



ReSPA

Regional School
of Public Administration

BUILDING TOGETHER
GOVERNANCE FOR THE FUTURE

In-Country Support Mechanism

Projects in a Nutshell 2021 - 2022



Dear reader,

It gives us great pleasure to present to you a summary of part of our accomplishments and the path we have travelled, jointly with line ministries and public administration institutions across the Western Balkans, in developing modern and citizen-centred public administrations through implementing the In-Country support projects.

With the In-Country Mechanism, we have connected about 500 people from the region involved in different areas of public administration, working on processes and services that will lead to a better life for our citizens and more resilient societies and economies. As a focal point for sharing the EU values and expertise, we have delivered more than 20 regional learning and knowledge-sharing events and provided expertise for drafting strategic documents for the Western Balkans governments in the Public Administration Reform.

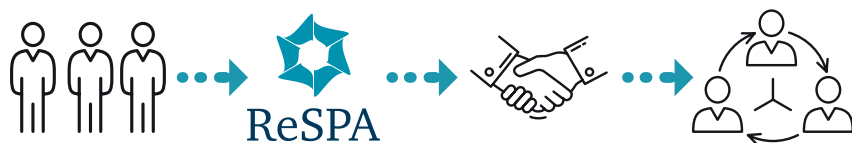
We will continue to build on this instrument's legacy in supporting our Members facing different challenges and needs on their paths towards reforming their public administrations.

We are very grateful to the many people and institutions who joined us in this endeavour with commitment and agility, thus making it a success: the participating public officials and their institutions across the Western Balkans, the outstanding experts who shared their cutting-edge knowledge, the teams of the European Commission-DG NEAR and the ReSPA team for the excellent work done in designing and implementing the In-Country projects.

Finally, we believe in an even more fruitful and collaborative future that will showcase many improvements in our societies due to our joint work and commitment.

ReSPA Team

What is the In-Country Support Mechanism?



We introduced this practical and effective wide-range support mechanism to public administration institutions as hands-on support that we tailor to the needs of our stakeholders. For example, up to now, we have supported: the optimization of the processes in public administrations, drafting of different laws (on Civil Servants or Internal Financial Control), development of e-Learning systems, development of digital transformation strategies and numerous other projects in the Western Balkans.

Each ReSPA Member has an opportunity to swiftly address specific need(s) and make a direct impact by requesting expertise in the identified field. Based on detected needs, we tailor each In-country support project to meet specific needs in overcoming different challenges on their paths toward reforming public administrations.



For more information visit: <https://respaweb.eu/17/activities/10>

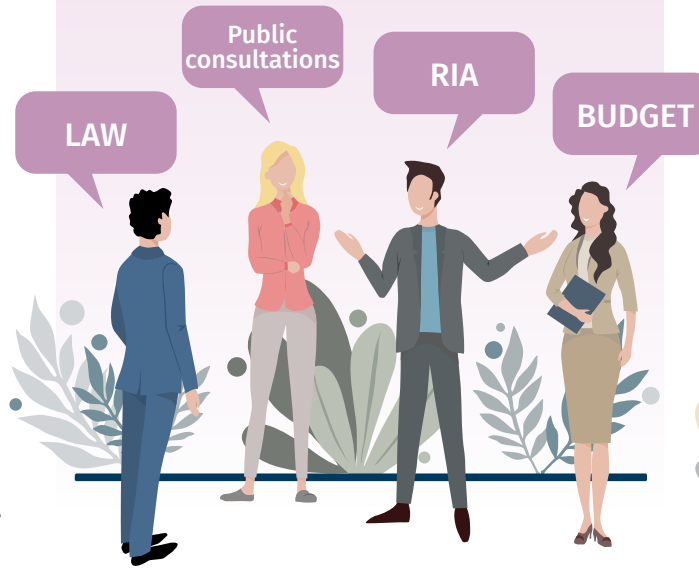
In-Country Support Mechanism Projects in a Nutshell 2021 - 2022

Improvements achieved per thematic areas:

E-GOVERNMENT



BETTER REGULATION



HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT





E-GOVERNMENT



By providing practical solutions, we support our Members in digitalizing public administration: from assisting in developing the Strategies and Action plans to exploiting the potential of ICT technologies in developing citizen-centred services. Our goal is to contribute to reforming public administrations by providing inputs for enhancing E-Governance and providing digital services designed and delivered according to the users' needs. In achieving this goal, we provide technical assistance and expertise to the public administration institutions lacking the adequate capacity to address their needs in building modernized E-Governance and improved digitized services.





