

# in-touch

## Newsletter



## Supporting implementation of the energy strategy in North Macedonia *Slava Gromlyuk, Director, PAI*

North Macedonia is heavily reliant on unsustainable energy sources which negatively impacts on the security and flexibility of supply, economic growth, the health of the population and the environment. Greenhouse gas (GHG) emissions, which are currently five times greater than the EU average per unit of GDP, need to be reduced to bring them in line with commitments under the Paris Agreement. As an applicant country to join the EU, North Macedonia needs to ensure legal and regulatory compliance with numerous EU directives relating to energy and the environment. While the National Strategy for Energy Development 2040 lays out a roadmap to a cleaner and up-to-date energy sector, awareness of it remains low among key Government stakeholders, the energy sector and the public. It also needs to be underpinned by a clear implementation programme.

PAI, in collaboration with Tetra Tech, the Centre for Change Management and the Macedonian Academy of Science and Arts, provided assistance to the Government of North Macedonia in updating economic parameters of the National Strategy for Energy Development in view of the COVID-19 crisis and the resulting economic downturn; developing an inclusive, well-structured, evidenced-based five-year Programme for the Implementation of the Strategy with over 85 different measures across all pillars of the Strategy; and designing and launching communication plans to raise awareness of the policies and implementation measures set out in the Strategy and the Programme.

**CONFERENCE**  
**VISION FOR ENERGY TRANSITION 2040**  
26.01.2021, 11am

<p>PANEL 1 Government priorities in energy reforms</p>					
	<b>FATMIR BYTYQI</b> Deputy Prime Minister of the Government in charge of Economic Affairs, Coordination of Economic Sectors and Investments	<b>H.E. RACHEL GALLOWAY</b> British Ambassador to North Macedonia	<b>KRESHNIK BEKTESHI</b> Minister for Economy	<b>NASER NUREDINI</b> Minister for Environment and Physical Planning	<b>ALEKSANDAR DEDINEC</b> Team leader and moderator
<p>PANEL 2 Effects of the energy reforms</p>					
	<b>VASKO KOVACHEVSKI</b> Executive director of ESM Power Plants	<b>MARKO BISLIMOSKI</b> President of the Energy and Water Services Commission	<b>BAJRAM REDZEPI</b> Executive Director of Macedonian Energy Resources	<b>KUSHTRIM RAMADANI</b> Executive Director of MEPSO	<b>ANA CHOLOVIK LESHOSKA</b> Executive Director of EKO-SVEST

An online conference, “Vision for Energy Transition 2040”, was organised in January 2021 to promote the project’s work and to discuss Government priorities and plans to address implementation of the “Green Agenda”. The project was financed by the UK Foreign Commonwealth and Development Office (FCDO) through the Good Governance Fund Technical Assistance Facility for the Western Balkans.

# Building capacity in policy development in Kosovo

*Erik Akse, Team Leader*



*Our team in Kosovo left to right: Erik Akse, Filloreta Bytyçi, Jeton Oruçi, Violeta Hyseni Kelmendi, Rinor Hoxha, Alban Kaçi, Valmir Gashi and Arte Bajrami*

In December 2020, we successfully completed a four and a half-year project for the Office of the Prime Minister, (OPM) in Kosovo, funded by the Swedish International Development Cooperation Agency. PAI was the lead partner and worked alongside Europartners Development (Albania) and Humelica (Belgium). The project's aim was to improve Kosovo's policy development process from regulatory impact assessment to work planning, and from public consultation to policy communication. Our team of long-term consultants was based in the OPM and provided constant advice and support, reacting quickly and flexibly as Government of Kosovo needs changed. Their work was supplemented by a series of specialist short-term consultants who offered technical expertise and capacity building. The key outcomes of the project were:

The Better Regulation Strategy that was adopted in December 2016. The development of the Strategy resulted in the production of a clear policy for introducing impact assessment and improving policy development in Kosovo. Due to its nature and political relevance, it provided a strong and broad foundation for the project's work.

Based on an extensive evaluation, new Guidelines for Impact Assessment were developed and widely consulted within the administration and with external stakeholders. The adoption of the guidance in December 2017 led to the introduction of the Small and Medium Enterprises Test; the Standard Cost Model and Gender Impact Assessment, Social Equity Analysis, and Youth Impact Assessment.

