Draft ReSPA Programme of Work for 2022

The ReSPA Programme of Work (PoW) for 2022 supports the implementation of the ReSPA Strategy 2019 - 2024, and ensures proper functioning of the organisation. It provides an overview of the activities to be organised by the ReSPA Secretariat that will be implemented during 2022. This Programme of Work is a mixture between further upgrading of ReSPA "typical" activities (such as Working Groups meetings, Workshops, Conferences, Seasonal Schools, Trainings, Policy Papers, etc.) as well as innovative/new initiatives such as Regional Network of Policy Coordinators, comprehensive ReSAP School on Evidence-based policy making process, organisation of ReSPATHON + pilots, Hakathon, Designathon + pilots, etc. Organization of the PA Awards competition (firstly implemented in 2020) will be further promoted with additional innovative elements. The PoW contains also new emerging topics such as IPA III 2021-2027. This PoW is drafted with the assumption that all the activities of ReSPA will be organised as real life events with possibility for online/remotely participation, through electronic communication platforms,

such as Zoom. 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 European Integration, by interventions implemented within the following three specific objectives:

Improved implementation on PAR and PFM Strategies in the Western Balkans;
 Improved professionalization of the Civil Service;

Improved quality of public services.The PoW will be financed through the ReSPA Core budget, EU Grant and other donor funds for programme related activities.

Coordination of PAR and PFM policies;

Quality of policy planning in Centre of Government Institutions:

3. Alignment of policy making and legal drafting with the EU Better Regulation agenda; 4. Merit-based recruitment and selection:

Performance appraisal and career development;

Quality management in public services;

Digitalisation of public services; and,
 Open Government Partnership (OGP).

The concrete interventions are described below. The additional activities that will be implemented and are not reflected 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. The regular conduct of ReSPA operations requires functioning of its governing structures through decision-making processes by intergovernmental bodies.

The activities related to governance and operation are described in a separate table below.

Intervention Area 1: Coordination of PAR and PFM policies

In line with its Strategy, 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 continue to support and strengthen the functioning of the Programme Committee as an overarching institutional and professional framework for regional peering and policy dialogue. The Programme Committee is composed of senior civil servants representing the Ministries/institutions responsible for Public Administration, Ministries of Finance, institutions in charge of the European Integration process coordination of the ReSPA Members. The Programme Committee will continue to be responsible for inter-sectoral coordination of themes and activities performed by ReSPA and will serve as a multilateral platform for identification of issues of regional relevance and their transposition into concrete programmatic priorities and activities

ReSPA will enhance regional cooperation through the meetings of the Programme Committee, the working groups and other networking events. ReSPA will also organise a number of capacity building activities such as workshops, seminars, seasonal/summer schools, peer-to-peer exchanges among national institutions from different countries, high level meetings, regional conferences, and will produce policy papers/guidelines/manuals/analysis on topics defined by the Programme Committee and working groups. In addition, ReSPA will support the implementation of the national PAR Action Plans mainly through in-country support to the ReSPA Members. In a number of planned activities joint involvement of members of the PC and working groups related to CoG and BR is envisaged. ReSPA will continue to actively engage its Liaison Officers (LOs) in tailoring ReSPA support to its members as well as to boosting ReSPA visibility in the countries where they operate. Liaison officers will be specifically involved in promoting ReSPA initiatives/mechanisms such as the "in-country support", "mobility schemes", disseminating ReSPA products (policy papers, analysis, etc) and actively support the organization of events in the respective countries. A specific commitment will be asked by the LOs for successfully conducting the monitoring process of ReSPA activities (which will take loganise in the organization of events in the respective countries. A specific commitment will be asked by the LOs for successfully conducting the monitoring process of ReSPA activities (which will take loganise in the organization of events in the respective countries. A specific commitment will be asked by the LOs for successfully conducting the monitoring process of ReSPA activities (which will take loganise in the organization of events in the respective countries. place in June 2022).

In the implementation of activities within this intervention area, ReSPA will closely co-operate with the OECD/SIGMA, GIZ, CEF, CoE and OSCE.

