Foreword

The fifth General Professional Training Programme for Civil Servants employed in state administration bodies and services of the Government was adopted at the session of the Government on 27 January 2011.

The Programme encompasses 105 different topics classified in 15 thematic areas. It was prepared in cooperation with relevant state administration bodies and in line with their competences for certain areas.

Starting from the importance of civil servants’ professional training as an assumption for the successful conduct of reform processes, training events contained in the Programme were designed so as to contribute to the improvement of knowledge, skills and competencies of state administration staff and thus to the more successful performance of their daily tasks.

Information about the title, objective, content, target group, type of training, delivery methods and techniques, expected outcomes, duration and funding is given for each specific topic.

As in previous years, the Service will continue to inform civil servants about professional training activities in a timely manner. This primarily refers to the posting of the Programme for the current year on the website of the Service (www.suk.gov.rs), which gives an opportunity to a large number of civil servants to get acquainted with its content and the dates of certain training events. Additionally, training plans will continue to be submitted on a regular monthly basis to all contact persons for training activities in state administration bodies.

We would like to thank everyone who participated in creating the Programme, thereby contributing to the improvement of civil servants’ professional training.

We hope that this year’s Programme will enable civil servants to develop their potentials and enhance their knowledge and skills, which is how we are all going to contribute to the development of a professional, competent and modern state administration.

Human Resource Management Service
GENERAL PROFESSIONAL TRAINING PROGRAMME
FOR CIVIL SERVANTS IN STATE ADMINISTRATION BODIES AND
SERVICES OF THE GOVERNMENT FOR 2011

I. Introduction

The programme specifies the contents and types of professional training for civil servants in ministries, special organisations, services of the Government and support services of administrative districts (hereinafter: civil servants) which the Human Resource Management Service will organise in 2011, as well as the funding necessary to organise and implement the programme.

II. Thematic areas of professional training for civil servants

Professional training of civil servants will comprise the following thematic areas in 2011:

1. CONSTITUTIONAL ORDER AND STATE ADMINISTRATION
   1.1. Constitutional order of the Republic of Serbia
   1.2. State administration – organisation and tasks
   1.3. Administrative procedure and administrative dispute in practice
   1.4. Office management

2. DRAFTING OF LEGISLATION
   2.1. Legislative drafting methodology
   2.2. Regulatory impact assessment (RIA)
   2.3. Approximation of the national legislation to the Acquis Communautaire – Table of Concordance
   2.4. Application of grammar, stylistic and syntax rules in the drafting of legislative acts

3. CIVIL SERVICE SYSTEM
   3.1. Labour relations in state administration bodies
   3.2. Planning HR needs
   3.3. Job analysis, drafting of job descriptions and job classification
   3.4. HR selection methods
   3.5. Professional training – from needs assessment to evaluation
   3.6. Appraisal of civil servants – from the setting of work objectives to evaluation
   3.7. Appraisal of civil servants – conducting an appraisal interview
   3.8. Induction course
   3.9. Administering the Central HR Registry
   3.10. Health and safety at work
   3.11. Mobbing – prevention of and protection against workplace bullying
4. PUBLIC POLICIES
4.1. Creation and impact assessment of public policies
4.2. EUROMOD/SRMOD – a tool for policy impact assessment
4.3. Collection, analysis and usage of information
4.4. Mechanisms for the participation of civil society organisations in the creation and implementation of public policies
4.5. Social inclusion and poverty reduction – approaching the EU social process

5. EUROPEAN INTEGRATION
5.1. ABC of the European Union
5.2. European Administrative Space
5.3. The law and procedures of the EU
5.4. EU policies
5.5. Implementation of the Stabilisation and Association Agreement
5.6. Negotiation techniques in the EU accession process
5.7. The art of lobbying the EU

6. PUBLIC FINANCE
6.1. Planning priority funding areas
6.2. Budget preparation and planning
6.3. Programme budget
6.4. Budget execution
6.5. Budget accounting and reporting
6.6. Basic principles of tax operations in state administration
6.7. Conducting a public procurement procedure

7. DECENTRALISED MANAGEMENT OF EU FUNDS
7.1. Basic principles of the Decentralised Implementation System (DIS) of EU funds
7.2. General framework – Instrument for Pre-Accession Assistance (IPA) and inter-institutional relations
7.3. Decentralised management – accreditation/conferral of management
7.4. Control environment and risk management
7.5. Publicity and visibility in implementing IPA programmes
7.6. Tendering and contracting
7.7. Project/contract management
7.8. Financial management
7.9. Monitoring and evaluation
7.10. Accounting
7.11. Human resource development and DIS
7.12. Irregularities
7.13. Cross-border cooperation and decentralised management
7.14. Internal audit

8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS
8.1. Sector-Wide Approach (SWAp)
8.2. Basic principles of project preparation and management
8.3. The process of programming international assistance, identification and drafting of project fiches
8.4. Logframe matrix drafting
8.5. Drafting of project fiches
8.6. Feasibility study and cost-benefit analysis
8.7. Preparing a project budget
8.8. Economic Development Operational Programme
8.9. Human Resource Development Operational Programme

9. **FIGHT AGAINST CORRUPTION**
9.1. Mechanisms to establish the accountability of state bodies and experiences of other countries
9.2. Openly about corruption
9.3. Integrity plan and its drafting guidelines
9.4. Obligations of state bodies in the area of fight against corruption
9.5. Public office and conflict of interest
9.6. Civil Servants’ Code of Conduct
9.7. Free access to information of public importance

10. **PROTECTION OF HUMAN RIGHTS AND DATA CONFIDENTIALITY**
10.1. Gender equality
10.2. Protection against discrimination – legislation and practice
10.3. Personal data protection
10.4. Protection of classified information

11. **MANAGEMENT IN STATE ADMINISTRATION**
11.1. A manager in state administration and his/her roles
11.2. Strategic planning
11.3. Medium-term planning
11.4. Monitoring, evaluation and reporting in medium-term planning
11.5. Human resource management
11.6. Quality management
11.7. Change management
11.8. Staff motivation
11.9. Decision-making and teamwork
11.10. Stress management
11.11. Building interpersonal relations and conflict management

12. **BUSINESS COMMUNICATION**
12.1. Communication skills in a business environment
12.2. Business protocol
12.3. Public appearance
12.4. Media relations
12.5. Planning and managing campaigns
12.6. Internal and crisis public relations

13. TRAINING OF TRAINERS
13.1. General Training of Trainers
13.2. Training of Trainers for strategic planning
13.3. Training of Trainers for human resource management

14. COMPUTER LITERACY
14.2. The basics of information technologies, computer usage and file management
14.3. Word Processing
14.4. Spreadsheets
14.5. Database
14.6. Presentation
14.7. Information and communication
14.8. Advanced Word Processing
14.9. Advanced Spreadsheets
14.10. Advanced Database

15. FOREIGN LANGUAGE
15.1. French language – Introductory Beginner’s course (A1)
15.2. French language – Elementary course (A2)
15.3. French language – Pre-intermediate course (B1)
III. The content of the General Professional Training Programme

1. CONSTITUTIONAL ORDER AND STATE ADMINISTRATION

1.1. Constitutional order of the Republic of Serbia
1.2. State administration – organisation and tasks
1.3. Administrative procedure and administrative dispute in practice
1.4. Office management

Knowledge of the constitutional order of the Republic of Serbia, basic principles and organisation of powers in a state represents a foundation in proper performance of its tasks and exercise of citizens’ rights and obligations.

To be able to perform everyday tasks civil servants have to be aware of how state administration functions and what the type and tasks of state administration bodies are; they also have to understand the relationship between state administration bodies and other bodies and citizens.

In order to improve the effectiveness of administrative action it is necessary to strengthen the capacity of civil servants conducting or participating in the conduct of administrative procedure, which should contribute to improving their skills and thus to more efficient administrative procedure.

Tasks and affairs within the purview of state administration bodies are performed by applying the rules of office management and by doing office jobs. Operational rules and procedures of state administration bodies in the formation of files and acting upon them, as well as rules and procedures of communication among state bodies are main preconditions for efficient and proper work of state administration bodies.
1. CONSTITUTIONAL ORDER AND STATE ADMINISTRATION

1.1. Constitutional order of the Republic of Serbia

Objective:
Gaining knowledge about basic principles of the constitutional order of the Republic of Serbia.

Content:
Principles of the Constitution; Economic system of the Republic of Serbia; the National Assembly; the President of the Republic; the Government; State Administration; Ombudsman; the Army of Serbia; Courts; the High Judicial Council; the Public Prosecutor’s Office; the Constitutional Court; Human rights and freedoms; Rights of national minority members; Protection of constitutional freedoms and rights with particular emphasis on constitutional appeal.

Target group:
Newly employed civil servants, probationers and other civil servants.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees have learnt about the basic principles of the constitutional order and organisation of powers in the Republic of Serbia.

Duration:
Two days (12 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
1. CONSTITUTIONAL ORDER AND STATE ADMINISTRATION

1.2. State administration – organisation and tasks

Objective:
Gaining knowledge about the organisation and tasks of state administration.

Content:
Principles governing the functioning of state administration; State administration tasks; Types of state administration bodies; Management structure in state administration bodies; Performance of state administration tasks outside the main seat; Delegation of state administration tasks; Internal supervision; Relations of state administration bodies with other bodies; Transparency of work and public relations.

Target group:
Newly employed civil servants, probationers and other civil servants as well.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees understand the principles governing the functioning of state administration and are aware of the types and tasks of state administration bodies and their mutual relations.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service
1. CONSTITUTIONAL ORDER AND STATE ADMINISTRATION

1.3. Administrative procedure and administrative dispute in practice

Objective:
Improving civil servants’ knowledge and skills regarding the conduct of administrative procedure and decision-making in relation to administrative matters.

Content:
Basic principles of administrative procedure; Interested party in administrative procedure; A person having legal interest in participating in the procedure; Communication between bodies and parties; Filing paper documents; Initiating administrative procedure; Process prior to the first instance decision; Decision; Conclusion; Appeal in administrative procedure; Extraordinary legal remedies; Enforcement of final administrative acts; Administrative dispute.

Target group:
Civil servants who conduct or participate in the conduct of administrative procedure and decision-making in relation to administrative matters.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lectures, discussions, sample analyses

Expected outcomes:
Trainees understand basic principles and notions involving administrative procedure and administrative dispute and have improved their knowledge and skills regarding the conduct of administrative procedure and decision-making in relation to administrative matters.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
1. CONSTITUTIONAL ORDER AND STATE ADMINISTRATION

1.4. Office management

Objective:
Gaining knowledge about office management procedures.

Content:
The concept and importance of office management; Basic notions in office management; Receipt, review, sorting and keeping a record of mail; Submission of documents; Components of an official document; Returning decided matters to the registry; Joining documents, joining files; Registry of pending matters; Monitoring the efficiency and promptness of state administration bodies; Archiving files and dispatching mail.

Target group:
Newly employed civil servants, probationers and other civil servants as well.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees understand the basic notions of office management and are aware of office management rules and procedures.

Duration:
Two days (10 school lessons)

Funding:
Funds of the Human Resource Management Service
2. DRAFTING OF LEGISLATION

2.1. Legislative drafting methodology
2.2. Regulatory impact assessment (RIA)
2.3. Approximation of the national legislation to the Acquis Communautaire – Table of Concordance
2.4. Application of grammar, stylistic and syntax rules in the drafting of legislative acts

In order to improve and ensure quality performance of normative activities in state administration bodies, training in the area of legislative drafting is designed to improve the knowledge and skills of civil servants handling normative affairs. Participants will have an opportunity to get acquainted with the main elements and structure of legislation, application of methods and techniques in the drafting of laws and secondary legislation, comprehensive regulatory reform requirements and approximation to the Acquis Communautaire. When drafting acts, it is also necessary to pay attention to linguistic rules and administrative style and in this respect there is a constant need to improve civil servants’ linguistic literacy. The fulfilment of this need will contribute considerably to the quality of work in state administration.
2. DRAFTING OF LEGISLATION

2.1. Legislative drafting methodology

Objective:
Gaining knowledge about the meaning, content and procedures in the drafting of various types of legislation.

Content:
Role of state administration bodies in legislative activities; Legislative drafting; Drafting secondary legislation; Legal technique of legislative drafting.

Target group:
Civil servants who participate in the drafting of laws and proposals of secondary legislation.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, discussion, practical exercises via individual and group work.

Expected outcomes:
Trainees are familiar with the basic rules and procedures in legislative drafting and have mastered the legal technique of legislative drafting.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service
2. DRAFTING OF LEGISLATION

2.2. Regulatory impact assessment (RIA)

Objective:
Developing civil servants’ capacity to perform regulatory impact assessment and to adequately report on the results of performed assessments.

Content:
Key institutions and legal framework for the conduct of regulatory reform; RIA process and its importance in the European integration process as well as in the creation of a favourable environment for investing in the economic system; Basic techniques of defining problems and objectives; Different areas of regulating problems and essential differences between regulatory and non-regulatory options, as well as the process of selecting the optimum option; Data collection stage; Consultation stage; Purpose and techniques of regulatory economic assessment; Guidelines on writing reports and presenting regulatory impact assessment; Evaluation and monitoring of accepted solutions; Ex post impact assessment.

