

ReSPA Programme of Work for 2011

-FINAL-

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1. Introduction

This document describes the activities to be implemented under the Programme of Work (POW) for 2011. The programme is based on the terms of reference of the EC granted contract that has been signed between ReSPA and the European commission and enters into force as of 1 May 2011. The number of ReSPA Governing Board (GB) meetings is fixed in ReSPA's Rules of Procedure for the Governing Board.

The programme covers respectively the following main areas:

- ReSPA GB meetings at Ministerial and Senior Official levels;
- Training and other capacity building activities;
- The establishment of a resource centre;
- Special events;
- The development of methodological guidelines for training programmes;
- Collection and dissemination of relevant documents generated through training and other events;
- Development of a pool of local trainers;
- Internships for civil servants from the region in administrations of EU Member States and/or in other countries in the region;
- Organisation and participation in network activities;
- Activities to enhance the visibility of ReSPA;
- Annual training needs analysis.

The programme is written under the assumption that the majority of ReSPA staff members have taken up their posts in May 2011 and that the remaining positions will be filled before or right after the summer break of 2011. This assumption implies that some activities can be fully implemented in 2011 while others can at the most be started, since ReSPA is expected to be fully operational only during the period covered by the POW 2012. Details will be indicated under the different chapters.

2. Programme of Work

2.1 Board Meetings

According to Article 1 of the Rules of Procedure of the ReSPA Governing Board (GB), the GB at Ministerial Level (GB-ML) shall meet at least once a year, and the meetings at Senior Officials Level (GB-SOL) shall take place four times a year. The GB-ML meeting shall be preceded by a session at the level of Senior Officials.

The first meeting of the GB-SOL in 2011 is planned to take place on 23 March 2011 under the second contract of EIPA. At this meeting the first ReSPA staff members will be approved and the Programme of Work 2011/2012 will be submitted for a preliminary approval.

The second meeting of GB-SOL is expected to take place on 28 June 2011 while the third meeting is envisaged to take place together with the meeting of the GB-ML in September 2011. During this latter meeting, the ReSPA Business Plan 2012 will be presented as well as a draft POW 2012.

The fourth meeting of GB-SOL is planned to take place early December 2011 and will discuss the progress made in 2011 and if possible adopt the POW 2012.

While ReSPA is prepared to host all the meetings of the GB at its facilities in Danilovgrad, the Secretariat would welcome and be prepared to organise the annual GB-ML in the ReSPA Member State chairing the GB.

2.2 The Training Programme

2.2.1 The development of the training programme

The proposed training programme for 2011 has been drafted based on the following information:

a) Post training evaluation

At the end of each training activity, participants were asked to submit evaluation forms. The information obtained from this was supplemented by post training evaluation in October 2010, in which all participants having attended a ReSPA training activity received a document with some post evaluation questions. One of the questions requested participants to indicate which activity or activities would be useful and relevant to be organised by ReSPA.

b) Observations of trainers and programme management

During the implementation of the different training programmes, discussions took place between the participants, the trainers/lecturers, the ReSPA Director and the programme managers from EIPA aiming at getting indications on training priorities for ReSPA. The final reports submitted from the Experts were also taken into consideration.

c) Consulting with stakeholders

The initial training ideas have been consulted with stakeholders from the ReSPA Member States, mainly the officials who are in charge of the national training institutes and/or Central HR institutions. The latter consultations served three main purposes:

1. To check whether proposed training programmes are in line with strategic objectives and contribute to overcome indicated gaps in knowledge and skills;
2. To ensure that proposed training programmes do not overlap, regarding content and/or target group, with programmes that are already organised at national level and/or are widely offered by other donor organisations.
3. To check if the envisaged training activities cover all relevant topics.

d) Progress reports of the EC and Assessment Reports of SIGMA

The obligations and recommendations stated in these reports have been carefully evaluated and possible training measures for senior managers and events to change experiences were and will be developed.

e) Priority areas as defined earlier

In late 2009, the ReSPA Steering Committee defined some priority areas for ReSPA. This decision was guiding the Secretariat when proposing the training programme for 2010. Also for the proposal of the training programme 2011, these priority areas have been taken into account.

These areas are reflected below.