Last but not least, ReSPA envisages the organization of its internal Planning Workshops every 6 months, where ReSPA Secretariat makes an inventory of the activities implemented and results achieved in the previous period, as well as and schedules/plans in details the activities for the upcoming period.

ReSPA Strategy defines eight key intervention areas:

ReSPA Internal Planning On January and June ReSPA organizes its internal Planning workshop where ReSPA Secretariat takes stock of the activities implemented in the previous 6 months as well as plans in detail the activities and expected results to be achieved in the next 6 - 12 months. Planning Workshop serves also as a good basis for the preparation of the biannual Programme of Work and Description of the Action for the following EC Grant, expected at the beginning of 2023. 2	Activity	Description of the activity	2022	1	2	3	4	5	6 7	8	9 1	0 11	12
Meetings with Liaison Officers planned activities with timetable, as well as on issues related to in the process of implementation of In- country support mechanisms, mobility schemes, visibility efforts, their engagement in the Monitoring and Evaluation of ReSPA activities as well as any other topic of mutual interest. LOS meeting (February 2022) will be organised in Tirana (Albania) on hybrid mode - in person and via Zoom platform for participants who cannot travel. 1 1 1 Meeting of the Programme Committee In order to boost cooperation, exchange of ideas and networking among the PC members, ReSPA plans to organise in December 2022 a meeting of the PC. During the meeting ReSPA will present its achievements not just in 2022, than during entre current EC grant. In addition, the meeting will be 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 for next years and new EC grant. 1 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 and various issues related to cooperation in the post covid and exchange experience in new challenges and plans for public administration reform in the post covid and exchange experience in new challenges and plans for public administration reform in the post covid 1		stock of the activities implemented in the previous 6 months as well as plans in detail the activities and expected results to be achieved in the next 6 - 12 months. Planning Workshop serves also as a good basis for the preparation of the biannual Programme of Work and Description of the Action for the	2										
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Total 5	High-level Ministerial dialogue	discuss best practises experiences on PAR and various issues related to cooperation in PAR, and to explore modalities for further cooperation with their counterparts and institutions in the region. In 2022 HLPD will be organised back to back the PAR Summit. The attendees will have an opportunity to discuss and exchange experience in new challenges and plans for public administration reform in the post covid period	1										

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

During 2022, ReSPA will continue to support its Members in the area of policy planning and its alignment with EI by enhancing regional cooperation among the Centre of Government (CoG) institutions. ReSPA will disseminate and promote the results and recommandations of the regional Study on policy coordiantion in Western Balkans as well as of six national studies on policy coordination in each of ReSPA Members. The Network on Policy Coordinators, established in 2021, will provide leading role in defining the model and methodology of ReSPA's School on Evidence-based policymaking process, which will start in 2022. The identification of the best practices of the EU and/or OECD Member States will be enabled by organizing targeted working visits to the relevant administrations. Some of activities of CoGs workin group will be organized in close cooperation with Beter Regulation working group. In the implementation of activities within this intervention area, ReSPA will closely co-operate with the EC, OECD/SIGMA and GIZ.

Activity	Description of the activity	2022	1	2	3	4	5	67	8	9	10	11	12
Regional Network on Policy Coordinators	The Network will facilitate inter-connection among the represented institutions. In 2022, the Network will meet to take stock of the developments since its establishment and measure the level of fullfillment of the recommandations for improvement of the policy coordination defined in studies on policy coordination in each of Western Balkan administration. The Network will define next steps and needs related to discussion on models of organizing the Regional School on Evidence-based policymakin process.	1											
Seasonal School on European Union Accession Negotiation	The concrete topics for Seasonal School of 2022 will be focused on certain EU accession negotiation chapters and specific experiences of Montenegro and Serbia related to oerganizational aspects, structures of the negotiation groups, oppening benchmarks, closing benchmarks as well as interim benchmarks in case of Chapters 23 and 24.	1											
Regional School on Evidence Based Policy Making Process	Regional school on evidence-based policy making process is specifically designed for public servants. The program contains specific outlines for all the segments of the policy cycle (such are Problem definition, Agenda setting, Consideration of policy options, Policy-formulation, Implementation, Monitoring and Evaluation) as well as the most valuable tools for improving the quality of policy process (such are SWOT PESTLE, RIA, etc). The program follows the preliminary concept that the specific (4-5 days) sessions of the School will cover one specific phase of the policy cycle. The first meeting in April will be devoted to finalising the programme and detailed scenario with the engaged experts, while the activities plenned for June and October will be devoted to implementation on two specific phases. The following sessions of the School will be continued in 2023.	3											
Meetings of the WG on CoG	The 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 policy coordination. Some guidance and exchange with the Network of Policy Coordinators can be also expected. Furthermore, the meeting will also provide programmatic guidance for the activities of ReSPA. The first meeting will be organised back to back to working visit to CEF (SLovenia) and the other one as a part of working visit to Estonia - if Covid 19 health measures allow traveling and gathering of participants.	2											