We support digitization in the public administration of Bosnia and Herzegovina and thus cheaper, faster, and more accessible obtaining documents for our citizens!



Supporting the development of e-services in the public administration of Bosnia and Herzegovina

In cooperation with the Public Administration Reform in BiH Coordinator's Office (PARCO)

1

First step:

Development of a Situation and Comparative Analysis of the legislative and institutional framework for the key enablers in the digital transformation of the public sector in BiH.

Result:

By developing analyses, we provided a comprehensive overview of the legislative and institutional framework for key enablers and their benchmarking with the existing ones in Croatia and Serbia.



2

Second step:

Development of a Roadmap with milestones and timeframe for developing the key enablers for digital transformation in the public sector of BiH.

Result:

through several workshops, we provided consultation and technical support for the development of the Roadmap with detected key enablers for the delivery of e-services (as per Situation and Comparative Analysis).



3

Third step:

Presentation of the Roadmap.

Result:

We organized the Conference for the main stakeholders to present the Roadmap. This was also an opportunity to elaborate on the practical steps in activating already existing key enablers (e-signature) and developing the missing ones in the BiH digital ecosystem.



Impact on citizens:

A digitalized ecosystem in the public administration leads to digitalized services and simplified processes. That means obtaining the documents in a more accessible, cheaper, and faster way for citizens without waiting in queues.



We pave the way for the digital transformation of the public administration of Montenegro.

The education of civil servants and citizens is essential for using and enjoying the benefits of digitalization!



Development of a Digital Transformation Strategy in Montenegro

In cooperation with the Ministry of Public Administration, Digital Society and Media of Montenegro

1

First step:
Conducting the Situation Analysis for the Digital Transformation Strategy.

Result:
By developing Situation Analysis, we identified strategical challenges and gaps.



2

Second step:
Conducting the Digital Transformation Strategy with objectives, actions and key indicators to measure the strategy's process and impact.

Result:
We developed the Digital Transformation Strategy with an Action Plan 2022-2023 through several meetings and workshops hosted in collaborative and co-creative discussion with experts and a team from the Ministry.



3

Third step:
Supporting the establishment of the Digital Academy as one of the preconditions for successful digital transformation, to educate public officials' students and vulnerable groups in Montenegro.

Result:
We design our activities to support the establishment of the Digital Academy and building capacities for digital transformation in Montenegro.