- *Management responsibilities: To date, the specific management responsibilities are rarely defined and managers have only to some extent been held accountable for performance and development of their staff. Since successful reforms and changes are in particular depending on the commitment and support given to the staff by the management, ReSPA could contribute by increasing the awareness of top managers regarding leadership issues. They could then disseminate their knowledge to middle management.*
- *ReSPA as a regional institute can support common standards of training delivery by national training institutes. In general, training programmes are to a large extent delivered by practitioners who lecture on a part/time bases. Often these practitioners do not have*

- the skills or sufficient knowledge of training techniques to design and carry out an interesting training programme. ReSPA, possibly with the assistance of local trainers, could organize specific training programmes for this target group.*
- *Specific Issues on Public Administration and Management. Interest was expressed on sharing knowledge, experiences and skills concerning certain topics of PA and PM, for instance:*
 - *Particularly difficult issues where cross-border exchanges of experience are relevant, e.g. trade issues, CAP, CFP, or other EU policy areas, etc.*
 - *National co-ordination, law approximation and better regulation*
 - *Transparency*
 - *Rule of Law*
 - *Administrative law*
 - *HR and HRD*
 - *To strengthen regional cooperation by exchanging knowledge and experiences on specific policy areas through, e.g., the annual ReSPA conference and the communities of practice.*
 - *Offering a selected group of officials to benefit from special programmes like the summer schools as done this year and in the previous year.*
 - *Exchange and networking programmes (e.g. the Annual Conference and Learning Europe).*

The proposed POW seeks to integrate as much as possible the input as identified in the contributions received from the different SC members.

2.2.2 The proposed training programme

Based on the above considerations, the ReSPA Secretariat has developed the following proposal for training activities to be delivered in 2011 and to achieve a minimum of 2500 participant days:

I. Managing staff: developing the leadership skills of the civil servants

Good public managers at senior level have to have the skills to guide and motivate the middle management and to be able to thus have also a positive impact on the leadership capacities of the managers subordinated to them in order to achieve the set objectives. In times of rapid change, good leadership is often more important than detailed substantive knowledge. This requires a wide range of skills like setting clear objectives, delegation of tasks, monitoring results, negotiating, coaching, managing change, motivating and, handling and solving conflicts.

It is suggested to offer a training programme divided into several modules;

- One on soft skills, such as negotiating, mentoring, coaching, conflict solving
- One on more organisational skills, such as setting objectives, delegating and monitoring

The training will be practically oriented and the own experiences of the participants will be an important input for the training. Depending on the participants, the training may also address advising politicians. The outcomes of these trainings will be to enhance the leadership and management skills of the civil servants; to strengthen the strategic and planning capacities of the participants as well as to propose the sessions for personal and professional development of the individual civil servants. Target group: The programme is meant for civil servants with management responsibility on middle level and above and with some years of experience

II. The development of policies and legislation: from drafting to evaluating policies and legislation

During the last decade, the process of policymaking has undergone quite a significant change. Governments have become increasingly aware that in today's complicated 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 at an early stage of the policy process with groups, who sometimes have conflicting interests; dealing with and resolving conflicts; dealing 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.

Policies in particular in the West Balkan area are almost always embedded in legislation. The manner in which legislation is developed and drafted is an indication of its quality. A law that follows a logical structure and is written in clear, user-friendly language is easier to understand and apply, while poorly drafted legislation leads to mistakes in the implementation, possible litigation and a need for amendments to cure the initial oversights, ultimately resulting in higher costs. Furthermore, it creates uncertainty for citizens and negatively impacts the credibility of the legislator.

While the substantive content of a law matters, a proper format is equally important as is a realistic assessment of the financial, environmental and social consequences of new legislation. To this end, the European Commission is increasingly requiring that both EU Member States and candidate countries undertake so-called Regulatory Impact Assessment.

In the courses that are planned for 2011 attention will be given to the concepts and experiences of the different stages of the policy process like;

- Development
- Policy analysis
- Decision-making
- Planning
- Guidelines for developing legislation in line with EU rules
- Legal structures, drafting instruments
- Implementation, monitoring and evaluation.

Follow-up workshops in order to discuss particular issues in specific policy areas in more depth may be or can become part of the training.