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

During 2022, ReSPA will continue to support its members in better aligning their policy making and legal drafting processes, expanding as well as improving Regulatory Impact Assessment (RIA) functions. In addition, ReSPA will encourage and assist its members to improve public consultation process, including introduction of early consultation and monitoring of the implementation of consultation requirements. Following the previous positive results, the Working Group on Better Regulation will continue its functioning during 2022 and will be composed of the representatives of the institutions responsible for RIA quality control. ReSPA will support exchange of best practices as well as networking through the participation at the Trans European Dialogue (TED) Conference as well as the Annual NISPACee Conference focused on "resilence of public administrations" in time of crisis. In order to further support strengthening the capacities for the EU accession process, ReSPA will organize a set of regional workshops devoted to the dynamics of the new Instrument of Pre-Accession Assistance IPA III (2021-2027), focusing on each Window of IPA III. In addition, a BR Seasonal School and a Working Visit to Slovenia are planned to be organised in 2022. Lastly, ReSPA will also pay attention to implementation of United Nations Sustainable Development Goals (SGDs) in the Western Balkans societies.

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In the implementation of the activities within this intervention area, ReSPA will closely co-operate with the OECD/SIGMA, GiZ, NISPACee as well as United Nations.

Activity	Description of the activity	2022	1	2	3	4	5	6	7	8	9 1	10	11
Attendance and contribution at the Trans-European Dialogue – (TED 2022 Conference) on Bureaucratic Transformations: Longitudinal Perspectives on Local and (Supra)National Public Administration	The conference will be held at the University of Bergen (Norway). ReSPA participation will be more focused on discussions regarding the findings and insights from policy papers on planning and coordination in the Western Balkans, learning about policies and developments in various countries and contexts, and trying to establish what kind of recommendations we can derive from that. Main question: How internal and external shifts in administrative environment affect the functioning and performance of public administrations, test the resilience of their current practices and organizational forms, as well as impact upon civil servants' behavioural roles and practices.	1											