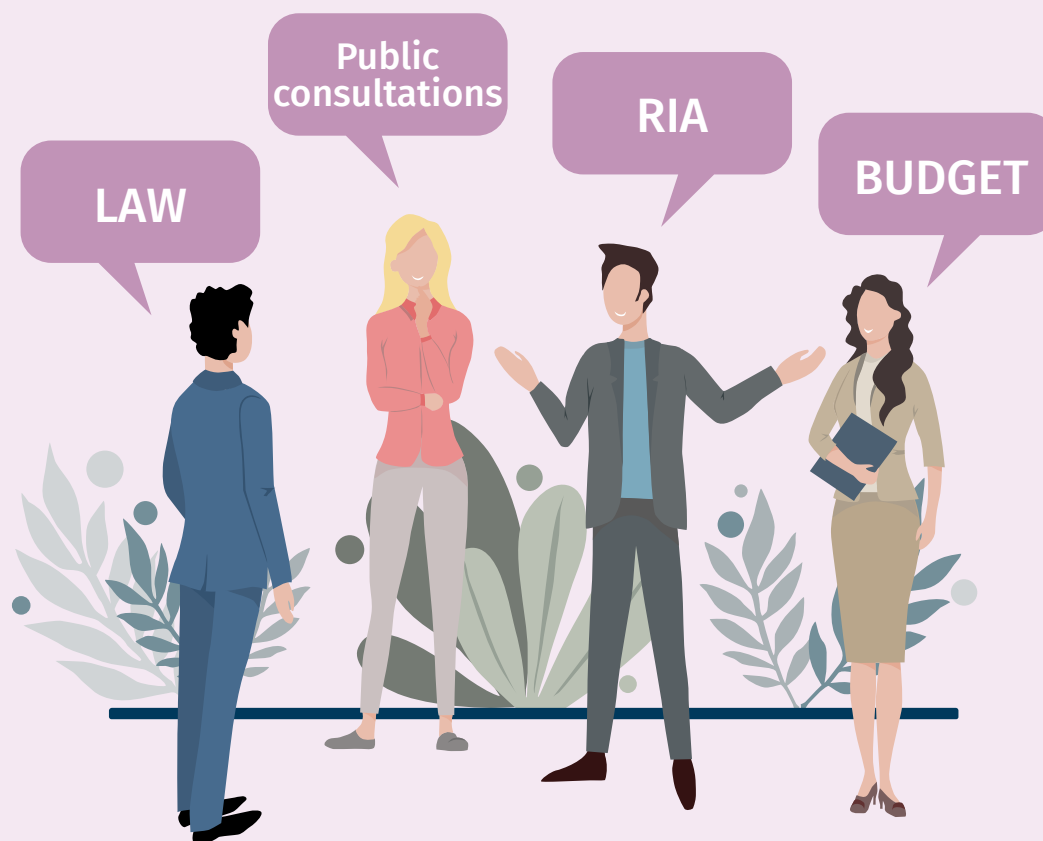
Impact on citizens:

The Digital Transformation Strategy with an Action plan is guidance for transforming the public administration in Montenegro. The Digital Academy will educate civil servants and citizens to be able to work in and use all the benefits of digitalization.



BETTER REGULATION

While implementing structural reforms, governments often face challenges due to lacking capacities in strategic planning and legislation development (proper prioritization, medium-term planning, impact assessment, design, calculation of costs and integration into the fiscal framework). We support them in developing better-regulated public policies and legislation that deliver without creating unnecessary burdens for citizens and businesses, thus enabling better economic performance and a prosperous environment for growth.





We empower civil servants in Albania to improve compliance with RIA standards, for their better usage of EU funds in order to increase investments and employment, and consequently improve the lives of citizens!



Capacity development of public officials to improve RIA standards and quality

In cooperation with the Prime Minister's Office of Albania

1

First step:
Assessing the need for educating public officials working for the RIA Oversight Unit to conduct the RIA process and prepare qualitative RIA Reports.

Result:
We tailored Training of Trainers (ToT) to meet identified needs.



2

Second step:
Education of public officials.

Result:
We organized a two-week intensive ToT programme to empower public officials with practical skills and knowledge needed for reviewing the quality of the RIA reports prepared by line ministries and improve their communication & presentation skills.



3

Third step:
Establishing the pool of trainers who will deliver capacity-building activities on RIA to civil servants across the Albanian public administration.

Result:
After completing the ToT programme and certification, five public officials from the Prime Minister's Office become part of a pool of trainers for delivering RIA capacity-building activities to civil servants across the Albanian public administration.



Impact on citizens:

Educated civil servants will improve compliance with RIA standards, leading to increased number of investments in the future and a more enabling environment for businesses and corporations in Albania. That will directly influence the better life of citizens, better performing private sector and increased employment.



We educate public officials in Albania for better financial control of the government and better and more transparent management of citizens' money!



Education of public officials on managerial accountability

In cooperation with the Ministry of Finance and Economy, Albania

1 First step:
Detecting particular needs to strengthen the managerial accountability in general government units in Albania.

Result:
We designed the Training of Trainers (ToT) programme to meet detected needs.



2 Second step:
Education of public officials.

Result:
We hosted the ToT programme on financial management and control and delegation of tasks and responsibilities.



3 Third step:
Establishment of a pool of trainers who will train their colleagues in general government units on the main concepts of financial management and control.

