

Target Audience

This course targets participants from National IPA Coordinator's (NIPAC) Office, Ministry of Finance, Ministry of Interior, Ministry of Education, Ministry of Public Administration and Local Self-Government, Republican Secretariat for Public Policy, Customs Administration of the Republic of Serbia, Serbian Government General Secretariat and EU Delegation staff.

Pre-requisites

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

- Familiarise themselves with the Budget Support Guidelines and its annexes,
- Follow the online training,
- Read the chosen PAR Strategy and Action Document.

Learning outcomes

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

- Knowledge:
 - SBS: principles, objective, requirements for demonstrating eligibility and how they **impact on sector monitoring, requirements for policy dialogue, coordination and capacity development** (accompanying measures);
 - the **SBS intervention logic and how it links to the sector, its monitoring, coordination mechanisms and evaluation;**
 - the **sector monitoring and performance assessment requirements for eligibility and disbursement;**
 - how the stakeholder's analysis informs **the communication strategy;**
 - how **sector monitoring and coordination feed the communication.**
- Skills:
 - To be able to monitor an SBS 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 SRC 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 presentation 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 Serbia Public Administration Reform 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.

4. 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.

5. Agenda

Besides the introductory remarks, the main themes that should be treated during the training workshop are:

- Theme 1: **Communication** - using the stakeholders' analysis and intervention logic to communicate (Group Work Day 1, context setter providing by trainer)
- Theme 2: Sector Reform Contract **implementation** - using the sector strategy for demonstrating continued eligibility (Group Work Day 2)
- Theme 3: Sector Reform Contract **monitoring for performance assessment** (Group Work Day 2)
- Theme 4: Sector Reform Contract **coordination** (Group Work Day 3)
- Conclusion: Key lessons and implications (Group Work Day 3)

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

Agenda for a tailored workshop BS implementation, coordination and communication for Serbia

DAY 1	8:30-11:00	11:15-13:00	14:00-17h00	17:15-18:00
	<p>Introduction Theme 1: Communication - using the stakeholders' analysis and intervention logic to communicate</p>	<p>Theme 1: Communication - using the stakeholders analysis and intervention logic to communicate</p>	<p>Theme 1: Communication - using the indicators and progresses to communicate</p>	<p>Theme 2: Sector Reform Contract implementation - using the sector monitoring for reporting continued eligibility</p>
	<p><i>Introducing the course and its logistic: mixing training and practical exercises- getting to know each other - 40 mn</i></p> <p><u>Recall of principles of Sector Approach and analysis implications for programming SBS – 15mn:</u> the SPD, its content and purpose</p> <p><u>Recall of Budget Support – 20mn:</u> 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><i>Short break – 15 mn</i></p> <p><u>Communication or Visibility – 1h:</u> what is being communicated? To whom? To achieve what? Using stakeholders' analysis for communication. Ensuring that the intervention logic and its indicators are communicating objectives and desired change. Developing a simple but differentiated communication strategy</p>	<p>Plenary discussion on visibility, communication and external support</p> <p><u>Group work 1h15:</u> using the documents provided (logic of intervention, sector strategy), agree on a communication strategy for all key stakeholders selected</p> <p><u>Debriefing – 30mn; key issues to be communicated upon, links to the SRC and the PAR</u></p>	<p><u>Plenary discussion on choices made</u></p> <p><i>If necessary - recall of Indicators and their use in SBS – 1h: 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. Duration, funds distribution (tranches and indicators), complementary measures</i></p> <p><u>Group work 1h:</u> using the document provided, agree on what aspects should be communicated upon</p> <p><u>Debriefing:</u> the role of indicators in communication and the role of evaluation</p>	<p><u>Recall of eligibility basis – 30 mn:</u> defining eligibility requirements for each eligibility criteria. Reporting to demonstrate eligibility for each criterion and reporting</p> <p>Defining assessment planning for the duration of the SRC. – 15 mn</p>

DAY 2	8:30-11:00 Theme 2: Sector Reform Contract implementation - using the sector monitoring for reporting continued eligibility	11:15-13:00 Theme 3: Sector Reform Contract: monitoring for performance assessment	14:00-17:30 Theme 3: Sector Reform Contract: monitoring for performance assessment	17:30-18:00 Theme 4: Sector Reform Contract coordination
	<p>Recap Day 1</p> <p><u>Group work -1h30</u></p> <p>For the PAR, agree on assessment timing and how to demonstrate and report on eligibility.</p> <p><u>Debriefing of the group- 30mn</u></p> <p>Review of the current of state of play in Serbia for demonstrating eligibility – 30mn</p>	<p>Defining assessment planning for the performance indicators – 30mn</p> <p>Defining each indicator to allow assessing performance - 30mn</p> <p><u>Group work 1h30 (start) – using selected indicators, agree on indicators' specifications and assessment planning.</u></p>	<p><u>Group work continued – using selected indicators, agree on indicators' specifications and assessment planning.</u></p> <p><u>Variable tranche calculation – 15mn:</u> scoring methods, weight distribution</p> <p><u>20mn Break</u></p> <p><u>Group work 1h30 – using selected indicators ad provided values, agree on disbursements to be made in every year.</u></p> <p>Debriefing: key issues encountered and lessons for the PAR in Serbia</p>	<p><u>Implications of SBS for each ministry – 30mn:</u> what is coordination? Sector, budget and monitoring. Coordination of multiple stakeholders: the principal-agent relationship. Implications, the role of line ministries</p>
DAY 3	8:30-10:00 Theme 4: Sector Reform Contract coordination	10:15-12h15 Key lessons and implications	12:30-13:00	
	<p><u>Recap day 2</u></p> <p><u>Group work –</u> agree on a coordination structure, demonstrate strengths and weaknesses for the PAR and for the SRC</p> <p>Debriefing: key issues encountered.</p> <p>Review of the current of state of play in Serbia</p>	<p><u>Group work – 1h30:</u> 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><u>Key lessons from budget support evaluations – 30mn:</u> what can be achieved with BS, conditions for success and potential benefits of budget support in accession countries</p>	<p><u>Evaluation and Diploma (30mn)</u></p>	