Government methodologic Working grout methodologic Vorkshop on IPA III – Window 1 - Rule of Law, Fundamental Rights and ReSPA will of Accession Astronece, Democracy Nerkshop on IPA III – Window 2 - Good Governance, Window 2: Good Governance, Acquis Alignment, Good Window 2: Communication Strategic Communication Window 3: Green Agenda and Sustainable Connectivity The Annual ja Joint Conference with SIGMA on "Evidence based policy making" The NISPAce Participation and contribution at the Annual NISPACee The NISPAce fonference "Crisis, vulnerability and eschaller Conference "Crisis, vulnerability and eadvanced kn Seasonal School on Better Regulation Planned to be Consultation. Target: civil 8 Members. The intensive advanced kn Seasonal School on Better Regulation Inspired by tf (planned: 14 affirm politica partnership v W8s. The Program application and with PAR, PF	objectives and in this regard it is beneficial to have exchange of experiences and similar lological approaches. g group meetings of BR and CoG will be organised back to back with the working visit.	1				1
Window 1 - Rule of Law, Fundamental Rights and Democracy ReSPA will of Accession Ax NEAR servic Window 2 - Good Governance, Acquis Alignment, Good 						
Joint Conference with SIGMA on "Evidence based policy making" a good practi Better Regula The topic sha Participation and contribution at the Annual NISPACee Conference "Crisis, vulnerability and resilence in Public Administration" Planned to bi Consultation. Seasonal School on Better Regulation Participation at knowledge, b The Program application at Western Balkans PAR Summit Western Balkans PAR Summit	 will organize a set of regional workshops devoted to the dynamics of the new Instrument of Pre- ion Assistance IPA III (2021-2027), focusing on each Window of IPA III, in partnership with DG services and GIZ. The following workshops are planned: w 1: Rule of Law, Fundamental Rights and Democracy – Budva, Montenegro, 09-10 March w 2: Good Governance, Acquis Alignment, Good Neighbourly Relations and Strategic inication – Mostar, BiH, 23-24 March 2022; w 3: Green Agenda and Sustainable Connectivity – Belgrade, Serbia 6-7 April 2022; w 4: Competitiveness and Inclusive Growth – North Macedonia (Ohrid/Skopje), 27-28 April 	4				
Participation and contribution at the Annual NISPACee Conference "Crisis, vulnerability and resilence in Public Administration" the global co international- these challer Conference. finance. ReS PA in each o Seasonal School on Better Regulation Planned to b Consultation. Target: civil s dwanced km Local and int knowledge, b The Program application at Western Balkans PAR Summit Inspired by th (planned: 14 affirm politics Pa in each o Western Balkans PAR Summit Inspired by th (planned: 14 affirm politics partnership v WBs. The Summit id donors and a with PAR, PF	nual joint conference with SIGMA, will continue to be organized (24-25 May), recognised now as practice.Will make together civil servants from the Region dealing with Centre of Government, Regulation, European Integration, Finances, etc. ic shall focus on evidence-based policy making in WBs.	1				
Seasonal School on Better Consultation. Regulation The intensive advanced kn Local and intik knowledge, b The Program application at Inspired by tf (planned: 14 affirm politica partnership wWs. Western Balkans PAR Summit Inspired by tf (planned: 14 affirm politica partnership wWs. The Summit donors and a with PAR, PF The conferent	SPAcee 2022 Conference (Bucharest, Romania, 2-4 June 2022), taking place in the aftermath of oal coronavirus crisis and cognizant of the shocks received by all -local, regional, national and tional- public administration and governance systems, will aim to contribute to the response to hallenges. ReSPA will enable the participation of civil servants from the Region to the ence. Civil servants dealing with: Centre of Government, Better Regulation, budgeting and . ReSPA is under discussion with organizers to have a dedicated panel on how covid 19 affected ach of ReSPA Members	1				
Western Balkans PAR Summit WBs. The Summit donors and a with PAR, PF	civil servants dealing with RIA and Public Consultations in the Line Ministries of ReSPA	1				
	d by the PAR Ministerial Declaration, adopted my Ministers in November 2021, the Summit d: 14 September 2022) will take stock of PAR related developments in the Western Balkans and olitical commitment towards this important pillar of european integration. It will be organized in ship with EC and SIGMA which will also present their assessments on PAR state of play in the mmit will serve as a forum of debate and brainstorming among civil servants, civil society, and academia. It will make together Ministers and Senior civil servants from the Region dealing ,R, PFM, Centre of Government, Better Regulation, European Integration, etc.	1				
Regional Conference on the Implementation of Sustainable Development Goals and policy co Conference v frameworks of and Civil Soc	Inference (planned for 18-19 October 2022) will address SDGs-aligned policy design, tation and implementation within the broader system of strategic planning and development ement in the countries of the region. It will be opportunity for continuation of exchanging the neces in SDGs implementation in the region and exploring opportunities for regional cooperation us aspects of sustainable development. rants in the Conference will include representatives of institutions responsible for Agenda 2030 icy coordination in ReSPA Members, as well as representatives of the ReSPA and the UN. The ence will aim to highlight the importance of incorporating the SDGs in the internal strategic orks of the countries of the Region. It will feed a continuous dialogue among the Governments il Society for enhancing the quality and all-inclusiveness of the SDGs in plementation. It will also n how to monitor the indicators of the SDGs in the context of WB societies.	1				

Intervention area 4: Merit-based recruitment and selection Intervention area 5: Performance evaluation and 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, but also from other countries where examples of good practices exist. ReSPA activites have been modified in line with the pandemic situation as well as the needs expressed by the HRMD WG members. The members agreed that both merit recruitment and performance appraisal self-assessments conducted in 2021 have been beneficial for their own work and progress towards the professionalisation of the civil service. ReSPA shall also cover the other themes beside the ones already covered.