Result:
We educated public officials to train their colleagues on the main concepts of financial management and control within government units.



Impact on citizens:

Educated public officials will improve managerial accountability in general government units and consequently influence better financial control in the government. That means the government officials will manage the public budget (citizens' taxes) with more accountability and transparency.



We support the revision of the PAR Strategy indicators in Albania so the citizens can easily track advancements in reforms!



Revision of the PAR Strategy indicators 2021-2022 in Albania

In coordination with the Department of Public Administration, Albania

1

First step:
Revising the current set of indicators for monitoring the Cross-Cutting Public Administration Reform Strategy 2021-2022.

Result:
We provided expertise in a set of indicators to monitor the implementation of the PAR Strategy 2021-2022 and detect the areas for revision.



2

Second step:
Preparing materials that contain all the revised indicators' targets for 2021-2022.

Result:
We designed and submitted a set of documents and analyses which contain all the revised indicators' targets.



3

Third step:
Enabling better monitoring of the PAR Strategy 2021-2022, according to the new indicators.

Result:
New indicators enable smooth monitoring of the Cross-Cutting PAR Strategy.



Impact on citizens:

The revised PAR strategy with re-defined indicators will improve the accountability, monitoring and reporting which will enable citizens to track advancements more easily.



We support better management and coordination of EU instruments under IPA II to enhance the rate of absorption of EU funds which directly influences the liquidity of the budget in Albania.



Improving the skills of public officials in Albania on management and coordination of EU instruments under IPA II: Sector Budget Support (SBS)

In coordination with the Ministry of Finance, Albania

1

First step:
Specifying the particular areas for improvement of public officials' skills dealing with SBS.

Result:
Jointly with the Ministry of Finance of Albania, we detected and listed areas for improvement of knowledge and skills of the public officials working on SBS.



2

Second step:
Based on the needs detected, we tailored the training programmes, including large components of practical, on-the-job training.

Result:
We conducted comprehensive training programmes to equip public officials with the necessary knowledge and skills needed for the management and coordination of SBS funds, including on-the-job training.



3

Third step:
Improvement of the management and coordination of SBS.

Result:
After the training programme, we strengthened the capacities of the Albanian public administration in management and IPA II funds (SBS instrument), which led to overall improved management and coordination of EU financial assistance to the country.



Impact on citizens:

Improved management and coordination of SBS enhance the rate of EU funds absorption and direct support to the budget of Albania, thus ensuring the liquidity of the budget with less constraints.



HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

In modernizing and developing citizen-centred governments, Western Balkans governments need to invest in people and enrich their learning through different modules and approaches to respond to societal and digital challenges. We design activities that put the learner first by analyzing and understanding their real needs, which we mirror in our projects' activities.





We assist in the Improvement of the recruitment process in the Albanian Civil Service so that competent people can apply and be selected to work in public administration institutions. Competent public officials are the cornerstone of strong public institutions!



Improvement of the recruitment process in the Albanian Civil Service

In cooperation with the Department of Public Administration of Albania

1

First step:
Understanding the needs from an individual and organizational perspective in detecting the areas for improvement.

Result:
We mapped the content of the training based on detected needs.



2

Second step:
Tailoring the training on interviewing candidates based on the key competencies and behaviour of the evaluation committee members and DoPA representatives.

Result:
We conducted the training for 78 people to be able to interview the candidates.



3

Third step:
Knowledge transfer across the public institutions in Albania.

Result:
We developed the Competency-Based Interview Guide (CBI) and Question Bank (accessible to other PA institutions at a national and local level) to be transferred across the PA institutions to help the merit-based recruitment process.



Impact on citizens:

Improved merit-based recruitment means that competent people can apply and be selected to work in public administration institutions. Qualified public officials lead to more robust and more efficient public institutions.



We support the unification and quality of HR Management in Albanian Civil Service which influences better service delivery to the citizens.



Improvement of the unification and quality of HR management processes in Albania

In coordination with the Department of Public Administration of Albania

- 1** First step:
Analyzing how to increase the usage of administrative online platform by the public officials to improve the quality of the processes and promote it for external visitors.

