

## Draft ReSPA Programme of Work for 2019-2020

The ReSPA PoW is defined at bi-annual basis. The PoW supports the **implementation of the Strategy 2019 - 2024**, and to ensure **proper functioning of the organisation**. This Programme of Work provides an overview of the activities organised by the ReSPA Secretariat that will be implemented during 2019-2020. **The activities for 2020 in this PoW are defined on tentative/preliminary level.** Based on this PoW, the Annual plans of activities will be defined, while monitoring reports will be organised on quarterly base.

The Programme of Work determines what will be accomplished in order to enable the achievement of the **strategic goal: To contribute to the effective response of public administrations in ReSPA Members to the needs of citizens and businesses.** This strategic goal will be achieved through the strengthened regional cooperation in the area of PAR and EI, by interventions implemented within the following **three specific objectives**:

- 1. Improved implementation on PAR and PFM Strategies in the Western Balkans;**
- 2. Improved professionalization of the Civil Service;**
- 3. Improved quality of public services.**

The PoW will be financed through the ReSPA Core budget and donor funds for programme related activities (EU Grant, ADA project).

The concrete interventions are described below. The additional activities that will be implemented and cannot be seen in this PoW will be supported by the ReSPA mechanisms of support: in-country mechanism, peer to peer and mobility scheme. The recommendations from the ReSPA studies and operational conclusions from PAR Special Group meetings will serve as a base for potential activities which will be realised by means of submitting the applications to ReSPA by the countries.

### Intervention Area 1: Coordination of PAR and PFM policies

ReSPA will support the overall coordination, interconnection, implementation and long-term sustainability of PAR and PFM strategies, associated with requirements stemming from the European integration process. Therefore, ReSPA will establish the Programme Committee as an overarching institutional and professional framework for regional peering and policy dialogue.

In line with the Public Administration Principles, ReSPA will contribute to the improved beneficiaries' performance in the horizontal governance and public administration reform fields identified in the national PAR and PFM strategies and in line with the requirements stemming from the EI process. ReSPA will enhance the regional cooperation through the meetings of the Programme Committee, the working groups and other networking events.

Activity	Description of the activity	Year 1	Year 2	Expected output
Establishment of the Programme Committee	The inaugural meeting of the Programme Committee will facilitate connection among the represented institutions and definition of further steps in relation to inter-sectoral coordination of themes and activities performed and identification of issues of regional relevance.	1		Enabling connection and collaboration among the members of PC
Meetings of the Programme Committee	Regular meeting of the Programme Committee focused on inter-sectoral coordination of themes and activities performed and identification of issues of regional relevance and their transposition into concrete programmatic priorities and activities		2	Regular discussion on current relevant topics in PAR/PFM/EI in the region
Meeting with Liaison Officers	National Coordinators/ Liaison Officers will be informed on various aspects of the implementation of activities and their role in the monitoring of ReSPA activities will be enhanced.	2	2	Improvement of coordination of work of ReSPA
Policy paper on PAR and PFM	The Policy Paper will be produced on the topic: The role of PA in the Coordination of Public Policies. Policy recommendations will provide basis for further ReSPA activities and concrete support to its Members through in-country support and peering.	1		Policy paper produced Recommendations identified

Seminar on strategic planning, monitoring and reporting	The seminar will include capacity building and training on planning, monitoring and reporting including the peering among the ReSPA Members.		1	Increased level of knowledge on strategic planning, monitoring and reporting
High-level ministerial dialogue	The ministers responsible for PAR will (together with members of GB SL) have closed meeting to discuss best practises experiences on PAR in Croatia and/or Slovenia and various issues related to cooperation in PAR.	1	1	Increased mutual understanding and develop opportunities for further regional cooperation

**Intervention Area 2: Quality of policy planning in Centre of Government institutions**

ReSPA will support its Members in the area of policy planning and its alignment with EI by enabling the regional cooperation among the Centre of Government (CoG) institutions. During 2019, ReSPA will further enable the functioning of the network among the CoG institutions' representatives through the meetings of the Working Group. This Working Group will be composed of the representatives of the key CoG institutions in the ReSPA Members. The identification of the best practices of the EU or OECD Member States will be enabled by organizing a targeted working visits to the relevant administrations. In order to further support strengthening the capacities for the EU accession negotiations, ReSPA will organize a regular annual Summer School.