Target group: The programme is meant for civil servants involved in the process of policy making and drafting legislation who want to (re) enrich their knowledge and skills in this area

III. Preventing and Fighting corruption

Decision making in the administration should be transparent and based on the rule of law: citizens should be treated impartially and there should not be an abuse of power from the side of the administration. To meet these requirements and to prevent and fight corruption is an issue of constant concern for modern administrations and initiatives taken in that respect are prerequisites for EU Member States. A rather wide range of measures, regarding organization, HRM, etc. have been taken in EU Member States, but also in the ReSPA region such measures have been instigated. In this workshop the participants will be made familiar and discuss measures taken in different countries, lessons learnt as well as possibilities to successfully implement anti/corruption policies in their respective home country.

In addition, ReSPA will look at the possibility of a developing of a training module on ethical competences for civil servants, to improve the quality of ethical values among the civil servants from the anticorruption point of view.

Target group: The programme is in particular meant for civil servants who have any responsibility in the development and implementation of policies in this area

IV. Quality development

Different models have been used in Public Administration world-wide to improve the quality of the public administration in terms of efficiency, effectiveness and responsiveness.

The programmes which could be offered in this area are on two levels:

- A three-day seminar where participants will be made familiar with the concepts and application of methods like the Common Assessment Framework (CAF), Balanced Score Card, EFQM, TQM. Special attention will be given to the applicability in the various fields of public administration, e.g. policy development, service delivery, etc.
- A workshop to exchange experiences for those who have started to implement quality programmes in their administration

Target group: The programme is meant for participants who are working in the area of quality development and for those with management responsibility and the intention to introduce quality systems in their work.

V. HR concepts and practices

The implementation of new laws for civil servants, which have been or are being adopted by ReSPA Member States, has forced the public administrations to reconsider the role and function of the HR departments as the new laws call for moving away from administering personnel towards managing personnel, in particular finding the right person for the job, career planning and staff development.

ReSPA wishes to contribute to this process by organising further activities in 2011 for HR experts. The programmes will include for instance concepts, practices of an HR unit as well as the application of HR instruments with regard to recruitment and selection, development and training, performance appraisal and the role as an advisor on HR issues.

Target group: Since line managers are more and more involved in HR issues the programme is meant for HR experts as well as line managers.

VI. Impact of EU policies on domestic policy fields

Harmonisation with the law of the European Union in different areas makes it necessary to enhance domestic capacity in order to comply with EU policies. Also for EU Member States this is an ongoing process that frequently requires adaptation.

In the 2011 training programme, seminars are foreseen on specific policy areas with the main focus to share knowledge and experiences with practitioners from the region as well as from EU Member States, who have gone through the process of adapting laws and organizational structures to comply with the demands flowing from the various EU policies. The seminars will have a high level of practical substance in order to provide the participants with tools to use in their own practice.

Target group: The programmes are meant for experts working in the specific policy areas that are covered by the programme:

VII. EU decision-making and negotiations

The objective of this course is to equip participants with the knowledge, techniques and skills to fully understand and more effectively engage in the Brussels decision-taking process. It will address key issues regarding lobbying, such as where to find information, when and who to engage, what

resources to invest and how to maximise impact in any given situation. It will also present how the core EU institutions' work after Lisbon.

Target group: The programme is meant for the civil servants who have to represent their administration in all kind of meeting organised by the European institutes

VIII. Training Methodology

Evaluations of the impact of in-service training activities on improving day to day work have shown that the results are better if training is adapted to adult learning, i.e. delivered in an interactive and participatory way. Teaching ex cathedra usual does not produce the same results.

Given that many trainers involved in in-service training are practitioners, it seems adequate to familiarize these practitioners with participatory training techniques in order to move away from one-way transfer of theory to participation of participants; e.g. by preparing case studies, role plays and simulations.

Target group: Trainers and civil servants who are invited to act as trainers by the training institutions

IX. European Public Procurement, Public-Private Partnerships (PPP) and Concessions

This seminar will be organised with the aim to give the participants a better understanding of:

- The European rules for, and the principles of, public procurement and how these are being implemented in practice, focusing on the Public Sector Procurement Directive (Directive 2004/18) and relevant case law
- An introduction to PPP, i.e. what it is, why it is being used and when it works best
- How and when to use PPP as a means of delivering public services
- How to use the Competitive Dialogue procedure in practice to implement PPP and other complex procurements in a way which promotes value for money
- What changes might happen to the European public procurement rules in future
- Recent developments in the European public procurement, including the Commission's 2011 reform proposals and developments in the field of concessions and what this could mean in practice

The training on PPP will be based on presentations and group work, with an emphasis on a high level of interactivity. Most importantly, the seminar will offer a platform to exchange regional experiences and concerns in dealing with public procurement, PPP and concessions. The seminar is intended to strengthen the capacity of contracting entities regarding the application of the procurement *acquis* in a correct, efficient and transparent way.