The two processes of consultation and communication were closely linked. The underlying aim was to enable the administration to communicate its consultation activities more effectively, increase stakeholder participation and, through the early involvement of communication officials in the policy development process, to provide a better basis for communication activities once decisions are adopted.

Work planning was improved significantly. It was transformed from an annual work plan to one which covers three years. The link between the work plan and the central and strategic planning documents was strengthened.

The project also supported the development of the Administrative Burden Reduction policy, linking it to strengthening the basis for economic development, the rule of law, improving service delivery and better policy development and law-making. Based on this, the Kosovo Government adopted a 30% reduction target for administrative burdens by 2027 for companies, citizens and its administration.

During the project's implementation, a range of training programmes (including several Training-of-Trainers programmes) were organised on topics such as ex-ante Regulatory Impact Assessment (Concept Documents); ex-post Evaluation; Standard Cost Model; policy analysis for EU Acquis Communautaire transposition; policy communication; and communication with the media. The training materials were handed over to the Kosovo Institute for Public Administration and are now embedded in the Institute's training portfolio. More than 1,000 people participated in the various training programmes that were held between 2017 and 2019.

In November 2020, the final evaluation found that:

- The project's design was based on a high level of flexibility in its implementation and was designed in a way that encouraged ownership by the OPM.
- The project provided grounds for ensuring that many of the planned results were delivered and were likely to continue after its completion.
- The project's evidence-based approach to policy making in Kosovo was very much in line with national priorities, as well as being a prerequisite for alignment with the European integration process.

In terms of sustainability, the evaluation concluded that the Government Coordination Secretariat of Kosovo is capable of undertaking most of the activities of the project. The training process has now been institutionalised throughout the Kosovo Institute of Public Administration, meaning that there is a basis for continued capacity development of line Ministries. We were sad to come to the end of the project but feel privileged to be involved in such a worthwhile and successful project. We look forward to keeping in touch with colleagues in the Government of Kosovo as they continue the good work.

# Reflections on our leadership development project for Frontex

*Sheena Matthews, PAI Associate Consultant*

Within Europe, the responsibility for border management sits with each Member State but is co-ordinated by the European Border and Coast Guard Agency, known as Frontex. Founded in 2004 and headquartered in Poland, its senior staff are drawn from all 27 Member States. In 2016 we were delighted to win a consultancy contract with Frontex to design and implement a corporate Leadership and Management Development (LMD) Programme. The LMD Programme aimed to support organisational transformation from a focus on migration and migratory flows to safeguarding the security of the EU's external borders, including the crucial fight against organised crime. The EU Agency was preparing for transformational change and had refined its corporate vision, mission and values as:



**Vision:** The European Area of Freedom, Security and Justice

**Mission:** Together with the Member States, we ensure safe and well-functioning external borders providing security

**Values:** We are professional. We are respectful. We seek co-operation. We are accountable. We care.

The LMD Programme design had to be both ambitious and flexible to cover anticipated organisational restructuring, expansion of the management group and changes to Frontex's remit.

## Our approach

Our first approach was to hold structured interviews with members of the Executive, Directors and their Heads of Units to address key questions about:

- The challenges Frontex was facing, their impact and how to prepare for them
- The Agency's culture and values
- Its people, their roles and capability

- Organisational leadership and management
- Operational and business processes
- Corporate strategy

From these inception interviews, followed by feed-back workshops, the outline structure for the LMD Programme was approved. A number of orchestrated activities were planned to take place over three years from 2017 to 2020:

- A series of short workshops on culture change; leading and developing yourself; change leadership; leading people through change; managing and engaging people; strategic thinking and corporate leadership
- Challenge and support action learning groups to address real life corporate problems, to find solutions and promote collaborative working in leading change. The groups would be coached by PAI's consultants and be scheduled alongside the workshops
- Individual one-to-one coaching sessions with a PAI consultant based on a personal development plan
- Completion of a 360° feedback questionnaire to generate a personal development plan and supported by individual feedback and the coaching sessions
- A final workshop and evaluation of the impact of the LMD.