Target group:
Civil servants who participate in legislative drafting.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, discussion, working in small groups, solving a case study

Expected outcomes:
Trainees are familiar with the basic principles and requirements of the RIA methodology and have mastered the basic steps in RIA, the skill of performing detailed assessment of the given legislation and also reporting on the assessment results.

Duration:
Three days (24 school lessons)

Funding:
Funds of the Human Resource Management Service
2. DRAFTING OF LEGISLATION

2.3. Approximation of the national legislation to the Acquis Communautaire – Table of Concordance

Objective:
Developing knowledge and skills necessary for proper adoption of legal acts which are fully approximated to the EU legal provisions.

Content:
Sources of EU law; The legislative procedure of the Community; Relationship between the legal order in the EU and Serbia; Autonomy and supremacy of EU law; Approximation of the legislation: adoption of laws approximated to the EU and their enforcement; Methods and techniques of legislative approximation (rewriting, incorporation/overwriting, quotation/reference); Tables of legislative concordance (a new additional tool which will be used simultaneously with the Statement on the Approximation); Comparative practice.

Target group:
Civil servants who perform normative tasks and who participate in the drafting of legislation.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, discussion, practical exercises via individual and group work

Expected outcomes:
Trainees understand the characteristics of certain sources of EU law and specificities of the approximation and have developed skills in applying legislative approximation methods, techniques and tools.

Programme duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service

Remark:
The seminar is to be realised in cooperation with the European Integration Office.
2. **DRAFTING OF LEGISLATION**

2.4. **Application of grammar, stylistic and syntax rules in the drafting of legislative acts**

**Objective:**
Familiarisation with linguistic rules and administrative style in legislative drafting.

**Content:**
Language in administration; Standard and aesthetic rules; Characteristics that each act has to have; Linguistic means of achieving these characteristics; Application of linguistic rules on the compulsory parts of an act; Syntax exercises; Non-allowed linguistic means; Administrative style and its influence on general language; Consequences of language bureaucratisation; Bureaucratic purity and other types of purism; Power of a word; Stylistic exercises; Standards in report writing.

**Target group:**
Civil servants who prepare written material to be considered at governmental sessions and all other civil servants.

**Type of training:**
The training will take the form of an informative and instructional seminar.

**Methods and techniques:**
Lectures, discussions, practical exercises, analyses

**Expected outcomes:**
Trainees understand the importance of cherishing administrative style and have improved their knowledge of basic linguistic rules in legislative drafting.

**Duration:**
Two days (12 school lessons)

**Funding:**
Funds of the Human Resource Management Service
3. **CIVIL SERVICE SYSTEM**

3.1. Labour relations in state administration bodies
3.2. Planning HR needs
3.3. Job analysis, drafting of job descriptions and job classification
3.4. HR selection methods
3.5. Professional training – from needs assessment to evaluation
3.6. Appraisal of civil servants – from the setting of work objectives to evaluation
3.7. Appraisal of civil servants – conducting an appraisal interview
3.8. Induction course
3.9. Administering the Central HR Registry
3.10. Health and safety at work
3.11. Mobbing – prevention of and protection against workplace bullying

The main purpose of this thematic area is gaining and perfecting knowledge and skills related to the human resource management process and creating conditions for a qualified and professional administration, starting from HR planning, through job analysis, selection, professional training, appraisal of civil servants, familiarisation with specificities of a human resource management information system, to the familiarisation of participants with the legislation regulating the area of health and safety at work as well as the rules of conduct for employers and employees regarding the prevention of and protection against discrimination and workplace bullying.
3. CIVIL SERVICE SYSTEM

3.1. Labour relations in state administration bodies

Objective:
Gaining knowledge about the characteristics of labour relations in state administration bodies.

Content:
The concept of a civil servant and an employee; Rights and obligations of civil servants; Types of posts and their filling; Appraisal and promotion of civil servants; Transfer of civil servants; Training and professional development; Accountability of civil servants; Termination of employment; Rights in case of changes in the organisation of state bodies; Deciding on the rights and duties of civil servants; Organisation of the HR system; Salaries of civil servants and employees; Subsidiary application of general employment legislation.

Target group:
Newly employed civil servants, probationers and other civil servants.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees understand basic notions and are aware of the specificities of labour relations in state bodies.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service
3. CIVIL SERVICE SYSTEM

3.2. Planning HR needs

Objective:
Improving knowledge about the process of planning HR needs.

Content:
Importance and impact of (short-term, long-term) planning the work of a body on HR planning; HR planning strategy; HR planning methods; HR plan.

Target group:
Managers in state administration bodies and other civil servants participating in HR planning.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, exercises via individual and group work

Expected outcomes:
Trainees understand the importance and purpose of HR planning in the context of planning the work of bodies, have mastered HR planning technique and developed the ability to make an HR plan.

Duration:
One day (6 school lessons)
3. CIVIL SERVICE SYSTEM

3.3. Job analysis, drafting of job descriptions and job classification

Objective:
Gaining knowledge and developing skills to perform job analysis, compose job descriptions and classify jobs in order to draft rulebooks on internal organisation and staffing tables.

Content:
Legal framework; Job analysis; Methods and techniques; Interview; Job description; Job evaluation criteria; Job classification.

Target group:
Civil servants who perform job analysis and managers of organisational units.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, workshop

Expected outcomes:
Trainees are aware of different job analysis methods and job evaluation criteria and have developed skills in drafting job descriptions and job grade classification.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
3. CIVIL SERVICE SYSTEM

3.4. HR selection methods

Objective: Improving civil servants’ knowledge and skills regarding the application of modern HR selection methods.

Content: Basis for the vacancy filling process and actors in the process; Main stages in the vacancy filling process; Methods of testing professional qualifications and knowledge in writing (knowledge tests, essay, simulation of a typical work sample); Methods of testing professional qualifications and knowledge verbally (interview); Methods of testing skills (standardised tests and interview).

Target group: Civil servants who work in HR units and those who participate in the work of selection panels.

Type of training: The training will take the form of an informative and instructional seminar.

Methods and techniques: Lecture, discussion, practical exercises

Expected outcomes: Trainees are aware of various HR selection methods and possibilities for their application, have developed skills in applying certain HR selection methods and realised possibilities and methods of monitoring the impact of HR selection.

Duration: One day (8 school lessons)
3. CIVIL SERVICE SYSTEM

3.5. Professional training – from needs assessment to evaluation

Objective:
Improving civil servants’ knowledge and skills in relation to the professional training process.

Content:
Methods and techniques of collecting professional training needs; Elements of a professional training programme; Elements of quality implementation of a training programme; Monitoring the implementation of a programme; Methods and techniques of performing training evaluation; Reporting in the process of professional training.

Target group:
Civil servants who work in HR units and perform the tasks of HR development.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, plenary sessions, practical exercises via working in small groups

Expected outcomes:
Trainees have improved their knowledge and skills with reference to conducting a training needs analysis, drafting a professional training programme, implementing training courses, performing evaluation and monitoring of professional training and reporting on professional training.

Duration:
One day (8 school lessons)
3. CIVIL SERVICE SYSTEM

3.6. Appraisal of civil servants – from the setting of work objectives to evaluation

Objective:
Improving civil servants’ knowledge about how to conduct appraisal.

Content:
Basic principles and steps in the appraisal procedure; Formulating work objectives on the basis of a specific job description; Work objectives of civil servants in the context of the annual plan of bodies and overall annual objectives of bodies; Concordance between criteria and marks; Appraisal interview.

Target group:
All civil servants

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees understand the importance of appraisal, have mastered the skill of formulating work objectives, are familiar with the purpose of conducting an appraisal interview and are aware of the specificities in the appraisal of civil servants.

Duration:
One day (6 school lessons)
3. CIVIL SERVICE SYSTEM

3.7. Appraisal of civil servants – conducting an appraisal interview

Objective:
Developing managers’ skills to conduct appraisal interviews.

Content:
Appraisal interview: purpose and meaning; Preparation for conducting an interview; The course of an appraisal interview; Appraisal interview guide.

Target group:
Managers in state administration bodies

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, simulation, discussion and exchange of experiences

Expected outcomes:
Trainees understand the importance and purpose of the appraisal interview, are aware of basic elements of the appraisal interview, have mastered the technique of writing a scenario/plan for the interview and improved their skills in conducting the interview.

Duration:
One day (6 school lessons)
3. CIVIL SERVICE SYSTEM

3.8. Induction course

Objective:
Training civil servants to perform the induction of probationers and the newly employed.

Content:
Importance of induction for probationers and the newly employed; Concept and stages of induction; Induction programme; Role and profile of a mentor.

Target group:
Civil servants who work in HR units of state administration bodies, managers of internal units and other civil servants.

Type of training:
The training will take the form of an informative and instructional seminar

Methods and techniques:
Lecture, discussion, simulations, individual and group exercises

Expected outcomes:
Trainees understand the importance and purpose of providing induction for probationers and the newly employed, have adopted the basic concept, stages and levels of induction and recognised the specificities of the role of a mentor.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
3. CIVIL SERVICE SYSTEM

3.9. Administering the Central HR Registry

Objective:
Training participants to work autonomously on updating the information database of the Central HR Registry.

Content:
The importance of the Central HR Registry for HR management in state administration; The application of the Personal Data Protection Act in the practice of the Central HR Registry; Programme elements: main menu, forms, enquiries, reports, circular letters, statistics and procedures; Entering employee data; Entering staffing tables; Creating individual documents (decisions, certificates…); Creating reports.

Target group:
Civil servants who work in HR units, particularly administrators of HR information systems.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Lecture, individual practical work

Expected outcomes:
Trainees understand the purpose and functions of the Central HR Registry and have developed the ability to autonomously create analytical overview tables and graphs as well as reports on HR records.

Duration:
One day (6 school lessons)
3. CIVIL SERVICE SYSTEM

3.10. Health and safety at work

Objective:
Training civil servants to efficiently perform tasks related to health and safety at work.

Content:
Rights, obligations and responsibilities of the main actors in the system of health and safety at work at the employer level; Risk assessment; Tasks of an employee responsible for health and safety at work.

Target group:
Civil servants designated to perform the tasks of health and safety at work within their employing bodies.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, workshop

Expected outcomes:
Trainees understand the basic elements of the Law on Health and Safety at Work as well as the essence of the role of a health and safety at work representative and have developed the ability of independent risk assessment in the workplace.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
3. CIVIL SERVICE SYSTEM

3.11. Mobbing – prevention of and protection against workplace bullying

Objective:
Improving civil servants’ knowledge about the prevention of and protection against workplace bullying.

Content:
Law on the Prevention of Workplace Bullying; Rulebook on the Employer’s Code of Conduct in terms of Prevention of and Protection against Workplace Bullying; Role of a support person; Experiences from the practice: a mobbing diary.

Target group:
All civil servants

Type of training
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, individual exercises

Expected outcomes:
Trainees are familiar with the main elements of the Law and Rulebook and are trained to recognise behaviour that might indicate workplace bullying.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
4. PUBLIC POLICIES

4.1. Creation and impact assessment of public policies
4.2. EUROMOD/SRMOD – a tool for policy impact assessment
4.3. Collection, analysis and usage of information
4.4. Mechanisms for the participation of civil society organisations in the creation and implementation of public policies
4.5. Social inclusion and poverty reduction – approaching the EU social process

Detailed analytical studies of certain issues support preparing and making decisions in state administration bodies, so they provide the foundation for public policy formulation within the Government and state bodies. This role is not sufficiently developed in state administration bodies partly because of a lack of adequately trained staff to do this type of tasks.

Policy impact assessment is of great importance in the process of public policy creation and ensures that public policies and measures taken are based on objective data. Improving the analytical capacity of civil servants performing the tasks of planning and analysis in state administration authorities is going to be a priority in the upcoming period. EUROMOD is a software package or a tool to assess the impact of the existing and/or planned solutions in the area of various policies. It enables simulation of various policies’ effects on distribution, inequality, poverty, social inclusion and work incentives in EU member states.

Constant cooperation with the civil society is vital in the process of public policy creation and impact assessment. The issues of poverty reduction and social inclusion are going to become mandatory components of the EU integration policy. It is therefore necessary to update the existing policies, which only partly deal with the social inclusion issues, and also develop a strategic framework which will take into consideration the full spectrum of inclusion based on numerous social factors.
4. PUBLIC POLICIES

4.1. Creation and impact assessment of public policies

Objective:
Developing the capacity to create public policies, implement and monitor them, as well as developing policy impact assessment skills.

Content:
The notion of public policy; Types of public policy proposals; The process of public policy creation; The importance of policy impact assessment in the process of public policy creation; Policy impact assessment in the cycle of public policy planning and creation; Defining problems; Designing a methodological framework; Qualitative and quantitative techniques of data collection; Analytical framework; Models of institutional sustainability; Best practice examples in the country and abroad.