Result:
We drafted the instructions for the platform's usage and its benefits and defined the production of the video as the most effective communication tool for that purpose. ✓
- 2** Second step:
Production of video.

Result:
We produced the video in a user-friendly format, which provides step-by-step instructions on the platform's usage and explains its benefits. ✓
- 3** Third step:
Using video as an informative tool to ensure the unification of the administrative practices and improve the quality of the Human Resources management processes, and minimize the number of errors.

Result:
Improved communication with users, improved unification of practices, and minimized errors, which influence the quality of HR management processes. ✓

Impact on citizens:

Improved quality of work in public administration and better services delivered to citizens.



We support training & learning management systems in the public administration of Bosnia and Herzegovina, and thus more effective and resilient public administration as the backbone of a better society.



Improvement of training/learning management systems in the public administration of Bosnia and Herzegovina

In coordination with the Civil Service Agencies from Bosnia and Herzegovina

1

First step:
Analyzing the current use of LMS/TMS systems and areas for improvement.

Result:
We detected the bottlenecks and areas for improvement/establishment of modern and functional LMS and TMS systems.



2

Second step:
Analyzing the state of art where the LMS and TMS systems do not exist.

Result:
We identified steps required for the establishment of the system.



3

Third step:
Preparation of roadmaps that would lead to the establishment/improvement of LMS and TMS systems in respective Civil Service Agencies of Bosnia and Herzegovina.

Result:
We provided expertise for the preparation of the Roadmap to improve existing and establish a modern and functional LMS and TMS systems that will schedule training activities, logistics, resource management, instructor engagement, team collaboration, delivery training cost tracking, budgeting, reporting and managing e-Learning, course delivery and progress tracking for a learner.



Impact on citizens:

Modernized and digitalized public administration will be more effective and resilient and thus will lead to better societies.



We improve e-recruitment in the Civil Service Agencies in Bosnia and Herzegovina so they can select competent candidates that will influence the overall improvements of the institutions and better services for the citizens.



Development of software for e-recruitment in the Civil Service Agencies in Bosnia and Herzegovina

In coordination with the Civil Service Agencies from Bosnia and Herzegovina

1

First step: Development of functional analysis of the software application based on the CSA needs.

Result: Document on functional analysis developed with planned functionalities: Login, Dashboard, User Profile Management, Logout, Codebook management, User management, candidate management, vacancy management, dashboard management, document management, application management, exam management, manage exam results, appeal management.



2

Second step: Creating and testing all available functionalities of the first version of the e-Application.

Result: Application presented to the management of CSA of FBiH and CSA of RS.



3

Third step: Development of the software platform.

Result: Software platform “e-Application” developed with incorporated functionalities described within the document on functional analysis.



Impact on citizens:

e-recruitment supports the selection of good quality candidates that will improve the work of public administration and consequently better serve the citizens.



We influence the development of an E-learning platform for the National Academy for Public Administration (NAPA) in Serbia which effectively educates public officials and leads to improved public administration institutions across Serbia and faster implementation of reform processes.



Supporting the development of an E-learning platform for the National Academy for Public Administration (NAPA) in Serbia

In coordination with the Ministry of Public Administration and Local Self Government in Serbia.

1

First step:

Collaboration with NAPA representatives on how to establish an online platform for the application of e-services.

Result:

We provided expertise that guided NAPA representatives in setting up an online platform.



2

Second step:

Setting up an interactive online platform for NAPA that will enable the application of e-services.

Result:

We provided expertise for enabling the application of e-services such as online registration of trainees at NAPA courses, automatic distribution of information, information on training curricula, information on trainers/lecturers, as well as a link to e-Learning courses of NAPA.



3

Third step:

Detecting the need for upgrading the existing online platform.

Result:

We provided expertise for the development of additional modules, which enabled the automatization of programme preparation and the development of a monthly training plan (program compiler module and LMS planning module).



Impact on citizens:

The E-learning platform effectively educates public officials and leads to improved public administration institutions across Serbia, faster implementation of reform processes and thus many benefits for the citizens – lessened bureaucracy and better services for the citizens.