Target group: Civil servants who are dealing with programmes which a close link between the private and public sector

X. Working in a multicultural/international environment

In today's fiercely competitive international arena, intercultural competencies but also general protocol rules are crucial to communicate and negotiate successfully.

ReSPA would therefore propose two modules in this area:

- Module One to focus primarily on protocol services
 - to familiarise participants with protocol rules in EU Member States; and
 - to discuss the organisation and scope of tasks of protocol units;

- to exchange experience and to discuss how protocol services in the region could be improved and made more efficient.
- Module Two to target senior staff frequently negotiating in an international environment and focusing on
 - developing an understanding for national idiosyncrasies in negotiation styles and enabling the participants to react appropriately;
 - adapting one's own negotiation style to that of the counterpart;
 - developing an understanding of the "dos" and "don'ts" in different cultures, not only in a professional but also in a social environment.

The latter activity could possibly be further developed and include modules addressing national cultural differences among the EU Member States.

Target group: Civil servants who regularly have to operate in a multi cultural environment

XI. Working with IPA fund for and project cycle management

This seminar provides participants with theoretical and practical information about EU Regional policy and its "relative" - IPA; as well as guidelines and skills to efficiently implement project cycle management (PCM) as the official tool required by the European Commission.

The topics that are included:

- The philosophy of the Regional Policy (RP) of the EU
- Stabilisation and association process of Western Balkan
- IPA, the core and inevitable integral element of the pre-accession process
- Rules, principles and best practices for effective usage of IPA funds
- The requirements for accreditation for the DIS and the specificity of the 3rd and 4th components of IPA.

Target group: Civil servant who are responsible for fund raising, tendering and managing IPA projects.

XII. Summer Schools in Bruges and Luxembourg

Continuing the successful summer courses in 2008, 2009 and 2010, a number of participants will be offered during the summer time to take part in a three-week training programme in The College of Europe in Bruges or a two-week programme in EIPA's European Centre for Judges and Lawyers in Luxembourg.

The programme in Bruges 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-taking 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 participants' professional skills.

As for the Summer School in Luxemburg, the emphasis is on the EU legal framework, its law-making process and the implementation of this framework at the EU and national levels. The first week will focus on the organisation and the process of EU rule-making, while the second week will pay attention to special policy areas and the implementation of EU law at the national level. The programme is oriented towards practitioners and is thus highly inter-active with case studies, simulations and study visits to various national and EU institutions located in Luxembourg.

Number of participants: 14 participants

Period: 4-15 July 2011 Luxembourg (two weeks programme)

4-22 July 2011 Bruges (three weeks programme)

Location: Luxembourg and Bruges, Belgium

In addition, ReSPA will consider participation on other similar programmes which are offered at the regional level. In this regard, ReSPA will connect its work with other EU institutions as well to follow-up on the already established cooperation.

XIII. Decentralisation

Since the process of decentralisation that is taking place in different countries implies also capacity building at the sub-national level, ReSPA intends to organise seminars with the purpose to inform the participants of the main consequences of the process of decentralisation.

Examples will be provided of successful decentralisation as well as failures, the lessons learned and the obstacles to overcome

XIV. Freedom of expression, access to documents and transparency

Article 10 of the European Convention on Human Rights provides the right to freedom of expression, is subject to certain restrictions that are "in accordance with law" and "necessary in a democratic society". Over a period of almost fifty years the European Court of Human Rights has developed its case-law in respect of this article.

Judges and prosecutors in the West Balkans and Turkey are not aware, or not aware enough, about this case law of ECtHR, about relevant European standards and best practices from other countries regarding issues related to press freedom, freedom of access to documents and freedom of expression.

Public officials in all levels of administration have to be made aware that their relationship with media and the general public needs to be professional. A correct and responsible communication with media will increase transparency and trust. The rights of journalists resulting from the implementation of the Law on access to information of public interest have to be communicated to officials at cutting points with media.

Furthermore, public figures have to be made aware that their threshold of tolerance needs to be higher than that of ordinary citizens.