Target group:
Civil servants involved in planning and analysis in state administration bodies and also decision-makers.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, discussions, case studies

Expected outcomes:
Trainees understand the process of public policy creation, are aware of stages in public policy creation and impact assessment, and have mastered designing a methodological framework to collect data for policy impact assessment.

Duration:
Three days (24 school lessons)

Funding:
With the support of the Hanns Seidel Foundation and other international donors

Remark:
The seminar is to be realised in cooperation with the Team for Social Inclusion and Poverty Reduction – Office of the Deputy Prime Minister for EU Integration.
4. PUBLIC POLICIES

4.2. EUROMOD/SRMOD – a tool for policy impact assessment

Objective:
Familiarisation with the application of the EUROMOD/SRMOD software package for the impact assessment of various policies.

Content:
Functioning modalities of the model (structure, basic concepts, inputs); Basic functions and variables of the model; Capacities of EUROMOD/SRMOD in policy impact analysis; Analysis of summary statistics and report preparation.

Target group:
Civil servants involved in planning and analysis in state administration bodies and also public policy creators.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, case studies

Expected outcomes:
Trainees are aware of the modalities for using SRMOD and opportunities it gives in policy impact assessment, and are familiar with the possibilities of preparing different statistical reports on the basis of data obtained.

Duration:
One day (5 school lessons)

Funding:
With the support of the Team for Social Inclusion and Poverty Reduction – Office of the Deputy Prime Minister for EU Integration
4. PUBLIC POLICIES

4.3. Collection, analysis and usage of information

Objective:
Developing civil servants’ analytical capacity to improve the process of official statistical data collection and usage.

Content:
Applied statistics and information technology; Statistical practice in Serbia; International statistical standards; Analytical capacity as a precondition for policy impact analysis.

Target group:
Civil servants involved in planning and analysis in state administration bodies and also public policy creators.

Type of training:
The training will take the form of informative and interactive lectures.

Methods and techniques:
Interactive lectures, analyses, discussion

Duration:
One day (6 school lessons)

Expected outcomes:
Trainees are familiar with the process of data coordination, collection, processing and analysis and are aware of Serbia’s international obligations concerning the harmonisation of statistical systems and procedures and also of the available statistical information in Serbia.

Funding:
Funds of the Human Resource Management Service with the support of the Team for Social Inclusion and Poverty Reduction – Office of the Deputy Prime Minister for EU Integration
4. PUBLIC POLICIES

4.4. Mechanisms for the participation of civil society organisations in the creation and implementation of public policies

Objective:
Familiarisation with good practice, international legal standards and advantages of different mechanisms for the participation of civil society organisations (CSO) in the development and implementation of public policies.

Content:
Legal nature of the citizens’ right to participation in the process of public policy development and implementation; Role of civil society organisations (CSO) in the process of public policy development and implementation and regulatory framework for their participation; International legal documents relevant to the participation of CSO in the process of public policy development and implementation; Participatory democracy mechanisms in EU bodies; Good practices on CSO participation; Institutional and other obstacles to the participation of CSO in the process of public policy development and implementation in the Republic of Serbia.

Target group:
Civil servants involved in planning and analysis in state administration bodies and also public policy creators.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, discussion, case studies

Expected outcomes:
Trainees understand the role of civil society organisations in the process of public policy development and implementation, are aware of good practices on CSO participation in the process and distinguish between the national and international regulatory framework for the cooperation of the civil sector and state administration in public policy creation and implementation.

Duration:
One day (6 school lessons)

Funding:
With the support of the project “Building Capacity and Tools for More Efficient Social Inclusion in the European Integration Process in the Republic of Serbia” of the Team for Social Inclusion and Poverty Reduction – Office of the Deputy Prime Minister for EU Integration. The project is supported by the Royal Norwegian Ministry of Foreign Affairs.
4. PUBLIC POLICIES

4.5. Social inclusion and poverty reduction – approaching the EU social process

Objective:
Building capacities to adapt the institutional framework for monitoring poverty and social inclusion in Serbia to the EU principles.

Content:
The notion and trends of poverty; Research approaches to poverty; Applied policy in fighting poverty; Poverty in Serbia: current situation, monitoring, institutional development; The notion and concept of social inclusion; Research approaches to social inclusion in scientific and applied research; The European Social Project; Methodology of monitoring social inclusion in the EU; Social inclusion in Serbia: current situation, monitoring, institutional development.

Target group:
Civil servants involved in planning and analysis in state administration bodies, legislative drafting and improving the position of socially excluded groups in state administration bodies.

Type of training:
The training will take the form of an online course.

Expected outcomes:
Trainees understand the concept of social inclusion and poverty reduction as well as Serbia’s obligations in this respect in the EU integration process, have improved their knowledge about the ways of measuring and monitoring social inclusion and poverty reduction and are aware of the possibilities for including the concept of social inclusion and poverty reduction in their work.

Funding:
With the support of the Team for Social Inclusion and Poverty Reduction – Office of the Deputy Prime Minister for EU Integration
5. EUROPEAN INTEGRATION

5.1. ABC of the European Union
5.2. European Administrative Space
5.3. The law and procedures of the EU
5.4. EU policies
5.5. Implementation of the Stabilisation and Association Agreement
5.6. Negotiation techniques in the EU accession process
5.7. The art of lobbying the EU

In addition to the basic knowledge about the EU origins and EU law, it is important that as many civil servants as possible gain more in-depth knowledge about the procedures, functioning and decision-making methods in the EU. This should provide participants with a solid basis for further independent research related to their daily tasks. Raising awareness of the administrative practice in EU member states resulting from their integration into the EU is one of the objectives.

Since the negotiations are finished and the Stabilisation and Association Agreement is being implemented, it is necessary to familiarise civil servants with the content and meaning of the Agreement, and also point out the ways to implement its provisions.

Comprehensive basic knowledge about the EU has to cover the EU policies in order to ensure better understanding of the nature and concept of the EU. Strengthening the administrative capacity for successful negotiation and lobbying is essential in the process of EU accession.
5. EUROPEAN INTEGRATION

5.1. ABC of the European Union

**Objective:**
Familiarisation with the EU basics.

**Content:**
Relationship between Serbia and the EU; Historical development of the European Union with reference to the Treaty of Lisbon and EU future; EU institutions – composition and competence; Sources of law and relationship between Acquis communautaire and legal order of member states; The EU judicial system.

**Target group:**
All civil servants

**Type of training:**
The training will take the form of a lecture.

**Methods and techniques:**
Lectures, discussion

**Expected outcomes:**
Trainees have learnt the basics of the EU by familiarisation with the historical development of the European Union, competences of EU institutions and Serbia’s European perspective.

**Duration:**
One day (8 school lessons)

**Funding:**
Funds of the Human Resource Management Service with the support of the Hanns Seidel Foundation

**Remark:**
The seminar is to be realised in cooperation with the European Integration Office.
5. EUROPEAN INTEGRATION

5.2. European Administrative Space

Objective:
Familiarisation with the administrative practices of EU member states resulting from the integration into the EU.

Content:
Principles and objectives of a modern administration – new administrative practice; Member states’ mechanisms to influence decision-making in the EU; Cooperation between member states; Experiences of different EU member states in working with EU institutions.

Target group:
All civil servants

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Interactive lectures, discussion

Expected outcomes:
Trainees understand the principles of a modern administration, are aware of decision-making mechanisms in the EU and are familiar with experiences of different EU member states in working with EU institutions.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service

Remark:
The seminar is to be realised in cooperation with the European Integration Office.
5. EUROPEAN INTEGRATION

5.3. The law and procedures of the EU

Objective:
Gaining advanced knowledge about the procedures and functioning of EU institutions.

Content:
Introduction to the political system of the European Union; Institutions and decision-making processes in the first pillar of the EU; Elements of supranationalism and the system of court protection in the European Union; the European Union as an international player; Serbia and the European Union.

Target group:
All civil servants.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, workshops, case studies

Expected outcomes:
Trainees are aware of EU institutions and how decisions are made in the first pillar of the EU, are familiar with how the system of court protection in the EU functions and understand the position of Serbia in the European integration process.

Duration:
Five days (45 school lessons)

Funding:
With the support of the Friedrich Ebert Foundation

Remark:
The seminar is to be realised in cooperation with the European Integration Office.
5. EUROPEAN INTEGRATION

5.4. EU policies

Objective:
Familiarisation with the EU sectoral policies.

Content:
Commercial and anti-dumping policy of the EU; Common agricultural policy of the EU; Industrial policy; Competition policy of the EU; Common labour market of the EU; Regional policy of the EU.

Target group:
All civil servants

Type of training:
The training will take the form of lectures and practical work (workshop).

Methods and techniques:
Lectures, discussion, workshops

Expected outcomes:
Trainees are aware of the specificities of sectoral policies.

Duration:
Three days (24 school lessons)

Funding:
Funds of the Human Resource Management Service

Remark:
The seminar is to be realised in cooperation with the European Integration Office.
5. EUROPEAN INTEGRATION

5.5. Implementation of the Stabilisation and Association Agreement

Objective:
Preparation of state administration for better implementation of the Stabilisation and Association Agreement and the upcoming negotiations on the EU membership.

Content:
The stabilisation and association process – general principles, political dialogue and regional cooperation; Elements of the stabilisation and association agreement – movement of workers, commercial establishment, supply of services, movement of capital, approximation of laws, competition law enforcement, resolving disputes, free movement of goods (industrial products, agriculture and fisheries), justice, freedom and security, visas and readmission; Institutional structure within the stabilisation and association agreement; European agreements; Experiences of new member states; The current status of the Stabilisation and Association Agreement signed with the Republic of Serbia; Getting the candidate country status and advantages arising from the candidate status; The course of negotiations – division of subject matter into chapters; Conclusion and ratification of a membership treaty.

Target group:
All civil servants

Type of training:
The training will take the form of a lecture.

Methods and techniques:
Lectures, discussion

Expected outcomes:
Trainees are aware of the provisions of the Stabilisation and Association Agreement.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of the Hanns Seidel Foundation

Remark:
The seminar is to be realised in cooperation with the European Integration Office.
5. EUROPEAN INTEGRATION

5.6. Negotiation techniques in the EU accession process

Objective:
Strengthening the administrative capacity for successful negotiation.

Content:
What is a good negotiating position?; Good negotiation techniques; Experiences of other countries; Presentation skills.

Target group:
Civil servants involved in European integration affairs.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, simulation

Expected outcomes:
Trainees understand the nature of a good negotiating position, are aware of the nature and process of negotiation and are capable of using presentation skills in the negotiating process.

Duration:
Two days (16 school lessons)

Funding:
With the support of international donors

Remark:
The seminar is to be realised in cooperation with the European Integration Office.
5. EUROPEAN INTEGRATION

5.7. The art of lobbying the EU

Objective:
Preparing civil servants to present and lobby the EU for national interests in the best possible way by acquiring the skills of decision-shaping and decision-making.

Content:
The art of lobbying: possibilities and strategies; Basics of lobbying; Lobbying seen from Serbia’s perspective; Lobbying in practice – tools and rules; How to deal with the information about the EU; Lobbying the EU; Preparing a lobbying strategy.

Target group:
Civil servants involved in European integration affairs.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, discussion, case study

Expected outcomes:
Trainees have learnt about the process of lobbying, are aware of different possibilities of lobbying, understand what lobbying is like in practice and are capable of developing a lobbying strategy.

Duration:
Two days (16 school lessons)

Funding:
With the support of international donors

Remark:
The seminar is to be realised in cooperation with the European Integration Office.
6. PUBLIC FINANCE

6.1. Planning priority funding areas
6.2. Budget preparation and planning
6.3. Programme budget
6.4. Budget execution
6.5. Budget accounting and reporting
6.6. Basic principles of tax operations in state administration
6.7. Conducting a public procurement procedure

Theoretical and practical knowledge of public finance is one of the crucial factors on which the success of state administration reform depends. By constant modernisation of the budget system it is necessary to provide a continuous process of appropriate reporting, instructions, guidelines and consultation for those who work in the area and for civil servants whose work is based on planned budget resources.

Reinforcing state administration capacity, particularly the capacity of civil servants responsible for managing financial and material operations in state administration bodies, those who participate in the process and managers of internal units provides the foundation for successful and efficient performance of tasks within the purview of state administration bodies.
6 PUBLIC FINANCE

6.1. Planning priority funding areas

Objective:
Improving civil servants’ knowledge and skills related to better quality of budget preparation.

Content:
Budget calendar; Sustainable public finance; Medium-term financial planning methodology; Proposals of priority funding areas for the current budget year and next two fiscal years; Submission of plans.

Target group:
Managers of internal units who perform financial and material tasks and other civil servants who are involved in budget preparation and planning.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture, discussion, demonstration

Expected outcomes:
Trainees understand the process of proposing priority funding areas, are aware of the importance and purpose of medium-term financial planning and are capable of preparing a financial plan for the budget year and next two years in accordance with instructions.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service
6. PUBLIC FINANCE

6.2. Budget preparation and planning

Objective:
Providing uniformity in the approach to budget planning in state administration bodies by reinforcing the capacity to improve the quality of explanations submitted with financial plan proposals.