The digitalisation of public administration has progressed rapidly over the last decade and has been reinforced by the pandemic. In this context, efforts have been made in the Western Balkans to establish or plan the establishment of the human resources management information systems. The baseline analysis on HRMIS conducted in 2020, shall provide a foundation for the development of a self-assessment framework for HRMIS. The self-assessment framework shall focus not only on technical, IT issues and the content of information contained in the systems, but also on the use of HR data to inform decision making. ReSPA shall also analyse PAR Strategy action plans of its members regarding the activities related to digitalisation in the area of HRMD. Competency frameworks, their development and use in practice remain a challenge for ReSPA members. That is why this topic will be covered through the analysis and the workshop that will provide a floor for discussion. The pilot survey on satisfaction of civil servants in two ReSPA members will continue throughtout 2022. The survey shall provide management diagnostics to government institution in two ReSPA members will continue throughtout 2022. The survey shall provide management diagnostics to government institution in two ReSPA Members about key staff management challenges and key attitudes and behaviours of civil servants in such contexts – from work motivation to staff retention and corruption, among many. The survey will serve for development of follow up activities including activities related to the leadership. Career advancement is also a topic of interest. The examples of good practice about career development will be presented to ReSPA members.

In the implementation of the activities within this intervention area, ReSPA will closely co-operate with the EC, OECD/SIGMA and CEF.

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Activity	Description of the activity	2022	1	2	3	4	5	6	7	8	9	10	11	12
	Implementation of the pilot survey on satisfaction of civil servants in two ReSPA members will contiue througout 2022. The survey will result in respective country reports as well as a few institutional reports with reccommendations for future activities.	2												
Workshops on presentation of pilot results on satisfaction of civil servants in two ReSPA members	The results of the pilot survey will be presented at the respective workshops organised in two countries where pilots have been implemented.	2												

Development of the self- assessment furnework for monitoring of HR, assessment furnework for addition, RRSPA Atalial also conducted in 2020, a self-assessment framework for monitoring of HR, addition, RRSPA Atalial also conduct the countries' PAR Strategy action plans in regard and analysis of activities related to digitalisation in HRMD. 1								
experiences. The workshop shall also generate the recommendations for improvement which will also 1 <t< td=""><td>assessment framework for monitoring of human resources and analysis of activities related</td><td>will be developed. The self-assessment framework will be filled out by each country and the respective self-assessment country reports will be produced. In addition, ReSPA shall also conduct the analysis of the countries' PAR Strategy action plans in regard</td><td>1</td><td></td><td></td><td></td><td></td><td></td></t<>	assessment framework for monitoring of human resources and analysis of activities related	will be developed. The self-assessment framework will be filled out by each country and the respective self-assessment country reports will be produced. In addition, ReSPA shall also conduct the analysis of the countries' PAR Strategy action plans in regard	1					
Baseline analysis on competency-based frameworks and their practical use. The baseline shall also provide a few examples of good practice as a solution of the recommendations for improvement of development of competency-based frameworks and their use. The results of the analysis will be presented at the workshop which will serve as a base for exchange of active as a base for exchange of frameworks and cherring from one another as well as from the examples of good practice from the EU. 1 <	Workshop on monitoring of HR	experiences. The workshop shall also generate the recommendations for improvement which will also be a part of the country self-assessment reports. The analysis of activities related to digitalisation in	1					
Workshop on competency based frameworks and career development The results of the analysis will be presented at the workshop which will serve as a base for exchange of experience and learning from one another as well as from the examples of good practice from the EU. 1		frameworks and their practical use. The baseline shall also provide a few examples of good practice as well as the recommendations for improvement of development of competency-based frameworks and	1					
Training on leadership ReSPA Members. The experience from designing this training will be used when designing future leadership training activities which will follow up the survey on satisfaction of civil servants. 1<	based frameworks and career	The results of the analysis will be presented at the workshop which will serve as a base for exchange of	1					
Working visit of HRMD to one EU country practice from the EU. The topics that will be in focus will be determined jointly with the participants. 1 <td>Training on leadership</td> <td>ReSPA Members. The experience from designing this training will be used when designing future</td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td>	Training on leadership	ReSPA Members. The experience from designing this training will be used when designing future	1					
civil servants conducted in two ReSPA members, presentation of ther ReSPA actions, analytical papers, as well as the succesful projects implemented in ReSPA members with support of the ReSPA in country support mechanism. The conference is planned to be held in Brussels but this will depend on the pandemic. 1	0		1					
Annual monitoring of ReSPA organising the workshop for the ReSPA staff to finalise the monitoring reports and address potential 1 <td>Ministerial conference</td> <td>civil servants conducted in two ReSPA members, presentation of ther ReSPA actions, analytical papers, as well as the succesful projects implemented in ReSPA members with support of the ReSPA in- country support mechanism. The conference is planned to be held in Brussels but this will depend on</td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td>	Ministerial conference	civil servants conducted in two ReSPA members, presentation of ther ReSPA actions, analytical papers, as well as the succesful projects implemented in ReSPA members with support of the ReSPA in- country support mechanism. The conference is planned to be held in Brussels but this will depend on	1					
ReSPA activities		organising the workshop for the ReSPA staff to finalise the monitoring reports and address potential	1					