In a training to be provided in this area the aim is to increase professionalism and responsibility of the entire judicial system and stakeholders and also to contribute to the general understanding of dealing with the important issue of freedom of expression and media in young democracies.

2.3 Organising a Study Visit for GB Members to a similar EU institutions

ReSPA in cooperation with identified EU institutions would like to offer 5 days study visit to members of the GB. The aim of the activity would be to strengthen the capacities of the GB members in the area of the functioning of the GB under the international environment. The main objective is to provide a possibility for GB members to explore modalities on how similar body operates on other EU institutions. This activity may be organised on annual basis, taking into consideration that the GB members need to compare the work of ReSPA with other ways, therefore this kind of the activity may enable learning possibilities for the GB members as well as increasing the knowledge on the public administration reforms, European Administrative Space concept, etc. among the members of GB.

2.4 Producing ReSPA publications, analytical papers and other ReSPA assessment reports

ReSPA in future shall look at the possibilities of producing analytical papers, assessment reports and other publications in the area of public administration reforms, civil service reforms, EU integration as well as other relevant topics which fall under the ReSPA scope of work. In this direction, patterns developed and maintained by SIGMA, NISPAcee, and other EU organisations shall be followed. The publications will be developed in close cooperation with international, local/regional Experts that ReSPA will contract and request them to produce paper works under clear instructions of ReSPA staff. These papers will be uploaded and published at the ReSPA website for everyone to have access at any time. The idea is to produce up to 4 paper works per calendar year with the possibility of increasing the quantity over the year. At the beginning the paper works will be published only as electronic versions whereas in the coming years, a possibility of hard copies should be considered.

2.5 Establishing a pool of regional Experts/Trainers

Efforts will be made to have the training activities carried out by Experts/Trainers from the region and/or in cooperation with trainers from EU member states. For that purpose contacts will be made with the relevant training institutes and officials from the ReSPA Member States in order to identify trainers/lecturers who can contribute to the delivery of ReSPA training activities.

ReSPA will moreover define a set of criteria on the basis of which the trainers/lecturers for this training pool will be selected. Criteria will differ, depending on the content of the training. As regards specifically will-be trainers' soft skills, the selection will be based mainly on the following criteria:

- knowledge and understanding of the public administration, culture, procedures, etc.
- experience in delivering training for the public sector;
- ability to apply participatory training techniques;
- evaluation of performance in previous training events.

As regards local trainers for substantive topics, the main criteria to be integrated in the pool would be substantive comparative knowledge. If necessary, ReSPA may also request trainers to participate in a train the trainers course as a pre-requisite for contracting him/her as a trainer.

It is intended to involve local trainers not only in the delivery of training programmes, but also in the further development of ReSPA activities. They will be invited to propose improvements of existing activities as well as new activities. The local trainers may also be asked to give their support to creating and developing the resource centre as described under paragraph 2.8.

Also cooperation between EU and regional trainers will be encouraged. ReSPA will establish a data base on regional and international trainers aiming at easily identifying possible trainers for a given training topic. In addition to the list of Experts/Trainers presented from the national institutions, ReSPA will launch a call for applications for regional Experts/Trainers for creating its own roster of Expert/Trainer database.

2.6 6th ReSPA Annual Conference

In line with the previous annual conferences, the sixth conference will be organised during the period October-November 2011. Given that the fifth annual conference was postponed and will take place only in April, it may be advisable to plan the next conference not earlier than November. The topic of the conference will be identified in close consultation with the GB members and other stakeholders.

It is proposed to consider the annual conference also as an opportunity for ReSPA to strengthen the network between (inter)national institutes/schools and organisations of public administration.

Representatives of these bodies may therefore be invited to attend and, depending on the chosen topic, asked to make presentations.

2.7 Networking

As for the further development and visibility of ReSPA as a professional school of public administration in the region, the membership and participation in various networks seems important. It is suggested to soon become a member in NISPAcee and consider membership in IIASA: further to continue the participation in conferences, organised by NISPAcee, EUPAN, EGPA, UNPAN and IIASA that might be of importance for ReSPA.

ReSPA will explore the possibility to have an active role at these events, e.g. by delivering a presentation or moderating a group session, etc. In due course the value of participation in these networks will be evaluated by the GB

The application for official membership of one or more networks 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.