Content:
Planning procedures and role of budget beneficiaries in the process; Drafting financial plan proposals for a budget beneficiary.

Target group:
Managers of internal units who perform financial and material tasks and other civil servants who are involved in budget preparation and execution.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Interactive lectures, discussion

Expected outcomes:
Trainees understand the phases of a budget calendar and are capable of preparing a proposal of a body’s financial plan.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service
6. PUBLIC FINANCE

6.3. Programme budget

Objective:
Creating preconditions for the development of a programme budget model for budget planning.

Content:
The importance of introducing a programme budget; Programme budget in the context of strategic and medium-term planning; Advantages of preparing budget on the basis of a programme model; Appropriations.

Target group:
Managers of internal units who perform financial and material tasks and other civil servants who are involved in budget preparation and execution.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, simulation

Expected outcomes:
Trainees understand the difference between line-item and programme budget models, are aware of the advantages of programme budget model and are familiar with a programme approach to budget planning.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service
6. PUBLIC FINANCE

6.4. Budget execution

Objective:
Training participants to execute budget in line with the legislation and proclaimed objectives of budget management.

Content:
Budget-related legislation; Main elements (steps) in budget execution and their support within the FMIS (appropriation management, quota management, incurrence and recording of liabilities, payment, recording of claims, monitoring of execution via budget beneficiaries’ recording accounts); Monitoring and harmonisation with budget accounting; Reporting; Rulebook on the Budget Execution System of the Republic of Serbia; Planning budget execution on a daily and monthly basis within FINPLAN.

Target group:
Managers of internal units who perform financial and material tasks and other civil servants employed by budget beneficiaries who are involved in budget preparation and execution.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees understand steps in budget execution and are capable of using the budget execution application.

Duration:
One day (4 school lessons)

Funding:
Funds of the Human Resource Management Service
6. PUBLIC FINANCE

6.5. Budget accounting and reporting

Objective:
Reinforcing the capacity to perform budget accounting and reporting efficiently and effectively.

Content:
Legislation on budget accounting; Characteristics and flow of accounting documents; Structure of the chart of accounts; Entering transactions; Closing the books and preparing the annual financial statement; Support to budget accounting within the FMIS.

Target group:
Managers of internal units who perform financial and material tasks and other civil servants who are involved in budget preparation and execution.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, discussion

Expected outcomes:
Trainees understand legislation on budget accounting, accounting data processing in public finance and reporting for various beneficiaries and are capable of entering transactions and preparing the annual financial statement.

Duration:
Two days (12 school lessons)

Funding:
Funds of the Human Resource Management Service
6. PUBLIC FINANCE

6.6. Basic principles of tax operations in state administration

Objective:
Improving participants’ knowledge and skills concerning more efficient financial operations from the viewpoint of the tax system.

Content:
Double taxation procedures; Necessary documents for the residence certificate; Tax relief for foreign nationals; VAT relief procedure in case of grants; The procedure of filing an Individual Tax Return (PPP\(^1\) form) for the previous year; Types of forms for certain tax returns, the way to complete them and calculation, deadlines for filing them; Problems in practice and how to overcome them.

Target group:
Managers of internal units who perform financial and material tasks in state administration bodies.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, analyses of examples, discussion

Expected outcomes:
Trainees understand basic principles of tax operations in state administration, are familiar with the specificities of a set of tax laws they use in their work, have mastered the types, deadlines and methods of calculation for certain tax returns, have mastered double taxation procedures and VAT relief procedure.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service

\(^{1}\) Translator’s note: PPP is an abbreviation in Serbian language.
6. PUBLIC FINANCE

6.7. Conducting a public procurement procedure

Objective:
Developing the capacity to use public finance efficiently and economically and to apply basic ethic rules and regulations related to the conduct of public procurement.

Content:
Subject and principles of public procurement; The notions of a client, contractor and bid; Types of public procurement procedures; Requirements to launch a public procurement procedure; Tender documentation; The content of a public invitation to bid; Requirements to participate in a public procurement procedure; Time limits in a public procurement procedure; Public procurement contract; Possibilities of corruption in a public procurement procedure; Handling information; The principle of economic and efficient usage of public finance; Illegal forms of discrimination in conditions for participation; The principle of personal accountability of employees; Tasks of a public procurement panel and situations giving rise to ethical dilemmas; Abuse in the realisation of contracts; Mechanisms to control the realisation of public procurement.

Target group:
Civil servants who conduct public procurement procedures and all those who participate in the process.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, discussion

Expected outcomes:
Trainees are aware of the public procurement procedure, can differentiate between types of public procurement procedures and are familiar with basic ethic rules in all stages of the public procurement procedure.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
7. **DECENTRALISED MANAGEMENT OF EU FUNDS**

7.1. Basic principles of the Decentralised Implementation System (DIS) of EU funds
7.2. General framework – Instrument for Pre-Accession Assistance (IPA) and inter-institutional relations
7.3. Decentralised management – accreditation/conferral of management
7.4. Control environment and risk management
7.5. Publicity and visibility in implementing IPA programmes
7.6. Tendering and contracting
7.7. Project/contract management
7.8. Financial management
7.9. Monitoring and evaluation
7.10. Accounting
7.11. Human resource development and DIS
7.12. Irregularities
7.13. Cross-border cooperation and decentralised management
7.14. Internal audit

The Action Plan for the Preparation of Accreditation for DIS in the Republic of Serbia adopted by the Government comprises a training plan for the preparation of DIS accreditation. The training programme for state administration in the context of preparation for decentralised management of EU funds is based on the training needs analysis performed in line ministries. The training programme contains proposed training activities for the staff in all institutions which use pre-accession assistance in different ways and in different project cycle stages.
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.1. Basic principles of the Decentralised Implementation System (DIS) of EU funds

Objective:
Reinforcing the capacity of state administration for decentralised management of EU funds.

Content:
IPA funds and implementation methods; Roles and responsibilities in the usage of IPA; IPA - DIS – structures and relations; Accreditation criteria and accreditation package; National accreditation and Conferral of management by EC; DIS Roadmap.

Target group:
Managers of project management units and civil servants who are involved in the implementation of IPA within IPA project management units, as well as the staff responsible for assistance programmes in line ministries and relevant officials responsible for IPA programme and project implementation.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees are fully aware of basic notions, structure and principles of EU fund management in a decentralised system.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.2. General framework – Instrument for Pre-Accession Assistance (IPA) and inter-institutional relations

Objective:
Raising knowledge of the institutional framework required for IPA management under the Decentralised Implementation System (DIS) of EU funds.

Content:
Responsibilities of the key stakeholders and relationships between them; Implementing Agreement/Operational Agreement(s); Operating structure by IPA component or programme; IPA Monitoring Committee, Sectoral Monitoring Committees, Sectoral Monitoring Sub-Committees.

Target group:
Civil servants who are involved in the programming or implementation of IPA components.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Lecture, group work, discussion

Expected outcomes:
Trainees are aware of the roles and responsibilities of the bodies and authorities required for decentralised management, as well as the relationships among them, including hierarchy, reporting, monitoring and segregation of duties.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.3. Decentralised management – accreditation/conferral of management

Objective:
Familiarisation with accreditation criteria, accreditation package, national accreditation and conferral of management by the EC and linking the accreditation criteria with DIS preparation process in the country.

Content:
Concept; DIS Roadmap; National accreditation of the Operating Structures by the NAO (granting, monitoring and withdrawing the accreditation); National accreditation of the NAO / NF by the Competent Accrediting Officer (granting, monitoring and withdrawing the accreditation); Conferral of management by the EC (granting, monitoring and withdrawing the accreditation).

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, group work, discussion

Expected outcomes:
Trainees are fully aware of the accreditation criteria for decentralised management and are able to link their preparation process (legislative, institutional and procedural framework) with the accreditation requirements; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.4. Control environment and risk management

Objective:
Raising knowledge of the concept of control environment, risk management, internal and external audit functions.

Content:
Mission, objectives and values of any institution; Ethics and integrity; Risk management as a tool for managers / as a tool for auditors; Coordination over the whole system; Follow-up of audit recommendations; Regular assessment of the systems by the management for the purpose of reporting on system integrity; Internal and external audit.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, simulation, discussion

Expected outcomes:
Trainees are fully aware of the concept of control environment and able to link DIS preparation process (legislative, institutional and procedural framework) with this accreditation requirement; Trainees are fully aware of the internal and external audit functions and able to link the DIS preparation process with those requirements; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.5. Publicity and visibility in implementing IPA programmes

Objective:
Raising knowledge of publicity requirements of the EC – programme information, tendering, award of contracts, final beneficiaries, as well as of the EC visibility requirements – manners and means of standard presentation and responsibilities of different actors in DIS.

Content:
EC requirements; Responsibilities; Publicity in relation to tendering / award of contracts.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, case studies, discussion

Expected outcomes:
Trainees are fully aware of the EC requirements regarding publicity and visibility, as well as the responsibilities of different actors in decentralised management on this issue; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.6. Tendering and contracting

Objective:
Improving civil servants’ knowledge of the Practical Guide (PRAG) / FWC Guidelines / Twinning Manual / FIDIC and of the specificities and steps of the procurement/tendering process for different types of contracts.

Content:

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, case studies, simulations, reviews, discussion

Expected outcomes:
Trainees are aware of applicable procurement procedures and relevant steps / operational procedures according to the EC requirements; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.7. Project/contract management

Objective:
Familiarising civil servants with procurement procedures, Practical Guide (PRAG) / Framework Contract Guidelines / Twinning Manual / FIDIC and raising knowledge of the specificities and steps of the procurement/tendering process for different types of contracts.

Content:
Preparation and review of contracts for services; Preparation and review of contracts for supplies; Preparation and review of contracts for works (FIDIC); Monitoring contract implementation; Reporting on contract implementation; Preparation, review, monitoring and reporting on Twinning; Preparation, review, monitoring and reporting on grant schemes; Financial management of contracts; Completion and closure of contracts.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, case studies, simulations, reviews, discussion

Expected outcomes:
Trainees are fully aware of issues regarding contract/project management in decentralised management, including the necessary tools, manuals, checklists and are capable of implementing them autonomously when part of their scope of activities; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.8. Financial management

Objective:
Familiarisation with the rules and procedures (specificities and steps) regarding the flow of funds (planning, requesting, channelling, transferring, certification, suspension and reallocation) and improving the theoretical and practical knowledge of planning the EU and co-financing funds, as well as their “merging”.

Content:
Flow of funds; Planning the funds; Channelling the co-financing; Requesting funds from the EC; Transferring funds to contractors / grant beneficiaries; Certification of expenditure (statement of expenditure); Closure of programmes; Suspension of payments; Reallocation of funds.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, case studies, simulations, review of procedures, discussion

Expected outcomes:
Trainees are aware of rules and applicable procedures of financial management and all the relevant steps, while the staff involved in financial management are capable of implementing the procedures; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.9. Monitoring and evaluation

Objective:
Raising awareness of the EC monitoring and evaluation requirements for IPA – structures, roles, tasks, dynamics of meetings of Monitoring Committees and creating practical knowledge about drafting and/or reviewing monitoring reports.

Content:
Monitoring Committees; Monitoring reports; Preparation of the Monitoring Committees meetings; Follow-up of Monitoring Committees recommendations; Evaluation mechanisms and follow-up of evaluators’ recommendations.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, simulations, review of procedures, discussion

Expected outcomes:
Trainees are aware of the monitoring and evaluation requirements for IPA - structures, roles, tasks, dynamics and the staff involved in implementing monitoring and evaluation procedures are capable of applying related operational procedures; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.10. Accounting

Objective:
Raising civil servants’ awareness of the procedures, principles and responsibilities regarding the accounting of IPA funds and related co-financing, creating practical knowledge of preparation / control of financial statements for IPA funds and linking it with the DIS preparation process.

Content:
Procedures (principles and responsibilities); Electronic transfer of data; Records and controls (Chart of accounts / Description of the accounts / Main entries); Reconciliation procedure; Financial statements.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, simulations, analyses

Expected outcomes:
Trainees are aware of the accounting requirements for IPA and the staff involved in implementing accounting procedures are capable of applying related operational procedures; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS”
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.11. Human resource development and DIS

Objective:
Raising civil servants’ awareness of the EC requirements regarding management and development of human resources, with the focus on accreditation criteria for DIS.

Content:
Human resource development strategy and DIS; Staff planning (workload analysis); Accountability and responsibility; Mission statements, Code of conduct; Job descriptions; Segregation of duties and conflict of interest; Sensitive functions (identification and mitigating measures); Training and development.

Target group:
Civil servants who are involved in the programming or implementation of IPA components; Line ministries staff involved in human resource issues and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, analyses, simulations, discussion

Expected outcomes:
Trainees are aware of human resource management and development and related EC requirements; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.12. Irregularities

Objective:
Raising staff awareness on the concept of irregularities and fraud (definitions, responsibilities, discovery, investigation, reporting and follow-up) and facilitating production of procedures under DIS in relation to irregularities (especially reporting obligations).