Intervention area 6: Quality management The key requirement of the service delivery (SIGMA 5th Principle) is to create citizens-oriented administration that ensures the quality and accessibility of public services. Hence, the improvement of public administration and public services through introducing instruments for Quality Management (QM) in the public administration institutions is perceived as one of the key prerequisites for the sustainability of public administration reforms and better performance of public administration. Usage of these quality instruments, i.e. models (CAF) tools and standards (ISO), in modern public administration, is an indication of the governments' commitment to ultimately improve customer satisfaction. In 2021 and 2022 RESPA is expanding its work in QM which is based on previously implemented activities from this grant (CAF pilot projects were funded from EC grant and BACID III grant). It will be done through the provision of expertise concentrated in the Regional Quality Management Centre (Centre) which has been established within a "mutually beneficial relationship" together with ReSPA Members in February 2021. The main group of actions with respective Programme activities in 2022 will be done through RQMC :1. CAF institutionalisation- CAF projects in Member countries (four projects, funded from BACID III grant), one PEF (external CAF evaluation) procedure (BACID III) 6.Translations of PEF Guidelines (EC Grant) 7. Promotion of RQMC (EC Grant) 8. Annual meeting (Core Grant) 9. Advocacy on policy level related to measures from PAR strategic documents related to QM (2021, 2022).

Besides activities from the Centre, the process of benchmarking and bench-learning will be continued by the organisation of the PA Awards competition (together with SIGMA/OECD) and ceremony in 2022]. The PA Award 2022 will have the purpose to identify, promote, learn from and recognise inspiring practices, initiatives, services and measures provided by governments to citizens including those initiatives developed as the response to the COVID-19 crisis. The Award will highlight government efforts that advance, promote and anchor innovative, effective, inclusive and adaptable tools and systems in Western Balkan public administrations in order to provide the best quality services to the citizens including indigent people and including the initiatives that reflected the extraordinary strutenes of COVID 19 crisis.