We assist in conducting Comparative Analysis of Good Practices on the role of HR Units in strategic management within state administration in Serbia created a partnership relation with decision-makers in the state administration bodies through proposing policy, practices, and strategies.



Conducting Comparative Analysis of Good Practices on the role of HR Units in strategic management within state administration in Serbia

In coordination with the Ministry of Public Administration and Local Self-Government of Serbia

1

First step:
Needs assessment for conducting Comparative Analysis that will support the development of the HR to become an agent of change.

Result:
We provided expertise in structuring the Comparative Analysis per indicated needs.



2

Second step:
Conducting the Comparative Analysis per detected needs.

Result:
We provided expertise in conducting Comparative Analysis and analytical document on the role of HR units within state administration in the Strategic Management.



3

Third step:
Presentation of the Comparative Analysis and its key conclusions.

Result:
We presented the Comparative Analysis focusing on key recommendations and explanation of the role of the HR unit as an agent of change and methods to be used in encouraging those changes.



Impact on citizens:

The document assists in creating a partnership relation with decision-makers in state administration bodies through proposing policy, practices and strategies to ensure that the structure of employees of the organization influences better quality of services to the citizens.



We assist in setting the basics for conducting online exams in the public administration of Serbia which helps more efficient, transparent, and accessible recruitment.



Development of the Feasibility Study on conducting qualifying exams online in Serbia

In coordination with the Ministry of Public Administration and Local Self-Government of Serbia

- 1** First step:
Defining priorities in conducting the Feasibility Study on conducting exams online.

Result:
We jointly defined the steps in conducting the Study and expected results. ✓
- 2** Second step:
Tailoring the structure of the Feasibility Study.

Result:
We provided expertise in defining the structure for the Feasibility Study. ✓
- 3** Third step:
Conducting the Study.


Result:
Conducted Feasibility Study with examples of good practice in the EU and solutions for conducting professional exams at a distance. It also provides information on the technical, material and other resources required for conducting online exams. ✓

Impact on citizens:

The Study is a baseline of the process that will enable civil servants to conduct online exams.



We assist in the establishment of E-recruitment in the Human Resources Management Service of Serbia which leads to decreased costs and time of recruitment in public administration institutions.



Improvement of E-recruitment in Human Resources Management Service of Serbia

In coordination with the Human Resources Management Service (HRMS) of Serbia

1

First step:
Identifying the steps in conducting Comparative Analyses of good practices on implementation of the E-recruitment.

Result:
We provided expertise in drafting the Comparative Analysis of Good Practices (EU and Western Balkans) on the implementation of E-recruitment.



2

Second step:
Conducting the Comparative Analysis of Good Practices of E-recruitment.

Result:
We conducted the Comparative Analysis.



3

Third step:
Presenting the Comparative analysis.

Result:
We overviewed good practices that can assist Serbia in further regulating the use of online tools during recruitment. Also, the analysis consists of crucial online tools and recruitment stages (and key dilemmas associated with the help of online tools), a legal foundation for e-recruitment, key challenges and recommendations which could enhance the use of online tools in the recruitment procedures in Serbia.



Impact on citizens:

E-recruitment will decrease the costs and time of the employment processes in public administration institutions, and thus be beneficial for many citizens.

HOW TO APPLY?

Each ReSPA Member has an opportunity to swiftly address a specific need(s) and make a direct impact by requesting specific expertise in the identified field. The application/request shall be submitted to ReSPA by a relevant public institution of the ReSPA Member with prior endorsement by its ReSPA Governing Board member.

The requested activities are to be organised solely in the ReSPA Member that required the assistance, and not at the ReSPA premises. The ReSPA Liaison Officers have an active involvement in the organisation of the requested assistance/support.

For more information visit: <https://respaweb.eu/17/activities/10>

In order to speed up the application process, ReSPA advises all applicants of the In-Country support mechanism to consult their draft applications with the respective EU Delegations, before submitting them to the ReSPA Secretariat.

For further information or questions, please contact info@respaweb.eu or visit ReSPA website www.respaweb.eu



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