Content:
Definitions; Responsibilities; Prevention; Detection; Reporting; Recording; Recovery; Regular follow-up.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, analyses, discussions

Expected outcomes:
Trainees are fully aware of the EC requirements in relation to irregularities / fraud and are capable of implementing irregularity procedures, they understand the concepts of irregularity officers and irregularity officers network and also the central role of the NAO; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.13. Cross-border cooperation and decentralised management

Objective:
Improving civil servants’ knowledge and skills in relation to cross-border cooperation mechanisms and procedures under decentralised management.

Content:
Impact of decentralised management on existing management systems regarding the implementation of cross-border cooperation.

Target group:
Civil servants who are involved in the programming or implementation of IPA components and internal auditors.

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, discussions and sharing lessons learnt

Expected outcomes:
Trainees are aware of the control environment and management systems for implementing cross-border programmes under decentralised management and the staff involved in implementing cross-border cooperation programmes under decentralised management are able to understand and use related procedures; Internal auditors are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
7. DECENTRALISED MANAGEMENT OF EU FUNDS

7.14. Internal audit

Objective:
Training internal auditors to understand how they stand as an element of the internal control systems assessed during the accreditations – conferral of management process.

Content:
Implementation of the internal audit function in the context of IPA components under decentralised management.

Target group:
Internal auditors

Type of training:
The training will take the form of workshops.

Methods and techniques:
Interactive lecture, discussions and sharing lessons learnt

Expected outcomes:
Trainees are fully aware of the EC requirements and the applicable procedures under decentralised management in order to take them into account during their audit work.

Duration:
To be determined

Funding:
Funds of the Human Resource Management Service with the support of the EU-funded projects of the Ministry of Finance “Support to the Implementation of the Management of EU Funds under a Decentralised Implementation System in the Republic of Serbia” and “Further Support for Implementation of DIS“
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.1. Sector-Wide Approach (SWAp)
8.2. Basic principles of project preparation and management
8.3. The process of programming international assistance, identification and drafting of project fiches
8.4. Logframe matrix drafting
8.5. Drafting of project fiches
8.6. Feasibility study and cost-benefit analysis
8.7. Preparing a project budget
8.8. Economic Development Operational Programme
8.9. Human Resource Development Operational Programme

The aim of professional training in this area is to improve the civil servants’ capacity to write project fiches, manage projects and secure financial resources to implement projects. That is how support is provided for an efficient and effective use of international assistance in terms of avoiding funding overlaps and coordination with the process of programming the budget of the Republic of Serbia.
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.1. Sector-Wide Approach (SWAp)

Objective:
Developing and building the participants’ capacity to introduce, design and implement Programme Based Approach (PBA), i.e. Sector-Wide Approach (SWAp), to prepare a detailed action plan for the implementation of SWAp, to monitor, evaluate and report on SWAp.

Content:
Elements of the SWAp and PBA concepts and differences between them; Sector-Wide Approach as a way of working with partners, donors and other stakeholders; The importance of programme support in relation to project support; Preparation of a medium-term financial framework established on the basis of realistic budget expectations; Need for harmonisation and alignment of strategic documents, good practices and other documents necessary for the successful implementation of SWAp; The method of preparing and developing SWAp documents, including a detailed action plan for the implementation of SWAp; Methods to evaluate achievements and objectives met via SWAp and the ability to monitor results at the level of outcomes.

Target group:
Managers of internal programming units and IPA implementation units, the Secretariat General staff, the European Integration Office staff – Department for Planning, Programming, Monitoring and Reporting on EU funds and Development Assistance.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees understand the concept of Programme Based Approach / Sector-Wide Approach, have the knowledge and skills necessary to prepare a detailed action plan for the implementation of SWAp (defining activities, indicators, funding) and other documents necessary for the introduction of Sector-Wide Approach, and are capable of monitoring outcomes and evaluating the performance of Sector-Wide Approach.

Duration
One day ( 8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of the European Integration Office project “Support to the Sector for Planning, Programming, Monitoring and Reporting on EU Funds and Development Assistance (DACU) of the Office for the
EU Integrations of the Republic of Serbia (SEIO) for effective partnerships for improved aid effectiveness” funded by SIDA and DfID
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.2. Basic principles of project preparation and management

Objective:
Gaining knowledge and skills necessary for project cycle management, a logframe matrix approach and the methodology of planning comprehensive projects of better quality.

Content:
Identification and prioritisation of project ideas; Basic characteristics and elements of a project cycle; Basic principles of the logframe matrix approach; Project implementation; Monitoring and project evaluation; Reporting.

Target group:
Civil servants who indirectly participate in drafting project proposals and their implementation.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, discussion, case studies

Expected outcomes:
Trainees understand the logic and purpose of project cycle management and the link between project cycle management and logframe matrix approach, are aware of the stages and steps in the usage of logframe matrix approach; they are able to apply LFA steps in practice, understand the purpose and elements of the logframe matrix – LFM and are trained to define the elements of LFM; they are familiar with the basic principles of project implementation, monitoring and evaluation.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.3. The process of programming international assistance, identification and drafting of project fiches

Objective:
Familiarising trainees with the Action Plan for Programming International Assistance, including the activity calendar, the programming process (identification and formulation of project ideas), the method for application and drafting of project fiches and also efficient problem solving in project implementation.

Content:
Calendar of the programming process with defined time limits for each stage; Participants in the programming process and their roles; Prioritisation of project ideas; Rules and procedures in the programming process; Modes of using information on donor profiles and the evaluation of the amount of donor resources in view of quality identification and formulation of project fiches; Modes of entering project fiches into an information system; The process of assessing and improving the quality of a fiche; The process of monitoring project implementation and reporting.

Target group:
Civil servants who are involved in programming international assistance in internal units whose purview encompasses writing project fiches and project management.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, discussion

Expected outcomes:
Trainees are familiar with the importance of identifying priority needs in line with the strategic documents of the Government; they are also familiar with formulating the stated needs according to the instructions on how to draft a project fiche.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.4. Logframe matrix drafting

Objective:
Familiarisation with the purpose, approach and elements of the logframe matrix.

Content:
The logframe approach as an analytical process; Elements of a logframe matrix; Instructions on how to use the logframe matrix approach; Using the logframe matrix approach in different stages of project cycle management; The analysis stage (stakeholder analysis, problem identification, problem analysis and problem tree, objective tree, analysis of strategies and choice of objectives); The planning stage (the intervention logic, the objective hierarchy, assumptions, indicators, sources of verification and drafting of a logframe matrix); Practical issues related to the application of the logframe matrix approach.

Target group:
Civil servants who are involved in programming international assistance and defining project proposals to be funded from international assistance.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, group work, discussion

Expected outcomes:
Trainees understand the approach, stages and elements of logframe stages, as well as the relationship between project cycle management (PCM), logframe approach (LFA) and project fiche (PF) preparation and are trained to properly draft a logframe matrix.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.5. Drafting of project fiches

Objective:
Familiarisation with the basic elements of IPA project fiches and mastering the skill of drafting IPA project fiches.

Content:
Structure of a draft project fiche in a format indicated in the IPA implementing rules; Overall objective, purpose and strategic framework of a project; Project description; Budget and its implementation schedule; Mandatory annexes to a project fiche; Rules and procedures for good quality identification of project fiches for IPA funds; Drafting IPA project fiches.

Target group:
Civil servants who are involved in programming international assistance within IPA project management units and interdepartmental working groups for IPA programming.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, group work

Expected outcomes:
Trainees are fully aware of basic elements of IPA project fiches, understand the link between project cycle management (PCM), logframe approach (LFA) and project fiche (PF) preparation, can incorporate elements of the matrix into a project fiche; they have improved their knowledge and skills related to planning and drafting of a budget for an IPA project; they have drawn up the first draft of an IPA project fiche (PF).

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.6. Feasibility study and cost-benefit analysis

Objective:
Training civil servants to understand the main elements of a feasibility study and basic principles of performing a cost-benefit analysis in line with the EU rules.

Content:
Basic principles of a cost-benefit analysis; Project appraisal within structural and IPA funds; Project identification, feasibility study and optional analysis; Financial analysis; Economic analysis; Sensitivity analysis and risk assessment.

Target group:
Civil servants who are involved in programming international assistance within IPA project management units and interdepartmental working groups for IPA programming.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Workshops, group work, case studies

Expected outcomes:
Trainees are aware of elements and principles of a cost-benefit analysis and feasibility study as well as of the European Commission requirements concerning project appraisal.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.7. Preparing a project budget

Objective:
Training participants to prepare a budget for IPA projects.

Content:
Principles in project budget preparation (why budgeting is necessary, what can be achieved with money, resources necessary to carry out activities, basic costs); Instructions for project budget preparation.

Target group:
Civil servants who are involved in programming international assistance within IPA project management units and interdepartmental working groups for IPA programming.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Workshops, group work, case studies

Expected outcomes:
Trainees are aware of the basic principles and techniques of budget preparation for IPA project proposals and have prepared a project budget.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.8. Economic Development Operational Programme

Objectives:
Familiarisation with the content of the programme, programme management and efficient ways to get access to the target groups of the programme.

Content:
The role of IPA and Operational Programme in relation to the economic and social cohesion in Serbia; Link between the Operational Programme and European Regional Development Fund; Link between the Operational Programme and the Strategic Coherence Framework; Content of the Operational Programme, objective, priorities, measures and operations; Institutional setup for management and implementation; Roles, responsibilities and practical functions of actors in managing and implementing the Operational Programme; Management flow chart and work load analysis; Managing documents and IT; Partnerships between the public and private sectors and assessment of financing options; Synergies with the Human Resource Development Operational Programme; Efficient use of the Technical assistance Priority Axis; Implementation manuals; Lessons learned from other countries.

Target group:
Civil servants who work in operating structures on programming or implementation of the assistance from IPA components III and IV.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, group work, case studies

Expected outcomes:
Trainees are aware of the main principles of the OP programming and are familiar with the content of the Economic Development OP and programming in practice.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
8. PROGRAMMING INTERNATIONAL ASSISTANCE AND PROJECTS

8.9. Human Resource Development Operational Programme

Objective:
Familiarisation with the content of the Human Resource Development OP and the programme management.

Content:
The role of IPA and Operational Programme in relation to economic and social cohesion in Serbia; Link between the Operational Programme and European Social Fund; Link between the Operational Programme and Strategic Coherence Framework; Content of the Operational Programme, objective, priorities, measures, operations and projects less than 10 million €; Institutional setup for management and implementation; Roles, responsibilities and practical functions of actors in managing and implementing the Operational Programme; Management flow chart and work load analysis; Management of documents and IT; Potential applicants; Getting access to NGOs and enterprises; Strengthening gender equality in projects within the Human Resource Development Operational Programme; Empowering target groups; Efficient use of the Technical assistance Priority Axis; Implementation manuals; Lessons learned from other countries.

Target group:
Civil servants who work in operating structures on programming or implementation of the assistance from IPA components III and IV.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, group work, case studies

Expected outcomes:
Trainees are familiar with the content of the Human Resource Development OP and programme management and are aware of efficient ways to get access to the target groups of the programme.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
9. **FIGHT AGAINST CORRUPTION**

9.1. Mechanisms to establish the accountability of state bodies and experiences of other countries
9.2. Openly about corruption
9.3. Integrity plan and its drafting guidelines
9.4. Obligations of state bodies in the area of fight against corruption
9.5. Public office and conflict of interest
9.6. Civil Servants’ Code of Conduct
9.7. Free access to information of public importance

An unavoidable method in fighting corruption is organising professional training of civil servants in order for them to get acquainted with the national legislation and international legal instruments covering the area of fight against various types of corrupt behaviour. Planned training programmes are designed primarily for managers in state administration bodies, but also for civil servants involved in reporting on anti-corruption activity, preparing integrity plans, data processing and all other civil servants in order to create conditions for transparent and professional operation of the authorities and strengthen the role of the public in government control.
9. **FIGHT AGAINST CORRUPTION**

9.1. **Mechanisms to establish the accountability of state bodies and experiences of other countries**

**Objective:**
Raising civil servants’ awareness of personal accountability in the implementation of statutory measures and mechanisms.

**Content:**
Personal integrity, social integrity; National Anti-Corruption Strategy and Action Plan for the implementation of the strategy; Legal framework in fighting corruption; Comparative experiences of the countries in the region in implementing various mechanisms for the prevention of corruption.

**Target group:**
Managers and other civil servants

**Type of training:**
The training will take the form of an informative seminar.

**Methods and techniques:**
Interactive lecture and discussion

**Expected outcomes:**
Trainees are familiar with the content of strategic anti-corruption documents and with experiences of other countries in the implementation of various related measures.

**Duration:**
One day (6 school lessons)

**Funding:**
Funds of the Human Resource Management Service with the support of international donors
9. FIGHT AGAINST CORRUPTION

9.2. Openly about corruption

Objective:
Raising civil servants’ knowledge and awareness of the impact of corruption on social and economic aspects.