situation of COVID 19 outbreak.						_	_	_					_
Activity	Description of the activity	2022	1	2	3	4	5	6	7	8	9	10 ⁻	11 1
QM Working Group Meeting	In 2021 QM WG meeting will be held online and will be used to present the programmatic directions of RQMC and main group of activities in the period 2021 to 2023. The update in the situation at QM area from Members is being sought and detailed presentation of the developments in North Macedonia is being made. In 2022 the meeting will focus on developing the strategic directions RQMC based on the results of implemented programme activities in 2021.	1											
CAF Implementation at ReSPA	Technihcal Assistance	3											
Support to Regional QM Centre: CAF institutionalisation	Up to four CAF projects in 2022 will be realized (developed and managed from RQMC) using funds from BACID III. Each CAF project will include three sequenced activities designated to the CAF implementation at the beneficiary institutions such as CAF standardized training, CAF consensus workshop and design of the CAF improvement action plan. One external evaluation for obtaining the CAF Effective User Label will be implemented in 2022 using BACID III funding based on a request from the interested institution.	3											
Support to Regional QM Centre- capacity building, promotions, policy inputs/	Programme activities will be implemented based on four main programme building blocks: 1. CAF institutionalisation 2. Capacity building (meeting of CAF Network, meeting of PEF network, Training of Trainers for CAF facilitators, Certified PEF Training, attendance of EU CAF events) 3. Promotion (upgrading of RQMC web page, establishing of CAF database) 4. Policy inputs (translation of PEF Guidelines, inputs into the Action plans of PAR Strategies).	2											
Upgrade of Regional Comparative Study on Service Delivery-Study on Digitalisation of public services	The study from 2019, will be in 2022 upgraded regarding the section of the Digitalisation of public services. It will explore the progress made in the digitalisation of public services in WB countries, will provide insight into the existing digital tools across the areas of PAR and into the changes at the e- government at the macro level. The study will provide input for ReSPA in systematising its activities in the digital government area (e.g. seasonal schools, analytical papers, regional capacity-building activities). The analytical framework of the study will be developed using the preliminary list of areas in the revised Principles of Public Administration suggested by SIGMA regarding digitalisation (Digital infrastructure, Digitalization and connectivity of registries, Interoperability, Open and accessible data, big data, Once-only principle, Digital-by-default / digital-by-design, Trust services e.gID, e-Signature, e- Payment, single sign-on, e-Seal, emerging technologies (Al, blockchain etc), Cyber security, Digital skills of public administration and society). The key findings and recommendations of the study will be presented at the e-GOV WG meeting and the planned first meeting of the initiative in establishing the Regional Network of Leaders in Digitalisation.	1											
Regional analysis on Reduction of costs of public service delivery with the implication on setting the policies to enable continuous savings or allocating savings in public finances.	This study aims at analysing the actual cost savings in PAs in WB due to the digitalisation of public services (ICT) and showing the potential for such savings. In parallel, it will show, by case studies, concrete examples of measuring these savings and of creating the policies on the basis of it (electronic invoicing, e-Procurement, cross border digital public services etc.) in other countries. Recommendations and proposals will be given on harvesting the cost savings due to ICT while simultaneously minimizing the burden for citizens and businesses.	1											

PA Award 2022 (ReSPA and SIGMA/OECD)

The PA Awards methodology, along with the guidelines for the applicants, assessors and judges has been designed in 2020 once the first PA Awards has been realized. The PA Awards 2022 will include enough broad categories for welcoming projects which enable the transformation of service delivery in quality and quantity, enhance access to services and enable more effective policymaking. Lessons learned from PA Award Follow up will be incorporated into the design of the overall activity including passing on the financial award to the winner.



Intervention area 7: Digitalization of Public Services

During 2021 and 2022 ReSPA will continue working on common issues related to the use of ICT in modernising governments and public services in the Western Balkans while respecting the PA reform agendas in this area in WB countries. Additionally, ReSPA will continue on presenting the newest trends in the digitisation of public services. The combination of these two main programme directions will be reflected in the planned activities that will more nearly focus on issues of: 1. Establishing the Regional Network of Leaders in Digitalisation-an alliance at the policy level that would foster communication, partnerships, cross border initiatives, investments but also that would foster actions related to the common regional "hot" topics; 2. design of digitised public services and development of Design Principles (E GOVpilots); 3. Opening of government data activities related to OCP initiative and activities designated to "Improving policies and practice in data opening"; 4. Use of invoxitive practices and technologies in public administration (Seasonal School and Hackathon). E-Government WG meeting will be used for presenting the key findings from the Study on Digitalisation discussion about newly developed activities in this thematic area as well as for the evaluation of the outcomes in the e-GOV area achieved throughout the current EC grant. An analytical paper on the Methodology for Impact Assessment of Data Opening will be developed as the continuation of Zero Open Data Guidelines developed in 2020. All regional and international events that would be used to gather practicineers from WB PAs (E GOV Seasonal School, OGP Regional and international event, Hackathon) will be used to strengthen the exchange of the knowledge and experience on the regional level in this rapidly changing area as well as to get first-hand insight into the latest trends in other countries outside the region.