## Outcomes

The active support and personal participation by the Executive Director, Deputy Executive Director and Directors proved essential to signal that the LMD was a serious investment and that the top team was committed to engaging with their Heads of Unit. The Programme largely ran as planned. The workshops were generally well attended; participants in the group coaching sessions were remarkably open and challenging and generated creative solutions to real issues. Other than the planned 360° review and the final workshop, all elements of the design were implemented before face-to-face activity was halted by the Covid-19 pandemic. In all we delivered 180 coaching sessions face-to-face or by skype.

Feedback on the value of the coaching sessions was overwhelmingly positive. Participants reported that having clear development plans helped them to identify and manage their career choices and enabled them to take on new roles within Frontex. For some participants, coaching was a new experience and the skills involved were transferred into day-to-day management. Many commented on how useful it was to take time out for reflection and critical thinking. The organisation is incredibly busy and has inevitably been affected by lockdown and working from home. International migration and criminal activity have not slowed. We are confident, however, that the LMD has contributed to the enhanced leadership capacity of the organisation. We hope that the leadership teams will continue to develop themselves, their teams and future leaders.

## Evaluating Greenpeace International's People Strategy

*Patricia Chalé,  
PAI Associate Consultant*

Recently, I had the pleasure of supporting Greenpeace International (headquartered in the Netherlands), with the evaluation of their People Strategy 2018-2020. The purpose of the evaluation was to help Greenpeace to develop a new People Strategy for the period 2021-2023.



Greenpeace International is unique in that it is a "network" comprising 27 National and Regional Organisations (NROs), each with its own leadership and governance structure, with Greenpeace International serving as the co-ordinating body for the network and setting the global strategic policy direction in key areas, including campaigning, advocacy, human resources and fundraising.

While for any leadership team developing a new strategy is challenging in any situation, for a geographically dispersed and campaigning organisation such as Greenpeace, the COVID-19 pandemic has had significant implications for its operating model. In addition, given the multi-cultural staff base, it was paramount to factor in the organisational imperatives of espousing, beyond rhetoric, an organisational culture committed to diversity, equality and inclusion, in light of the #MeToo and #BlackLivesMatter movements.

Working with stakeholders across the network, comprising the International Executive Director and her leadership team, Executive Directors of NROs, communities of practice and diverse cross-functional groups of staff and volunteers across the NROs as well as the Greenpeace International Secretariat, I had the honour of supporting the Global Leadership Team to consider ways in which the network should evolve in view of the challenging external operating environment. The evaluation looked at what should constitute the pillars of the new HR Strategy, taking into account the network's global footprint and multi-cultural staff and volunteer base. Feedback on the results of the evaluation study from the Global Leadership Team was positive and I was delighted that colleagues at PAI and I were able to make a valuable contribution to Greenpeace's work.

## Training for tomorrow

*Denise Smart,  
Business Development, PAI*

The COVID-19 pandemic has left its mark on our work life. Millions of people around the globe have become participants in the biggest remote work experiment in history. We all hope that the pandemic will eventually run its course and we now wonder what the "new normal" will look like. Just over a year ago we used the word "zoom" when talking of a camera shot that changes from a long shot to a close up. Today, many of us use Zoom for meetings, training and chats with family and friends.

Face-to-face meetings, training, workshops, indeed any events, have not been possible for many of us for well over a year now. At PAI we responded by regularly hosting our series of short free webinars which can be downloaded from our website. And we're now excited by the prospect of starting to deliver our workshops face-to-face as well as virtually. Whichever mode of training you and your organisation choose, developing people must

not be overlooked. Investing in your staff brings many benefits to your whole organisation:

- **Boosting your employees' job satisfaction**  
When teams can do their jobs more effectively, they become more confident and engaged and feel that they make a difference, leading to greater job satisfaction and improved employee retention and loyalty
- **Your organisation becomes more appealing**  
When you offer development and capacity building opportunities, the reputation of your organisation grows and proves that you are an employer that cares about its staff. In turn you will attract the right kind of highly driven candidates when recruiting
- **Leadership succession planning**  
Leadership development are tools for growing your future leaders. Targeting training now can help ensure that you have the right people at the right time to step up when opportunities arise in the future.

Please check our website for our schedule of workshops and webinars to enable you to select the right development programme for you or your teams. Alternatively email [denise.smart@public-admin.co.uk](mailto:denise.smart@public-admin.co.uk) to help you find what you are looking for or design a tailored programme for your organisation.