Content:
The notion of corruption; Corruption as a negation of human rights, the system of public accountability taking into consideration the consequences of civil servants’ corrupt behaviour; Protection of persons who help competent authorities in fight against corruption; Economic and moral issues in corruption; The role of politics and economy in corruption; Economic aspects in fight against corruption.

Target group:
All civil servants

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Interactive lectures, discussion

Expected outcomes:
Trainees have learnt about all aspects of corruption and preventive mechanisms of action and are aware of the impact of corruption on social and economic aspects.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
9. FIGHT AGAINST CORRUPTION

9.3. Integrity plan and its drafting guidelines

Objective:
Familiarisation with the purpose of an integrity plan and its drafting guidelines.

Content:
Integrity plan and the purpose of its creation; Elements of an integrity plan; The role of a person in charge of drafting and implementing an integrity plan; Stages in the drafting of an integrity plan; The description of the operation process and decision-making modality; Controlling the implementation of an integrity plan; Proposing measures for the improvement of internal organisational structure, procedures and rules; Defining preventive measures to reduce the possibility of corruption; Monitoring and periodic summary of results achieved.

Target group:
Civil servants to be involved in the drafting and implementation of integrity plans.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, discussion, case study

Expected outcomes:
Trainees are familiar with the content of integrity plans and understand basic principles in the drafting and implementation of integrity plans.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
9. FIGHT AGAINST CORRUPTION

9.4. Obligations of state bodies in the area of fight against corruption

Objective:
Reinforcing the state administration capacity for the efficient implementation of adopted anti-corruption regulations aimed at formulating and recommending measures to eradicate corruption.

Content:
International standards – international standards attained and future necessary standards; The assumptions of the Strategy, objectives, state of play, causes and effects of corruption; Elements of the Action Plan for the Implementation of the National Strategy (systems and areas, recommendations); The comprehensiveness and uniformity in application in relation to the types and subjects of corruption; Supervision and implementation responsibility with clearly defined obligations and time limits; Aligning preventive, repressive and educational measures.

Target group:
Civil servants holding appointed positions and also civil servants reporting on performed institutional anti-corruption activities.

Type of training
The training will take the form of an informative seminar.

Methods and techniques:
Interactive lecture, discussion

Expected outcomes:
Trainees are familiar with the content of international documents and obligations arising from the Action Plan.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
9. **FIGHT AGAINST CORRUPTION**

9.5. **Public office and conflict of interest**

**Objective:**
Improving the implementation of the legislation on preventing conflict of interest and declaring the property of public office holders as well as developing a comprehensive system of controlling public officials.

**Content:**
Obligations and responsibilities of civil servants holding appointed positions; Conflict of interest; Declaring property (property registry); Legality and impartiality in work; Public interest protection; Acting and decision-making in case of law violation.

**Target group:**
Civil servants holding appointed positions and also all other civil servants

**Type of training:**
The training will take the form of an informative seminar.

**Methods and techniques:**
Interactive lecture, discussion

**Expected outcomes:**
Trainees are familiar with the regulations which represent a precondition for the control of public officials and building public confidence.

**Duration:**
One day (4 school lessons)

**Funding:**
Funds of the Human Resource Management Service with the support of international donors
9. FIGHT AGAINST CORRUPTION

9.6. Civil Servants’ Code of Conduct

Objective:
Familiarisation with the Civil Servants’ Code of Conduct taking into consideration the needs of fight against corruption, identification of clear integrity standards and rules of conduct for civil servants.

Content:
The purpose of the Code; Legality and impartiality in work; Political neutrality; Responsibility of high-level managers for the establishment of a framework of acceptable general conduct of the staff in their respective bodies; Moral and professional ethics; Preventing conflict of interest; Monitoring civil servants’ ethical standards; Civil servants’ ethics and career advancement; Civil servant as a “whistle-blower”; Maintaining the reputation of a body and confidence of the public; Protection of standards of behaviour and mobbing ban.

Target group:
The newly employed and all other civil servants

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Interactive lecture, discussion

Expected outcomes:
Trainees are familiar with the Civil Servants’ Code of Conduct and consequences of non-compliance with the professional ethics.

Duration:
One day (6 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
9. FIGHT AGAINST CORRUPTION

9.7. Free access to information of public importance

Objectives:
Developing the capacity to implement the Law on Free Access to Information of Public Importance.

Content:
Right to free access to information of public importance; The process of exercising rights; Experiences and effects of the implementation of the Law on Free Access to Information of Public Importance; Guidelines on the composing an organisational information booklet; Reports of bodies; Mechanism of accountability for law violation, i.e. failure to fulfil statutory obligations.

Target group:
Persons authorised to provide information of public importance in state administration bodies and all other civil servants as well.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, discussion

Expected outcomes:
Trainees are familiar with the notion of information of public importance and basic rules regulating access to information, measures to improve publicity in work and legal obligations of state bodies; they are aware of the law implementation impact.

Duration:
One day (7 school lessons)

Funding:
Funds of the Human Resource Management Service
10. PROTECTION OF HUMAN RIGHTS AND DATA CONFIDENTIALITY

10.1. Gender equality
10.2. Protection against discrimination – legislation and practice
10.3. Personal data protection
10.4. Protection of classified information

For state administration as citizen service it is very important to improve the capacity and sensitivity of its staff concerning gender equality and recognition of discrimination and discriminatory behaviour in practice.

On the other hand, it is necessary to reinforce the capacity of civil servants involved in data processing in line with the content of the Law on Personal Data Protection, which prescribes processing and usage of personal data, restrictions in personal data protection, procedure before the competent authority for personal data protection and data security.

It is also important that managers in state administration bodies who are supposed to organise practical implementation of the Law on Classified Information be familiar with the content of the law regulating a uniform system of identification and protection of classified information which is of interest to the national and public security of the Republic of Serbia.
10. PROTECTION OF HUMAN RIGHTS AND DATA CONFIDENTIALITY

10.1. Gender equality

Objective:
Gaining basic knowledge in the area of gender equality and gender-based violence.

Content:
Basic notions (gender and sex, gender identity, gender roles, gender equality, discrimination, gender mainstreaming), gender and language; Gender-based violence: the notion, forms, characteristics, factors that contribute to its occurrence and consequences; International standards on gender equality and gender-based violence; Legal framework of the Republic of Serbia in the area of gender equality and gender-based violence; Gender equality mechanisms in Serbia.

Target group:
Members of working groups for drafting gender equality reports in line with international obligations and also civil servants who participate in the drafting and development of strategic documents, proposing projects and legislative drafting.

Expected outcomes:
Trainees are aware of basic notions in the area of gender equality and gender-based violence, understand the factors that lead to the appearance of gender-based violence and its consequences and are familiar with the legal framework in this area.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, workshops, case studies

Duration:
One day (8 school lessons)

Funding:
With the support of the project “Combating Sexual and Gender-Based Violence” of the Gender Equality Directorate of the Ministry of Labour and Social Policy
10. PROTECTION OF HUMAN RIGHTS AND DATA CONFIDENTIALITY

10.2. Protection against discrimination – legislation and practice

**Objective:**
Familiarisation with the provisions the Anti-Discrimination Law and developing the ability to recognise discrimination and discriminatory behaviour in practice.

**Content:**
Discrimination and discriminatory action: legal framework and defining basic notions; Manifestations of discrimination; Commissioner for Equality Protection, role and competence; Procedure before the Commissioner for Equality Protection and current practice; Court protection against discrimination; Practice of the European Court for Human Rights; The place and role of other organisations for helping discrimination victims.

**Target group:**
All civil servants

**Type of training:**
The training will take the form of an informative seminar.

**Methods and techniques:**
Interactive lectures, case studies

**Expected outcomes:**
Trainees are aware of the provisions of the Anti-Discrimination Law and are able to recognise discriminatory behaviour.

**Duration:**
One day (8 school lessons)

**Funding:**
Funds of the Human Resource Management Service
10. PROTECTION OF HUMAN RIGHTS AND DATA CONFIDENTIALITY

10.3. Personal data protection

Objectives:
Developing the capacity to implement the Law on Personal Data Protection.

Content:
Personal datum; Data handler; Conditions for the collection and processing of personal data; Rights of data subjects and protection of their rights; Restrictions on personal data protection; Procedure before the competent personal data protection authority; Data security; Data processing records; Transborder transfer of data out of the Republic of Serbia; Supervision of the enforcement of the law.

Target group:
Civil servants who process data in their employing bodies.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture and case studies

Expected outcomes:
Trainees are familiar with the content of the Law on Personal Data Protection, which prescribes the processing and usage of personal data, as well as with restrictions on personal data protection, procedure before the competent personal data protection authority and with data security.

Duration:
One day (7 school lessons)

Funding:
Funds of the Human Resource Management Service
10. PROTECTION OF HUMAN RIGHTS AND DATA CONFIDENTIALITY

10.4. Protection of classified information

Objectives:
Developing civil servants’ capacity to implement the Law on Classified Information.

Content:
National security; The notion of classified information; Information not to be considered classified; Identification of classified information; Protection measures for classified information; Access to classified information; Procedure to issue a certificate, i.e. permit; Control and supervision of the enforcement of the law; Competences and status of the Office of the Council and Ministry of Justice; Examples from practice.

Target group:
Managers in state administration authorities who are to organise the practical implementation of the Law on Classified Information.

Type of training:
The training will take the form of an informative seminar.

Methods and techniques:
Lecture, analysis of legislation and standards; discussion.

Expected outcomes:
Trainees are familiar with the content of the Law on Classified Information, which regulates a uniform system for identification and protection of classified information of interest for national and public security, defence, home and foreign affairs of the Republic of Serbia, protection of foreign classified information, access to classified information and termination of its classification, competence of authorities and supervision of the enforcement of the law, as well as the responsibility for failure to fulfil statutory obligations and other issues of importance for the protection of classified information.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
11. MANAGEMENT IN STATE ADMINISTRATION

11.1. A manager in state administration and his/her roles
11.2. Strategic planning
11.3. Medium-term planning
11.4. Monitoring, evaluation and reporting in medium-term planning
11.5. Human resource management
11.6. Quality management
11.7. Change management
11.8. Staff motivation
11.9. Decision-making and teamwork
11.10. Stress management
11.11. Building interpersonal relations and conflict management

Successful planning, management and leadership in state administration are vital for the modernisation and professionalisation of state administration. It requires a new type of managers and decision-making actors, who need to be trained in order to be able to take action which is necessary for further development of state administration.

The first knowledge set comprises basic knowledge about the role of a manager in state administration, the processes of strategic and operational planning, basic principles of quality management and human resource management. Additionally, the basic knowledge set indispensable to managers implies awareness of the European integration process and project cycle management.

Apart from seminars whose objective is to raise knowledge in the area of planning, there are other seminars designed for managers – on team management, stress management, development of staff motivation strategies and decision-making.
11. MANAGEMENT IN STATE ADMINISTRATION

11.1. A manager in state administration and his/her role

Objective:
Reinforcing managers’ capacity to improve their role in state administration.

Content:
Different management types; Roles and tasks of managers in a modern state administration; Team building and staff motivation; How to respond to change.

Target group:
Managers in state administration authorities

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, discussion, individual work

Expected outcomes:
Trainees understand the specificity of the role of a manager in state administration, have identified their own management style and have drawn up personal plans for the improvement of their own management style.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
11. MANAGEMENT IN STATE ADMINISTRATION

11.2. Strategic planning

Objective:
Reinforcing decision-makers` capacity for strategic planning, monitoring and reporting on the implementation of plans.

Content:
Strategic planning in public sector and the role of managers; Objective-based management; Difference between strategic and operational planning; Different stages in the preparation and implementation of a strategic plan; Relationship between strategic planning and budget preparation; Strategy management, monitoring and evaluation: the choice of indicators to monitor the implementation of a strategic plan.

Target group:
Managers and civil servants involved in strategy development and policy formulation.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, discussion, case study

Expected outcomes:
Trainees have learnt about the basic principles of strategic planning, understand the process of strategic planning and implementation of a strategic plan, are aware of the role of managers in the process of strategic planning and are familiar with the process of strategy monitoring and evaluation.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
11. MANAGEMENT IN STATE ADMINISTRATION

11.3. Medium-term planning

Objective:
Reinforcing civil servants’ capacity for long-term, medium-term and operational planning.

Content:
Planning basics; Introduction to planning and medium-term planning process; Strategic framework analysis; Long-term objective: defining links with national, interdepartmental and/or departmental strategies and competences; Situational analysis of an institution; Situational analysis within S.W.O.T; Stakeholders needs analysis; Stakeholder categorisation; Problem analysis; The problem tree and the objective tree; Medium-term objectives of an institution; Medium-term objectives: division of objectives, defining objectives, logical connection between medium-term objectives and national strategy action plans; Activities: defining activities, basic parameters for defining and grouping activities; Expected outcomes and effects, verification sources, material, human and financial resources, budgeting basics, logical connection between activities and budget preparation; Parameters of the medium-term plan monitoring system.

