

COMMUNITY OF PRACTICE ON PUBLIC SECTOR INTEGRITY WORKSHOP

22-23 OCTOBER, 2025

DRAFT Agenda

National Academy of Public Administration, Belgrade, Republic of Serbia

Background

Integrity in the public sector is a foundational pillar of good governance, essential for ensuring trust in institutions, preventing corruption, and fostering rule-based service delivery. Across the Western Balkans, integrity challenges—ranging from conflicts of interest and political patronage to weak enforcement of codes of conduct—continue to undermine public trust and hinder progress in Public Administration Reform (PAR) and the European integration process. Recognizing that integrity is not merely a legal or procedural issue, but a core value that must pervade public institutions and their culture, ReSPA has intensified its focus on this topic. According to SIGMA's 2024 assessment, while the Western Balkans generally have solid legal and policy frameworks for public sector integrity, their effectiveness is hampered by weak enforcement, political interference, and a lack of reliable data. Implementation of anti-corruption strategies lags behind, whistleblower protections remain flawed, and lobbying regulations are underdeveloped. Mechanisms such as asset declaration and integrity-related disciplinary procedures are often insufficiently regulated, poorly monitored, or lack transparency.

In this context, ReSPA has worked closely with public institutions across the region to identify concrete bottlenecks and capacity needs in promoting ethical conduct, preventing corruption, and institutionalizing integrity mechanisms across the public sector. This collaborative effort culminated in the development of a comprehensive **Regional Analysis on Public Sector Integrity**. The analysis mapped the legal and institutional frameworks, examined existing practices of integrity management, highlighted training efforts, and drew on relevant EU experiences to propose actionable and context-sensitive recommendations. Importantly, the regional analysis underlined the need for coordinated integrity strategies that go beyond formal compliance—emphasizing proactive risk prevention, systematic ethics training, improved inter-agency cooperation, and the creation of a professional culture that values transparency and accountability. It also signals that the promotion of integrity must be embedded within broader HRM, policymaking, and digital transformation agendas.

The working version of the document was completed in June 2025 and served as the basis for the comprehensive and inclusive consultation process with WB public sector counterparts, which begun with the **Regional Public Sector Integrity Workshop** (June 2025). The event convened a diverse set of public administration stakeholders and integrity institutions from the Western Balkans, and served as the platform to reflect on shared challenges, highlight promising practices, and identify paths for regional cooperation and mutual learning. The principal objectives of the workshop were to present the key findings of the draft Regional Analysis on Public Sector Integrity and to address the following issues:

- To raise awareness among the civil servants from WB administrations on the key public sector integrity challenges, along the lines of the ReSPA regional analysis and its key findings.
- To explore the best modalities to improve the public sector integrity governing policy and legal frameworks, and institutional practices, along the lines of the ReSPA regional analysis and its key recommendations, and the experiences from the French public administration.

As the final output, the Community of Practice (CoP) on Public Sector Integrity Community of Practice (CoP) has been established at this event, as a long-term cooperation framework for the representatives of WB administrations. The CoP would engage representatives of Western Balkans (WB) governmental ministries in charge of public administration, public sector training institutions, and agencies in charge of the prevention of corruption.

The regional CoP would serve as the operational mechanism for regional peer exchanges on best practices, implementation of integrity trainings, coordination of pilot trainings in respective WB administrations, partnerships with civil society organizations to strengthen awareness-raising, and academia to include public policy research inputs.

Under the project “*Strengthening capacities in ethics and integrity in public service in the Western Balkans*”, supported by the Ministry for Europe and Foreign Affairs of the Republic of France, ReSPA would organize the workshop for the CoP members with the focus on the following topics:

- Presentation by the French Anti-Corruption Agency (AFA) and their education and communication digital resources.
- Presentation of the existing online communication and educational resources (online courses, especially) in the WB administrations.
- Practical sessions on localization of French integrity communication and promotional digital resources (adding the regional legal and institutional specifics to the content that deals with the general standards in regards to the key elements of integrity – asset declaration, conflict of interests, whistleblowers protection, etc.)
- Consultation session with the external experts to be engaged to develop the content for the online course on public sector integrity

Participants

The event would bring together representatives of three types of institutions from the WB administrations:

- ✓ Anti-corruption agencies and/or similar institutions tasked with the monitoring of integrity plans, their implementation and reporting by the public sector institutions;
- ✓ Agencies in charge of the public administration training / human resources management;
- ✓ Ministries of public administration (or equivalent), in charge of the PAR strategies and action plans.

Objectives

Overall objective: To improve the public administration's capacity to effectively prevent and address integrity risks, foster a culture of integrity, and contribute to greater public trust in institutions in the Western Balkans.

Specific objective: To develop practical training resources, enabling public sector professionals to mainstream integrity and provide actionable recommendations for strengthening integrity systems in alignment with EU standards.

AGENDA

DAY I

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| 08.45 – 09.15 | Registration |
| 09.15 – 10.00 | Welcome and opening remarks <ul style="list-style-type: none"> ➤ Representative of the Ministry of Public Administration and Local Self-Government of the Republic of Serbia ➤ Representative of National Academy of Public Administration of the Republic of Serbia ➤ Maja Handjiska Trendafilova, Director of ReSPA ➤ Representative of the Embassy of the Republic of France to Serbia ➤ Representative of EU Delegation to Serbia |
| 10.00 – 11.00 | French Public Sector: Integrity learning opportunities and resources <i>Olivier Salvador and Claire Dubois- Lindon (Agence française anticorruption - AFA)</i> |
| 11.00 – 11.30 | Coffee break |
| 11.30 – 12.30 | French Public Sector: Integrity communication - resources and practices <i>Olivier Salvador and Claire Dubois- Lindon (Agence française anticorruption - AFA)</i> |
| 12.30 – 14.00 | Lunch |
| 14.00 – 14.45 | Mapping of available learning needs and resources on public sector integrity in the Western Balkans <i>Department of Public Administration of Albania</i> <i>Agency for Prevention of Corruption of Serbia</i> <i>The State Commission for Prevention of Corruption of North Macedonia</i> |
| 14.45 – 16.00 | Peer exchange on the elements of the Public Sector Integrity learning course: <ul style="list-style-type: none"> - Structure - Standards / Policy / legislative framework |

DAY II

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| 09.00 – 10.15 | Peer exchange on the elements of the Public Sector Integrity learning course: <ul style="list-style-type: none"> - Conflict of interests - Asset declaration |
| 10.15 – 10.45 | Coffee break |
| 10.45 – 12.00 | Peer exchange on the elements of the Public Sector Integrity learning course: <ul style="list-style-type: none"> - Whistleblowers protection - Ethics |
| 12.00 – 13.00 | Peer exchange on the elements of the Public Sector Integrity learning course: <ul style="list-style-type: none"> - Reporting - Communication |

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| 13.00 – 13.30 | Conclusions and next steps. Post-event evaluation |
| 13.30 – 14.30 | <i>Lunch</i> |