Activity	Description of the activity	Year 1	Year 2	Expected output
Meetings of the WG on CoG	Regular meetings of the Working Group will serve as a regional intergovernmental network of senior officials of included institutions and will be focused on the identification of the good practices and their exchange in relation to the financing of reform processes.	1		Regular discussion on the current developments in the intervention Peer to peer exchange Definition of programmatic issues
Policy paper on integrated planning systems	The Policy Paper will be dedicated to the topic of integrated planning system. It will explore the relevant practices of the ReSPA Members and some OECD/EU Member States.		1	Policy paper produced Recommendations identified

Working visit of CoG institutions' (+ PC in 2019) representatives	The working visit will be organised to relevant institutions of one EU/OECD Member State in order to explore their practices related to the insurance of financial sustainability of reform processes.	1	1	Obtained knowledge on relevant experience of one visited administration Enabled networking with the institutions of one visited administration
Summer School on the EU Enlargement policy	Seasonal Schools on Enlargement will be focused on some aspects of the EU Enlargement policy and accession negotiations with the particular focus on certain acquis chapters.	1	1	Increased knowledge on the EU Enlargement Policy

### Intervention area 3: Alignment of policy making and legal drafting with the EU Better Regulation Agenda

ReSPA will support its members in strengthening the Regulatory Impact Assessment (RIA) functions, and in improving the public consultation process, including monitoring of the implementation of consultation requirements. ReSPA will support the development of a policy framework for the ex-post review of regulations by application of the RIA methodology. Following the previous positive results, the Working Group on Better Regulation will continue its functioning in this programming period and will be composed of the representatives of the institutions responsible for RIA quality control.

Activity	Description of the activity	Year 1	Year 2	Expected output
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Meetings of the WG on Better Regulation	Following finalized regional comparative study on Better Regulation on Western Balkans at the meeting of Working group on Better Regulation will be organized the promotion of recommendations from this study. At the meetings of Working group will also be organized discussion and peer-exchange of recognized good practices and networking.	1	1	Regular discussion on the current developments in the intervention Peer to peer exchange Definition of programmatic issues
Participation at the Annual NISPACee Conference	ReSPA and NISPACee have been cooperating in the past period and an MoU was concluded between the two organizations. Therefore, the active participation at the conference by organizing the panel on the recent ReSPA activities has proved to be very useful for the promotion of ReSPA and its Members.	1	1	Update on the recent developments in the area of public administration research
Peer-missions for improvement of public participation	Promotion of Recommendation on Public Participation; peer-exchange and contribution towards improvement of public participation. One peer mission was organized in 2018 and was highly appreciated by the relevant target group.	1	1	Recommendation on Public Participation promoted
<b>Evaluation</b>				
Mid-term evaluation will be conducted by the external expert in 2021.				

**Intervention area 4: Merit-based recruitment and selection**

ReSPA will support strengthening of merit-based recruitment as well as performance evaluation and their linking through the competency framework with the career development. ReSPA will continue to work with the already established HRMD working group and will ensure a platform for exchange of experience among professionals, learning from one another, both from ReSPA Members but also from other countries where examples of good practices exist.

Activity	Description of the activity	Year 1	Year 2	Expected output
Translation, publishing and dissemination of the study on merit-based recruitment	The study on merit-based recruitment produced in 2018 will be translated into local languages of ReSPA members, published and disseminated.	1		Printed study in local languages and English.
Working visit of HRMD Working to Finland	Learning from the experience of Finland on merit-based recruitment. Presenting the ideas for in-country support mechanisms to be supported in 2019. Exchange of experience among the WB countries.	1		Obtained knowledge from Finland on merit-based recruitment and use of competency framework in practice.