Target group:
Managers and civil servants involved in planning or participating in planning of state bodies.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, workshops, discussion, case study

Expected outcomes:
Trainees have mastered the basic concepts of medium-term planning, understand the process of preparation of a medium-term plan and are capable of drawing up a medium-term plan of a state body.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service
11. MANAGEMENT IN STATE ADMINISTRATION

11.4. Monitoring, evaluation and reporting in medium-term planning

Objective:
Reinforcing civil servants’ capacity for monitoring and evaluation of programmes and projects contained in annual operating plans of state bodies as well as reporting on their implementation.

Content:
The notion and types of indicators; Defining indicators; Sources of information and verification sources; The notion, stages, elements and importance of monitoring; The task, notion and typology of evaluation; The purpose, characteristics and main elements of the reporting process; Links between the monitoring process, evaluation and reporting in the context of developing and implementing medium-term plans.

Target group:
Managers and civil servants involved in planning or participating in planning of state bodies.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, workshops, discussion, case study

Expected outcomes:
Trainees have mastered the basic concepts of monitoring, evaluation and reporting, are aware of the importance of continuous monitoring of plan implementation, have learnt about the types of indicators, their creation / taking over / usage in medium-term planning, understand the link between indicators, sources of information, evaluation, monitoring and results-based reporting.

Duration:
Two days (14 school lessons)

Funding:
Funds of the Human Resource Management Service
11. MANAGEMENT IN STATE ADMINISTRATION

11.5. Human resource management

Objective:
Reinforcing managers’ capacity for more efficient and effective human resource management by raising awareness of all human resource management functions.

Content:
Human resource management in the context of state administration; HR planning; HR selection and recruitment; Handover procedures; Planning career advancement and development; Staff appraisal.

Target group:
Managers in state administration bodies

Type of training:
The training will take the form of an informative and instructional seminar.

Expected outcomes:
Trainees understand the complexity of a manager’s role in state administration, roles and modern human resource management functions in state administration.

Methods and techniques:
Interactive lectures, discussion

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
11. MANAGEMENT IN STATE ADMINISTRATION

11.6. Quality management

Objective:
Improving the efficiency of state administration bodies by training managers to use quality management tools.

Content:
Quality management basics; Specificities of different quality management models; Experiences in the practical application of different models.

Target group:
Managers in state administration bodies

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lectures, individual work, workshops, simulation

Expected outcomes:
Trainees are familiar with the notion of quality management in the context of state administration, are aware of quality management models and advantages and disadvantages of the practical application of different models.

Duration:
To be determined

Funding:
With the support of SIGMA (Support for Improvement in Governance and Management)
11. MANAGEMENT IN STATE ADMINISTRATION

11.7. Change management

Objective:
Training decision-makers to use different approaches to change management in practice.

Content:
A manager’s role in change management; Different stages of change; Implementation and monitoring of change.

Target group:
Managers in state administration bodies and all civil servants

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Workshop, individual and group work

Expected outcomes:
Trainees understand the process of organisational change, have improved their skills in managing organisational change and have identified possibilities to apply steps leading to a successful implementation of change objectives.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
11. MANAGEMENT IN STATE ADMINISTRATION

11.8. Staff motivation

Objective:
Improving managers’ skills in creating and maintaining staff motivation.

Content:
Motivation: the nature and role of motivation; Main motivation theories and models; Motivation in the context of management; Motivation as a factor of productivity; Strategies and methods for improving staff motivation; Positive feedback; Staff reward system.

Target group:
Managers in state administration bodies

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, discussion

Expected outcomes:
Trainees understand the key concepts of motivation and challenges of the current situation in relations with the staff, are aware of possible methods for staff motivation and building a successful team, have drawn up an initial plan to implement some of possible motivation methods.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
11. MANAGEMENT IN STATE ADMINISTRATION

11.9. Decision-making and teamwork

Objective:
Reinforcing managers’ capacity by improving their skills in efficient team management and successful decision-making.

Content:
Decision-making – concepts; Analysing strengths and weaknesses; What is a team and what are the roles in a team? Main team characteristics; Characteristics of team members required to build a successful team and how to improve them; Teamwork – strengths and weaknesses; Team development stages.

Target group:
Managers in state administration bodies

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, discussion, simulation

Expected outcomes:
Trainees understand decision-making concepts and the team management process, are aware of ways to build an efficient team and have mastered the skills of building a successful team.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
11. MANAGEMENT IN STATE ADMINISTRATION

11.10. Stress management

Objective:
Reinforcing managers’ capacity to manage stress.

Content:
The notion of stress: importance, factors, symptoms; Types of stress effects; Organisational stress effects; Stressful situations; Stress management methods.

Target group:
Managers in state administration bodies

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, discussion, role-play

Expected outcomes:
Trainees understand stress factors, are aware of potential reasons for stress and have identified the best responses to stress.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
11. MANAGEMENT IN STATE ADMINISTRATION

11.11. Building interpersonal relations and conflict management

**Objective:**
Reinforcing managers’ capacity for constructive communication with the staff, colleagues and other business partners.

**Content:**
Basic elements of a communication process; Types of communication; characteristics of verbal and nonverbal communication; Basic skills of active listening; Elements of successful communication; paraphrasing, posing questions; Feedback; use of language; What is a conflict?; Structure and dynamics of a conflict; The most frequent causes of interpersonal conflicts at work; Conflict resolution styles; Constructive conflict resolution model; Conflict analysis techniques.

**Target group:**
Managers in state administration bodies

**Type of training:**
The training will take the form of an instructional seminar.

**Methods and techniques:**
Interactive lectures, discussion, role-play

**Expected outcomes:**
Trainees understand the role of efficient communication in the implementation of individual and organisational plans, as well as the importance of a constructive approach to conflict resolution; are aware of their own behaviour pattern in conflict situations and have demonstrated the application of communication techniques.

**Duration:**
One day (8 school lessons)

**Funding:**
Funds of the Human Resource Management Service with the support of international donors
12. BUSINESS COMMUNICATION

12.1. Communication skills in a business environment
12.2. Business protocol
12.3. Public appearance
12.4. Media relations
12.5. Planning and managing campaigns
12.6. Internal and crisis public relations

Changes in modern society and technological development have led to changes in how work is done and what methods are used in business communication. The speed, pace and conditions of work demand skilful communicators ready to respond to emerging challenges, which requires continuous training. It is important to get to know, enrich and improve business communication skills, means and methods. Therefore, this area is dedicated to basic techniques, methods and skills in communication, public relations and protocol, i.e. rules of conduct and communication in a business environment.
12. BUSINESS COMMUNICATION

12.1. Communication skills in a business environment

Objective:
Improving trainees’ knowledge and skills in the area of successful business communication.

Content:
The process of communication; Types of communication; Characteristics of verbal and nonverbal communication; Most frequent communication mistakes; Basic skills of active listening; Feedback; Elements of successful communication; Interpersonal communication in a business environment; Difficult interlocutors; How to find the best communication model and how to overcome conflict?

Target group:
All civil servants

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, discussion, role-play

Expected outcomes:
Trainees are familiar with the importance of successful business communication and active approach to communication, have improved their knowledge of alternative communication methods and conflict prevention methods, as well as their communication skills with difficult interlocutors, and have mastered the application of different communication techniques.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service with the support of international donors
12. BUSINESS COMMUNICATION

12.2. Business protocol

Objective:
Improving trainees’ knowledge and skills concerning basic rules of business conduct.

Content:
Protocol types and basic principles of the European protocol; Forms of address in the world of business communication; The skill of conversation (greetings, introductions, remembering names, forms of address, polite phrases, topics to avoid); Rules of business correspondence (e-mail communication); Official events, meetings (seating arrangement); Rules when entering and exiting a room; Dress code; Nonverbal communication.

Target group:
Civil servants involved in international cooperation, managers and also other civil servants in state administration bodies.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, workshop, discussion, simulation

Expected outcomes:
Trainees are aware of the rules and forms of international protocol and have developed the skills of holding a business conversation according to protocol standards.

Duration:
Two days (16 school lessons)

Funding:
Funds of the Human Resource Management Service
12. BUSINESS COMMUNICATION

12.3. Public appearance

Objective:
Improving civil servants’ presentation skills so that their public appearances are as efficient, convincing and professional as possible.

Content:
Composition or the sequence of presentations within a defined time frame; The use of voice, diction, body language; Eye contact, involving participants, humour; Fear and stage fright and how to overcome them; Developing self-confidence and assertiveness in one’s appearance; Time orientation and reaction to participants’ remarks, questions or attacks; Typical presentation mistakes and how to avoid them.

Target group:
Managers, civil servants in charge of public relations in their employing bodies and civil servants who publicly present their ideas and viewpoints inside or outside state administration.

Type of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lecture, workshop

Expected outcomes:
Trainees are aware of the importance of a convincing public appearance, typical presentation mistakes and how to avoid them; they have developed presentation techniques and learnt about the ways of receiving and providing feedback.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
12. BUSINESS COMMUNICATION

12.4. Media relations

Objective:
Improving trainees’ public relations knowledge and skills in the area of media relations.

Content:
Types of communication; verbal and nonverbal communication; Rules of press releases; Preparing press releases; Giving statements in crisis situations; Press conference; The role of new media in developing public relations; Creating a strategy and plan for online appearance; Creating the contents of a website, preparing articles and pictures, most frequent mistakes; Usage of e-mail and text messages in public relations; Usage of Web 2.0 applications in public relations (Wikipedia, Facebook, Twitter); Usage of blogs, the so-called “voice of the people” in meeting objectives of state bodies; Measuring the effects of using the new media in public relations.

Target group:
Civil servants in charge of public relations in their employing bodies.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, workshop, case study

Expected outcomes:
Trainees are familiar with the rules of media relations and have mastered the skills of writing press releases and giving press statements; they are aware of the latest world trends in electronic communication and also of the ways of preparing a successful strategy for online appearance.

Duration:
Two days (14 school lessons)

Funding:
Funds of the Human Resource Management Service
12. BUSINESS COMMUNICATION

12.5. Planning and managing campaigns

Objective:
Improving trainees’ public relations knowledge and skills in the area of planning and managing campaigns.

Content:
Characteristics of a successful team; Stages in developing a team and distribution of roles within a team; Running meetings; Basic stages of a campaign; Main characteristics of a slogan and generating a slogan; Getting a message across; Planning events; Designing a campaign plan; Measuring the effects of a campaign.

Target group:
Civil servants in charge of public relations in their employing bodies.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, workshop

Expected outcomes:
Trainees are familiar with the basic stages of a campaign, are aware of how to draw up a campaign plan and have improved the skills necessary to implement a campaign.

Duration:
One day (8 school lessons)

Funding:
With the support of the Hanns Seidel Foundation
12. BUSINESS COMMUNICATION

12.6. Internal and crisis public relations

Objective:
Improving trainees’ public relations knowledge and skills in the area of internal and crisis public relations.

Content:
The notion, functions and importance of internal public relations; The principles of internal public relations; Creating a plan for internal public relations; Internal public relations tools – new technologies; Corporate culture and corporate identity; Managing internal public relations; Organisation of special events; The notion of a crisis situation and stages of crisis development; Techniques of managing crisis situations; Principles of crisis public relations; Communication plan in crisis situations; Steps for the successful handling of crisis public relations.

Target group:
Civil servants in charge of public relations in their employing bodies.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Interactive lecture, workshop

Expected outcomes:
Trainees are familiar with the nature and importance of internal public relations and have improved their knowledge and skills related to taking the steps necessary to overcome a crisis.

Duration:
One day (8 school lessons)

Funding:
Funds of the Human Resource Management Service
13. TRAINING OF TRAINERS

13.1. General Training of Trainers
13.2. Training of Trainers for strategic planning
13.3. Training of Trainers for human resource management

In relation to civil servants employed in state administration bodies who have necessary specialist knowledge of certain areas of the Programme and whom their employing bodies have nominated as trainers, there has to be an opportunity for them to improve their trainer knowledge and skills so as to increase the quality of the Programme implementation.

Two Training of Trainer programmes have been created with a view to providing preconditions for the strengthening and expanding the administrative capacity for human resource management and strategic planning. Trainers trained in this way are going to contribute to the reinforcement of administrative capacity for strategic planning and human resource management.
13. TRAINING OF TRAINERS

13.1. General Training of Trainers

Objective:
Contribution to a higher quality of the implementation of the General Professional Training Programme by improving trainer-related knowledge and skills.

Content:
The skills of providing feedback; How adults learn; Presentation skills; Training techniques; Identification of learning needs; Learning objectives; Training design; Organisation of work, distribution of roles and responsibilities in the training process.

Target group:
Civil servants with more or less teaching experience but with the necessary specialist knowledge of a thematic area of the Programme.

Types of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, discussion, working in small groups

Expected outcomes:
Trainees are able to identify adult learning styles and characteristics of a successful trainer and to design training; they have mastered providing constructive feedback and are aware of their strengths as trainers and also points for improvement.

Duration:
Four days (32 school lessons)
13. TRAINING OF TRAINERS

13.2. Training of Trainers for strategic planning

**Objective:**
Strengthening the process of strategic planning in state administration bodies by creating a pool of trainers who are capable of delivering training on strategic planning.