In addition to the above programme and to strengthen also networking on regional level, ReSPA has started with a new form of high level meetings for specific and crucial offices/departments in the administration. Such meetings would be organised on an annual basis to exchange experience and offer a possibility to discuss specific issues with colleagues from EU Member States.

Target groups for these meetings could be

- the secretaries of the government and their deputies
- heads of the legislative offices and their deputies
- heads of European integration offices and their deputies
- senior officials for e-government or e-services
- senior officials for HRM

These events could take up to two days; topics would be decided by the members of the target group, counterparts from EU Member states, preferably new member states, would be invited to these meetings

In 2009 and 2010, Communities of Practice events were organised in cooperation with the UNDP in Tirana and in Danilovgrad.

However, this initiative is more driven by UNDP agenda (RCPAR in Greece) and the regional ownership is pretty pale. ReSPA may continue to cooperate in this but the relations with UNDP RCPAR needs to be redefined and set up on a different basis.

2.8 Exchange of Civil Servants

With the purpose to give civil servants the possibility to gain different experiences within certain policy fields in the course of 2011, the feasibility of an exchange of civil servants between the ReSPA Members' administrations and between administrations of EU Member States and the ReSPA Members will be further explored.

Amongst others, use will be made of the contacts that have been established with (national) institutes of public administration and other networks that have a link with administrations.

ReSPA aims at organising at least two exchange activities before the end of 2011.

2.9 ReSPA Resource Centre

As it is defined in its objectives, ReSPA will serve as a nucleus when it concerns training and development in the area of public administration. ReSPA therefore has to ensure an organised and

structured approach when it comes to availability, dissemination, development and innovation of training and training materials.

For this purpose ReSPA will make a start in 2011 with the establishment of a resource centre.

The main objectives of this resource centre are:

- To develop guidelines for effective training delivery in different areas;
- To have a data base with a permanent update of training materials and reference materials of the different training programmes carried out by ReSPA;
- To collect and disseminate all kind of materials that have a link to the topics of public administration and public management on which training is carried out and envisaged
- To eventually produce own publications.

The organisation of the resource centre will be a joint effort of the ReSPA staff and ReSPA Members.

The realisation will take place amongst others by:

- Having follow up meetings with trainers and participants and identify the methods, approaches and materials used that made the programme successful
- Involving the providers of the training programmes as well as materials that are linked to the different topics;
- To make use of networks and the cooperation with organisations, administrations and institutes of training and research with regards to the collection of relevant information and materials.
- To have a group of stakeholders (line managers, liaison officers, ex-participants) that can act as a critical consumers group and in this way provide ReSPA with constructive feedback.

In view of ReSPA's role as both becoming the nucleus of a network of existing school of public administration in the Western Balkan and playing an advisory role in improving the performance of national public administration systems, ReSPA intends to develop an award for good governance, eligible would be administrative bodies in the region on all levels of government.

A plan for further realisation will be drafted by the new ReSPA staff members and submitted to the GB at one of its upcoming meetings before the end of 2011.

2.10 ReSPA Website and Newsletter

In the second half of 2011, the ReSPA **website**, which so far was maintained by EIPA, will be transferred to ReSPA. In cooperation with the liaison officers, continuous efforts will be made to develop the website as an attractive and interactive means of communication for ReSPA.

ReSPA will also in co-operation with the liaison officers continue to prepare and publish **four newsletters** per year. The newsletter will concentrate on the development of activities and activities carried out by ReSPA as well as interesting news on public administration and public management from the region.

2.11 Meeting with Heads of EU training institutes

For the implementation of the ReSPA training activities, close cooperation will be sought with institutes/schools of public administration in EU Member States.

In view of this a meeting with Heads/representatives of these institutions is foreseen on 22 March 2011. The purpose of this meeting is to explore how these institutions could support ReSPA in delivering training and how closer cooperation can be established; in addition, important/emerging training priorities and new developments in in/service training may be identified.

2.12 Training needs analysis

ReSPA will carry out the training needs assessment for 2012 with the assistance of the participants who have been nominated by the ReSPA members. The TNA took place on 17-18 May 2011 so that a first proposal for the 2012 POW can be submitted to the Board in September. ReSPA will continue to involve the nominated participants through the next steps of drafting the POW 2012. Each participant who has attended the TNA workshop will be given a TNA template which they will need to fill for their respective needs for the coming period. A consistent approach and methodology on how to do a thorough TNA will be delivered during the mentioned workshop.