Working visit of HRMD to Slovenia	Members of the HRMD WG will pay visit to Centre of Excellence in Finance and will exchange experience regarding the existing leadership programmes and their possible replication in the Western Balkans.		1	Obtained knowledge about the existing leadership programmes and exchanged experience.
Meeting of the HRMD WG	The meeting will be used to exchange experience among country representatives on the progress made in implementation of merit-based recruitment and performance evaluation, and identifying obstacles in implementation.		1	Exchanged experience and obtained knowledge among ReSPA members.
<b>Intervention area 5: Performance evaluation and career development</b>				
In 2018 ReSPA produced a study on performance appraisal with the recommendations for the follow up activities. ReSPA will support its members in more efficient utilisation of the performance appraisal through upgrading of the legal frameworks, providing guidelines and strengthening skills and capacities for proper implementation of Performance appraisal.				
<b>Activity</b>	<b>Description of the activity</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Expected output</b>
Translation, publishing and dissemination of the study on performance appraisal produced in	The study on performance appraisal produced in 2018 will be translated into local languages of ReSPA members, published and disseminated.	1		Printed study in local languages and English.

Development of regional guidelines for conducting performance appraisal of civil servants	The guidelines on performance evaluation will be developed for supporting performance appraisal of civil servants.	1		Guidelines developed
Training of trainers on conducting performance appraisal	Training will be developed for strengthening skills in conducting performance appraisal and obtaining coaching skills. This activity will be discussed with the working group on HRMD. The inputs obtained will be used for designing the programme.		1	Enhanced knowledge, skills of the trainers who will transfer their knowledge to their colleagues.

#### **Intervention area 6: Quality management**

ReSPA will primarily focus on supporting needs of PA beneficiary in domain of QM institutional building through capacity improvement, collaboration and cocreation with the credible institutions and stakeholders and by enhancing inhouse capacities of ReSPA in subject, visibility and recognition of ReSPA QM regional centre in the WB. PA Awards have been identified as one of the most important activities within the Quality Management area primarily to benchmarking and bench leaning. Regional Study on Service Delivery has proven existence of many excellent examples of services developed on national or subnational levels.

<b>Activity</b>	<b>Description of the activity</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Expected output</b>
Regional comparative study on Service delivery.	After the validation process at the end of 2018, the Publication and Dissemination of the Regional comparative study on Service delivery will be organized.	1		Regional comparative study on Service delivery printed and disseminated

Training in TQM tools, ISO 9001 and EFQM	With the establishment of ReSPA QM Regional centre, there is a need to increase the capacities of the Western Balkan region in use of different QM instruments. Therefore, capacity building in domain of use of those instruments will be continued for identified stakeholders from the region.		2	Beneficiary provided with capacity building activities in the area of EFQM and ISO
UNDESA Conference 2019 and 2020 designing ReSPA panel in domain of accessibility of e-Services	Designing of ReSPA Panel within the UNDESA devoted to the state of the art in the Western Balkans in domain of accessibility including preparatory meeting with the UNDESA. Primary source of information will be Regional study on service delivery in the Western Balkans.	1	1	Stakeholder coalition formed
CAF user Conference 2019 and 2020	Taking part at the European CAF Users' Events which are organised biannually with the aim of being an inspiring meeting point for CAF users and to further spread TQM in the public sector in Europe.	1	1	Stakeholder coalition with CAF users strengthened
Development of Methodology for PA Awards	Design of methodology for PA Awards including development of categories and criteria.	1		Methodology for PA awards developed.