**Content:**
How adults learn; The technique of providing feedback; Characteristics of successful trainers; Presentation skills; Training methods and techniques; Designing training; The concept of a strategy; Strategic objectives; The process of strategic planning.

**Target group:**
Civil servants involved in strategic planning having more or less experience in civil service training or training management.

**Types of training:**
The training will take the form of an instructional seminar.

**Methods and techniques:**
Interactive lectures, working in small groups, simulation

**Expected outcomes:**
Trainees understand the process of strategic planning and the concept of a strategy, are able to define strategic objectives, results and resources and use appropriate methods and techniques in the process of strategic planning, are aware of the characteristics of a successful trainer, are capable of creating a one-day training programme on strategic planning and also handouts for the participants of training on strategic planning.

**Duration:**
Six days (48 school lessons)

**Funding:**
With the support of international donors

**Remark:**
The seminar is to be realised in cooperation with the Secretariat General of the Government.
13. TRAINING OF TRAINERS

13.3. Training of Trainers for human resource management

Objective:
Strengthening the process of human resource management in state administration bodies by creating a pool of trainers who are capable of delivering training on human resource management.

Content:
HR needs in state administration; HR selection and recruitment; Performance management and appraisal of civil servants; Formulating work objectives; The skills of conducting an appraisal interview and providing feedback; Civil servants’ career development; Planning and realisation of professional training; Training needs analysis; Defining learning objectives; Training delivery methods and techniques; Designing training; The role of a trainer; Evaluation of training effectiveness.

Target group:
Civil servants involved in human resource management having more or less experience in civil service training or training management.

Types of training:
The training will take the form of an instructional seminar.

Methods and techniques:
Interactive lectures, working in small groups, simulation

Expected outcomes:
Trainees understand the process of human resource management, are able to do HR planning and select and recruit human resources, are aware of the characteristics of a successful trainer, are capable of creating a training programme on human resource management and are familiar with creating handouts for the participants of training on human resource management.

Duration:
To be determined

Funding:
14. COMPUTER LITERACY

14.2. The basics of information technologies, computer usage and file management
14.3. Word Processing
14.4. Spreadsheets
14.5. Database
14.6. Presentation
14.7. Information and communication
14.8. Advanced Word Processing
14.9. Advanced Spreadsheets
14.10. Advanced Database

Basic computer skills like word processing and spreadsheets, using the Internet or printers and other equipment have become indispensable for almost any profession. In order to perform various tasks more efficiently, civil servants need to be able to use a computer and basic user applications. The courses are designed to improve trainees’ knowledge of and skills in using computers and managing files.

The training programme has been adjusted to the programme preparing for the internationally acknowledged computer skills certificate – ECDL (European Computer Driving Licence), which is a standard in basic IT education.

Since the Secretariat General of the Government has had a software application created for the entry of contributions to the Government Business Plan and Report on the Work of the Government, it is necessary to organise technical training for civil servants who are involved in entering data in the application in their employing bodies.
14. COMPUTER LITERACY


Objective:
Mastering the method for entering data in a software application for planning and monitoring the work of the Government.

Content:
Elements of the Government Business Plan; Performance of the data entry information system.

Target group:
Civil servants who are in charge of drafting contributions in their employing bodies.

Type of training:
The training will take the form of an informative and instructional seminar.

Methods and techniques:
Lectures, demonstration and individual work at the computer

Expected outcomes:
Trainees are able to enter the Plan of their employing body in the information system.

Duration:
One day (4 school lessons)

Funding:
Funds of the Human Resource Management Service

Remark:
The seminar is to be realised in cooperation with the Secretariat General of the Government.
14. COMPUTER LITERACY

14.2. The basics of information technologies, computer usage and file management

Objective:
Training participants to use a computer.

Content:
Personal computers (main parts, their function and use); Operating systems and Windows operating system; Desktop and taskbar; Basic usage of Windows windows and working with them; Managing and organising files and folders; Adjusting Windows settings and working with external data storage media; Viruses and protection; Managing a printer; Introduction to online services and Internet.

Target group:
All civil servants

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees understand how a computer functions and know basic parts and programmes necessary for its operation, they understand how information is organised, are able to find files and folders and use the Windows operating system.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.3. Word Processing

Objective:
Training participants to create, edit and prepare documents.

Content:
Basic elements of Word windows; Using a word processing application; Working with documents (creating and saving a new document, saving and opening the existing document; working with several documents); First steps in working with text (marking, inserting, duplicating, moving, deleting and editing text); Formatting a document (orientation, margins, break, header and footer, page number); Working with objects in Word (tables, images, drawings and charts); Preparing a document for print and printing itself.

Target group:
All civil servants

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees are capable of creating and saving documents, creating tables, drawings and charts in a document and preparing documents for print.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.4. Spreadsheets

Objective:
Training participants to create spreadsheets and process data in them on their own, as well as to create and format charts and graphs.

Content:
The basics of using MS Excel; Introduction to the main elements of a spreadsheet; Working with a cell (entering data, marking cells, rows and columns, editing data, duplicating, moving, deleting, finding, replacing and sorting data); Working with worksheets (inserting a new one, renaming, deleting, copying, moving); Formulas and functions (arithmetic formulas, cell referencing, working with functions); Formatting data in cells; Charts and graphs; Preparing documents for print and printing itself.

Target group:
All civil servants

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees are capable of: creating spreadsheets and working with worksheets, performing arithmetic operations using mathematical formulas, creating different charts and using documents in the form of spreadsheets in their work.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.5. Database

Objective:
Training participants to autonomously create and maintain simple databases and accompanying data entry and processing application software, search, create reports and charts.

Content:
Key concepts of databases; Understanding the basic notion of databases; The basics of using MS Access database; Creating a database – first steps; Tables (main operations, structure, types of data, defining keys, indexing, modifying, views, entering data, navigation); Relationships between tables (types and understanding relationships, normalising tables); Queries (theoretical setup, working with query designer, basic structure and working with SQL language, types of queries, grouping); Forms (structure, characteristics, types, creation, modification, usage); Reports (types, creation, basic setup, characteristics, sections, grouping, page setup, printing); Creating a small application consisting of all the above-mentioned elements.

Target group:
Civil servants who work in programmes developed within MS Access database management system, civil servants who work in programmes using MS Access database as data storage, and all those who wish to improve their knowledge.

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees are capable of creating a simple database, modifying and making a query in order to get required information from a database and making different types of reports on the basis of information from a database.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.6. Presentation

Objective:
Training participants to create MS PowerPoint presentations on their own by creating, formatting, editing and preparing a presentation using different presentation view and distribution modes.

Content:
The basics of MS PowerPoint usage; Creating an MS PowerPoint presentation (entering data, marking a slide, rows and columns, editing data, duplicating, moving, deleting, finding, replacing and sorting data); Working with worksheets (inserting a new one, renaming, deleting, copying, moving, inserting a picture); Adding animation; Preparing a document for print (worksheet setup and preparations).

Target group:
All civil servants

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees are capable of creating a presentation autonomously and in accordance with rules.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.7. Information and communication

Objective:
Mastering the usage of the Internet and e-mail communication.

Content:
Basic concepts of online and Internet services (connecting to the Internet, working in online environment, working groups, shared network resources, settings); Internet Explorer (basic elements of a window and their functions, basic concepts of using the Web, basic terms used on the Web, “surfing” the Web, Web browsers); Downloading files from the Web, encyclopaedias and educational subject matter on the Internet; Basic characteristics of e-mail service; Basic elements of Outlook Express windows and their functions; Using webmail.

Target group:
All civil servants

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees are capable of browsing the Internet and communicating by e-mail on their own.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.8. Advanced Word Processing

Objective:
Training participants to use advanced techniques of word processing.

Content:
Editing a Word document – text editing (applying text effects, hiding text and text orientation, text animations, WordArt); Editing a Word document – editing sections (shading and paragraph borders, structuring, creating new and applying the existing text styles and sections); Editing a Word document – templates (template formatting, creating new templates on the basis of an existing document or template); Modifying document layout; Working with objects in a document; Advanced tools; Preparing a document for print.

Target group:
All civil servants

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees are capable of using advanced word processing techniques.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.9. Advanced Spreadsheets

Objective:
Training participants to create documents by using advanced features of MS Excel.

Content:
Editing data; Data display (“freezing” rows/columns, hiding/unhiding rows, columns and worksheets, using sub-totalling features, Table option); Data handling (multiple criteria sorting and filtering, using advanced filter options); Using, forming and editing templates; Protection (of a document, worksheet, cell range); Functions (date and time, mathematical, statistical, text, financial, lookup, logical, database and nested functions); Analysis (creating, modifying, grouping data in Pivot Tables, creating named scenarios, their analysis and validation, auditing, displaying all formulas in a worksheet, adding/removing comments); Charts and graphs; Linking; Macros.

Target group:
All civil servants

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees have advanced knowledge of working with MS Excel, have mastered the skill of editing and enhancing numerical, text and graphical data and the skill of sorting, linking and extracting necessary data, and have mastered functions associated with logical, statistical and mathematical operations.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
14. COMPUTER LITERACY

14.10. Advanced Database

Objective:
More productive usage of the existing applications developed within MS Access environment.

Content:
Tables (main operations, structure, types of data, defining keys, indexing, modifying, views, entering data, navigation); Relationships between tables (types and understanding relationships, normalising tables); Queries (theoretical setup, working with query designer, basic structure and working with SQL language, types of queries, grouping); Forms (structure, characteristics, types, creation, modification, usage); Reports (types, creation, basic setup, characteristics, sections, grouping, page setup, printing); Creating applications comprising all the above-mentioned elements.

Target group:
Civil servants who work in programmes developed within MS Access database management system, civil servants who work in programmes using MS Access database as data storage, and civil servants who need to create and maintain simple databases and accompanying data entry and processing application software, search, and create reports and charts.

Type of training:
The training will take the form of a course.

Methods and techniques:
Lecture, individual computer practice

Expected outcomes:
Trainees have a better understanding of how databases function and are capable of autonomous creation and maintenance of simple programmes and data structures by using MS Access database management system.

Duration:
Five days (15 school lessons)

Remark:
Trainees take a knowledge test at the beginning and at the end of the course.

Funding:
Funds of the Human Resource Management Service
15. FOREIGN LANGUAGE

15.1. French language – Introductory Beginner’s course (A1)
15.2. French language – Elementary course (A2)
15.3. French language – Pre-intermediate course (B1)

The knowledge of foreign languages is becoming a condition for the performance of some tasks in state administration and consequently civil servants should have training in this field.

Besides German and English, French is the most widespread language in the EU and also one of the three working languages used by the European Commission. Some training events which civil servants attend abroad are in French, as well as some meetings with EU representatives, so the knowledge of French is a necessity for state administration on its path towards the EU. Additionally, this is one of the ways for civil servants to learn more about Francophone culture apart from learning and improving language in order to read relevant foreign literature and translate professional articles, laws and other legal texts.
15. FOREIGN LANGUAGE

15.1. French language – Introductory Beginner’s course (A1)

Objective:
Training participants to understand and use everyday expressions and phrases in French and to have a simple conversation in French.

Target group:
Civil servants involved in international cooperation and European integration.

Types of training:
The training will take the form of a course.

Methods and techniques:
Lectures, discussion

Expected outcomes:
Trainees are capable of using everyday expressions and phrases, introducing themselves and others and having a simple conversation.

Duration:
Two semesters (120 school lessons)

Remark:
Participants applying for the French course for the first time are going to be tested in order to form groups of students with similar prior knowledge. Participants take a final test at the end of the course.

Funding:
Some expenses are covered by the International Organisation of la Francophonie (OIF) and some by course participants.
15. FOREIGN LANGUAGE

15.2. French language – Elementary course (A2)

Objective:
Training participants to exchange simple and direct information about everyday and familiar matters in French and to write simple messages or short texts.

Target group:
Civil servants involved in international cooperation and European integration.

Types of training:
The training will take the form of a course.

Methods and techniques:
Lecture, discussion

Expected outcomes:
Trainees are capable of carrying out simple communication in French and writing simple texts in French.

Duration:
Two semesters (120 school lessons)

Remark:
Participants applying for the French course for the first time are going to be tested in order to form groups of students with similar prior knowledge.
Participants take a final test at the end of the course.

Funding:
Some expenses are covered by the International Organisation of la Francophonie (OIF) and some by course participants.
15. FOREIGN LANGUAGE

15.3. French language – Pre-intermediate course (B1)

Objective:
Training participants to talk about familiar and interesting matters in a simple and coherent way, to give short explanations of a certain problem or event and to write a concise text.

Target group:
Civil servants involved in international cooperation and European integration.

Types of training:
The training will take the form of a course.

Methods and techniques:
Lectures, discussion

Expected outcomes:
Trainees are capable of having a discussion about familiar topics and writing short texts in French.

Duration:
Two semesters (120 school lessons)

Remark:
Participants applying for the French course for the first time are going to be tested in order to form groups of students with similar prior knowledge. Participants take a final test at the end of the course.

Funding:
Some expenses are covered by the International Organisation of la Francophonie (OIF) and some by course participants.