Activity	Description of the activity/Target institutions/participants	2022	1	2	3	4	5	6 7	8	9	10	11	12
eGOV Working Group Meeting / Digital Transformation Regional Initiative	The meeting of the e-GOV WG will be designated to inform the members on the key findings from the Study on Digitalisation, to discuss the new initiative of establishing the Regional Network of Leaders in Digitalisation, upcoming e-GOV Seasonal School, Hackathon on Open data as well as the results of activities implemented during the current EC Grant in the E GOV thematic area. As a back-to-back event, the first meeting of the Regional Network of Leaders in Digitalisation will be held. The proposed scope of the work of the Network will be discussed. The key findings and recommendations from the Digitalisation Study will be presented using the insights from the Study for setting the scene and the agenda for this network.	1											
eGOV Seasonal School on Digital Transformation	ReSPA Seasonal School 2022 will be realized with the upgraded content of the event realized in 2021 focusing on the regional achievements in Human-Centred Design of e-Services, data opening in PA, cuber security and use of emerging technologies in public administration. The presentation of the newest development in the EU regarding policies and practices related to the same topics will complement the presentations of achievements in WB public administrations.	1											
Hackathon/ReSPAthon	Hackathon/ReSPAthon will be designed to enhance the use of open data which will benefit governments and citizens. The competition will gather IT developers who will provide innovative ideas that can be transformed into open data applications for public use. ReSPAthon will encompass two or three topics related to open data identified at the OGP-Open Data regional workshop.	1											
e-Gov pilots	The e-Gov pilots initiative has been launched in July by Open call. One e- Gov pilot will be funded in 2022. The pilot projects have a central theme of increasing the quality of the design of public services in WB PAs. The aim is to assist interested institutions to develop new or upgrading existing digitised public services (or policies) using the Design Thinking Methodology. The nature of the public services should fall into categories of digitised services according to the mandate of the institution, opening of data or using the cloud. The accumulated knowledge from pilots will be used to formulate Principles for Design of e-Services.	1											
Opening Government Data - Methodology for Impact assessment	In order to assess the demand for the open government data (OGD), i.e the main elements of the demand which is interest for data and capacity in re-using data, the Methodology will propose an empirical method for ex-ante assessment of this demand.	1											

Intervention area 8. Open Government Partnership

Open Government Partnership was launched in 2011 to provide an international platform for domestic reformers committed to making their governments more open, accountable, and responsive to citizens. Open Government Partnership brings together government reformers and civil society leaders to create action plans that make governments more inclusive, responsive and accountable. ReSPA joined this global initiative in 2016 and since then it supports participation of its Members' representatives at the OGP Global Summits, regional meetings and OGP regional workshop (activity organized by ReSPA and the OGP Secretariat) each year. In 2022 ReSPA will engage in the area of Improving policies and practice in Open data.

Activity	Description of the activity	Year 2	1	2	3	3 4	l 5	6	7	8	9	10	11 1
OGP International event and regional meeting	Continuation of work with the OGP Secretariat and setting the ReSPA Panel within OGP Europe meeting and Regional OGP meeting. The attendance of OGP national contact points from the WB will be assured.	1											
OGP Regional Workshopn OGP/Open data	The meeting in 2022 will include two main sections: 1. Open Data in the context of OGP 2. Improving policies and practice in data opening. The good practices from the EU will be presented in order to shed light on what constitutes good OD National Policy and of the most important provision of the EU OD Directive that needs to be included in national policy documents. The challenges in managing OD portals and the issue of OD licenses will be discussed at the Workshop.	1											

Governance Activities

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 Ministerial level, four meetings of Governing Board at Senior Officials level, three meetings of the Budget Committee, and two meetings of the Advisory Board. The Appeal Board meets as needed for dealing with matters within its responsibility. In addition to the regular meetings, it is possible to have extraordinary session of these bodies.

Activity		2022
Governing board at Senior official level	ReSPA will each year organise GB development sessions including the ReSPA management back to back with a GB SL meeting.	4
Governing board at Ministerial		1
Budget Committee		3
Advisory Board		2
		As per
Appeal Board		lodged
		remedy
		10