Ministerial Conference Public Awards HRMD, QM, EGOV and PC	The activity will be aligned with ReSPA mainstream activities and will be closely developed with ReSPA M&E plan, ReSPA strategy and other relevant documents.		1	Best case examples in the PA in the WB countries selected, awarded and promoted
<b>Intervention area 7: Digitalization of Public Services</b>				
Activities will be related to building further capacities and political commitment in ReSPA countries to improve open data in Western Balkans, including development of Open and Meta-Data guidelines, organisation of Ministerial Conference on Digitalization and as a novelty Seasonal School on Digital skills.				
<b>Activity</b>	<b>Description of the activity/Target institutions/participants</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Expected output</b>
Development of Zero Data Open guideline	Design of the methodological toolkit (guideline) for data opening.	1		Zero Open Data guideline designed
Seasonal school on digital transformation	Digital transformation seasonal school will be designated to different profiles of target audiences and will include interconnected modules corresponding to so call "T profile" training combining Agile learning and Agile leadership, Lean learning, Design thinking, Data journalism, Codification and Prototyping, Change Management, Quality Management in the IT sector, procurement in the IT, etc.	1	1	Seasonal school designed and implemented.

Ministerial conference devoted to the Digitalization and QM, Skopje, Macedonia	The conference will be closely organized with the Chairing country Macedonia and line ministry (MISA) taking into focus digitalization and the priority of Chairing country. Several working group meetings / high level events have been merged into this single event.	1		High level conference with the active engagement of ministers conducted.
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### Intervention area 8. Open Government Partnership

Open Government Partnership brings together government reformers and civil society leaders to create action plans that make governments more inclusive, responsive and accountable. ReSPA will support participation of its Members' representatives at the OGP Global Summits and will organise an OGP regional conference each year.

Activity	Description of the activity	Year 1	Year 2	Expected output
OGP Summit devoted to new IT technologies, 2019 and 2020	Continuation of work with the OGP Secretariat and setting the ReSPA Panel within OGP Summit 2019 and 2020 including the discussion on trends and possibilities for use of new IT technologies in the WB.	1	1	ReSPA Panel at the OGP Summit realized.
OGP Regional conference including Roundtable on Access to Information	The conference will provide platform for OGP national coordinators for exchange of experience in and defining recommendations for further activities. The roundtable within the conference will emphasise the topic <i>Right to Access to Information</i> .	1	1	Regional OGP conference realized including the roundtable discussion on Right to Access to Information.
<b>Other:</b>				
Activity	Description of the activity	Year 1	Year 2	Expected output

<b>In-country support activities (expertise, peering and mobility schemes)</b>		<b>1</b>	<b>1</b>	
<b>Visibility, stationary, promotional, information materials and</b>		<b>1</b>	<b>1</b>	
<b>HR</b>	Communication and Visibility Officer and Administrative Officer	<b>1</b>	<b>1</b>	
<b>Liaison Officers fees</b>	Liaison officers	<b>1</b>	<b>1</b>	
<b>Technical assistance</b>		<b>1</b>	<b>1</b>	
<b>Business information system, software and equipment</b>		<b>1</b>		
<b>Interim expenditure verification report</b>			<b>1</b>	
<b>BACID II ADA funded project, implemented by KDZ and ReSPA</b>		<b>Financed by CORE</b>		

The BACID II is the second phase of the 3-year ADA-funded programme implemented by the Austrian Association of Cities and Towns and KDZ Centre for Public Administration Research. The Programme has impact on overall socio-economic development of Albania, Kosovo\*, Serbia, Macedonia, Montenegro, Bosnia and Herzegovina and Moldova through effective delivery of public services supported by regional cooperation. Following the EU perspective of the region, the Programme supports implementation of the South-East Europe (SEE) 2020 Strategy and its Dimension Governance for Growth through capacity building of national and local public administration as well as partnership with other sectors for implementation of the European principles of good governance including gender and other cross-cutting issues.

The Programme is based on cooperation with public administration bodies in the partner countries, including both national and local level, with strong regional approach achieved through partnership with ReSPA and NALAS as regional networks. In terms of ReSPA it is expected to realize set of activities related to building capacities both at ReSPA Secretariat (support to QM regional centre) and PA administrations of the WB region.

Activity	Description of the activity	Year 1	Year 2	Expected output
Training (3) for QM Centre for ReSPA staff + CAF Improvement Action Plan training (1)	The BACID II project has foreseen a number capacity building activities during the project which will be mostly focusing on the CAF implementation in ReSPA	4		Increased knowledge on the CAF implementation
Training (2) for Open Data	The capacity building activity for RESPA Secretariat will be designated to open data		2	Increased knowledge on the Open Data use in PA

ReSPA Study Visit to Vienna	The study visit to Vienna - KDZ headquarters for RESPA Secretariat representatives will be designated to peer learning (QM instruments implementation)	1		Obtained knowledge on relevant experience of one visited administration (KDZ, City of Vienna). Enabled networking with the visited institutions' representatives.
At least 5 Pilot CAF centres in the WB region (3 workshops per country)	After identifying five pilot centres in the Western Balkan region, each selected institution will obtain three capacity building initiatives corresponding to implementation of CAF (training on CAF, self assessment workshop and designing CAF Improvement action plan including its implementation)	8	7	Support to the initiation of the CAF institutionalization in the PA organization provided through pilot initiatives
DGH (Danube Governance Hub) Conference	KDZ will organize one big conference designated to BACID II project findings at the first year of project implementation (Danube Governance Hub Conference)	1		Stakeholder coalition with CAF users strengthened
DGH Conference & Final Conference	KDZ will organize two big conference designated to BACID II project findings during the second part of the project ( Danube Governance Hub and Final Conferences)		2	Stakeholder coalition with CAF users strengthened

Publication production (QM) including mentoring and database administration	The findings of the BACID II project, with the especial emphasis on Pilot initiatives results (experiences) will be integrated in the publication devoted to QM in the Western Balkans	1		Analysis on on Pilot initiatives results finalized and publication produced
Presentation of publication withing DGH conference	Dissemination of the publication and presentation of findings at the high level event		1	Presentation on on Pilot initiatives results disseminated
<b>Governance Activities</b>				

The governance of ReSPA is ensured through the bodies consisting of the Members' representatives. The Governing board, operating at two levels – Ministerial level and senior officials' level. The Governing Board of ReSPA is the decision-making body of the organisation. The European Commission is represented at the GB sessions on an ex officio basis without the right to vote. The Governing Board is mainly responsible for setting up the strategic directions for the development and running of ReSPA, including its activities, annual or multi-annual Programmes of Work and ReSPA regulations and other decisions. The Governing Board has established the following subsidiary bodies: Budget Committee, Advisory Board and Appeal Board.

The Budget Committee is composed of the representatives of the ministries of Finance or Finance departments within the ministries in charge of the public administration. Its main responsibility is to advise the GB on financial and budgetary matters and to provide recommendations for the adoption of the budget and other decisions having the financial impact. BC also performs some controlling duties.

The Appeal Board is composed of the representatives of the ReSPA's partner organisations and institutions. Its main role is: to provide advice and support in defining the strategic vision of ReSPA and to provide inputs for the development of strategic documents of ReSPA; to assist in identifying programme activities and priorities that may be carried out through ReSPA; to provide guidance in issues of institutional importance for the organization and for the improvement of its management and governance; to provide advice for business development of the organization; to facilitate networking of ReSPA with relevant stakeholders and to foster better understanding and coordination of individual donor activities of relevance for ReSPA.

The Appeal Board is composed of independent experts, appointed by the Governing Board for a five years' term, with the mandate to adjudicate any appeal to decisions related to staff matters taken pursuant to the Staff Regulations of ReSPA. It also conducts the independent review of recruitment procedures for ReSPA employees.

In order to manage the achievement of planned results, ReSPA regular annual governance activities include the following: one meeting of the Governing Board at

Activity		Year 1	Year 2	
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Governing board at Senior official level	ReSPA will each year organise GP development sessions including the ReSPA management back to back with a GB SL meeting.	4	4	
Governing board at Ministerial level		1	1	
Budget Committee		3	3	
Advisory Board		2	2	
Appeal Board		As per lodged remedy	As per lodged remedy	
		<b>10</b>	<b>10</b>	