

NEEDS ASSESSMENT REPORT

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INTRODUCTION

In the efforts to establish number of centers for trainings in the field of European public policies, partner universities of Belgrade, Niš, Montenegro, Sarajevo and Tuzla in cooperation with Roehampton University, University of Alicante, Polytechnic Institute of Lyria and NISPAcee have joint their efforts within a Tempus project framework “Development of Policy-Oriented Training Programmes in the Context of the European Integrations”.

The project aims at building capacities of the targeted Western Balkans universities to research EU public policies and deliver teaching and training courses for public administration, business community and civil society organizations. By promoting the targeted universities into leading training and consultancy centers for EU public policies the project will satisfy the ever-growing need among identified target groups for better understanding of EU politics making. The establishment of the centers for EU public policies and training of university teachers to deliver trainings related to their research fields could significantly contribute to the EU integration of their respective countries by assisting civil servants, entrepreneurs and NGO activists in acquiring and applying knowledge on EU public policies and processes.

The purpose of the project is also to increase awareness, understanding and knowledge about EU public policies in the targeted countries (Serbia, Bosnia & Herzegovina and Montenegro), thus contributing to their EU integration process. This will be accomplished mainly through building capacities of selected universities in these countries to provide adequate teaching and training on EU public policies for civil servants, business community and NGO activists. The project should help the promotion of the identified universities into leading training and consultancy centers for EU public policies and processes. Establishment of the centers for EU public policies at the universities, coaching the university lecturers to transfer knowledge and skills to non-academics, development of the trainings on a number of relevant policy areas and accumulation of teaching and researching resources could be a sustainable solution for the growing need of public and private sectors in target countries to understand functioning of EU institutions and the possible impact of their policies to their functioning. By the end of the project, established centers should also serve as dissemination and consultancy agencies specialized for the EU public policies. Furthermore, the twin centers would facilitate regional academic cooperation and networking, not only in the area of EU public policies, but also in other related research fields.

In order to tailor the programs of these centers in line with specific needs of respective countries, the first phase of the project was to conduct a thorough needs assessment analysis. There were several additional reasons that guided partners to conduct this study. First of all, it was perceived as very important to avoid repetition. Namely, in the previous period of time there were number of trainings that were organized by international community representatives, NGO organizations and other relevant subjects with the goal to increase awareness and knowledge of relevant institutions about

European integration process. At the first joint meeting of partners in Belgrade in February 2013 it was decided that this project would seek to build upon what was already done instead of repeating unnecessary activities. In order to achieve this, a thorough preliminary assessment of existing needs was needed. This assessment was organized in a way to include relevant groups:

- *Representatives of public sector (ministries, directorates, public organizations and entities involved in education),*
- *Representatives of civil sector (NGO's, media),*
- *Representatives of business sector (unions, chambers of commerce, etc.).*

Partners organized working groups that first identified relevant subjects and respondents for each country and then approached them with a standardized questionnaire. This questionnaire was preliminary designed by representatives of University of Montenegro and then agreed by all the partners after a process of commenting and discussing. This questionnaire was designed to be the main instrument for the research and it was supposed to be used both in face-to-face interviews and when the respondents are individually responding via on line shared set of questions. The partners were free to add or omit question based on their national priorities and needs.

Most of the respondents were interviewed face to face. The purpose of such approach was not only to obtain knowledge about their experiences and attitudes, but also to present the project in person and set grounds for potential partnership in the second phase of implementation. Those respondents that were not able to be reached personally received online shared questionnaire with the same standardized set of questions.

The main topics that were raised in these interviews were:

- *Information about the trainings that the targeted institution's representatives have taken in the past,*
- *Information about the organisers of these trainings,*
- *Information about people that attended them,*
- *General evaluation of the past experience with the trainings,*
- *Information about national priorities in the near and further future of the European integrations,*
- *Information about the needs for trainings with regards to European public policies by a specific institution,*
- *Information about potential attendees of these trainings.*

Partners

Partners involved in conducting this research are presented in the Table 1 which is given below.

Country	Partners
Serbia	

	University of Belgrade University of Nis Belgrade Open School
Bosnia and Herzegovina	University of Tuzla University of Sarajevo
Montenegro	University of Montenegro

Table 1 – Partners in the project

Respondents

Number of respondents from public, civil and business sector was approached in all three countries. The response rate varied depending on a country and sector.

Table 2 contains information about institutions whose representatives were included into survey by country and by sector.

Country	Public sector	Civil sector	Business sector
Serbia	<ul style="list-style-type: none"> ▪ Serbian European Integration Office (SEIO), ▪ Human Resource Management Service ▪ Association of Public Prosecutors and Deputy Public Prosecutors of Serbia ▪ Government Office for Cooperation with Civil Society. ▪ 10 municipality respondents: <ul style="list-style-type: none"> ○ Kanjiža, ○ Kovin, ○ Knjaževac, ○ Kragujevac, ○ Paraćin, ○ Pirot, ○ Zvezdara, ○ Vračar, ○ Svilajnac ○ BelaPalanka ▪ Training centre of the Standing Conference of Towns and Municipalities (SCTM) 	SEKO leading CSOs: <ul style="list-style-type: none"> ▪ Competitiveness Sector: National Alliance for Local Economic Development (NALED). ▪ Public Administration Reform Sector: European Movement in Serbia (EMinS). ▪ Rule of Law Sector: Belgrade Center for Human Rights (BCHR). ▪ Agriculture and Rural Development Sector: Agromreža. ▪ Environment and Energy Sector: Center for Ecology and Sustainable Development (CEKOR) ▪ Human Resources Sector: Belgrade Open School - Career Guidance 	<ul style="list-style-type: none"> ▪ Chamber of Commerce and Industry of Serbia, ▪ Belgrade Chamber of Commerce

and Counselling
Centre (CGCC).

- Civil society organizations, media and culture Sector: Civic Initiatives (CI).

Other NGOs that responded to the survey:

- Association of teachers "Survival"
- Association "Women Development Center"
- Network of NGOs in Brodarevo
- CEKOR
- Sjenica municipality
- Association "Stara planina"
- Arhuscentar
- City government of Kraljevo: Environment protection department
- Association "Zeleni eko krug"
- Eco family
- Association of Rudnje hosts
- Citizens' association "Sansa"
- Public utilities department "3. September"
- Democratic center of Bijelo Polje
- Enthusiasts of Kucevo,
- Ecological association Rzav,
- Citizens' association "Plan"
- Organisation for tourism, culture and sports,

			<ul style="list-style-type: none"> ▪ Sokobanja ▪ Belgrade Open School – Centre for European integrations ▪ Citizens’ association “Kormilo”
Bosnia and Herzegovina	<ul style="list-style-type: none"> ▪ Eastern Doboј municipality; ▪ Cantonal Court in Tuzla; ▪ Cantonal Attorney Association; ▪ Ministry of Justice and Public Administration of the Tuzla Canton Government; ▪ Lawyer Association; ▪ Pedagogical Institute of Tuzla Canton; ▪ Medical Chamber of Tuzla Canton; ▪ Veterinary Chamber of Federation of BiH; ▪ Economic Affairs Department of the Government of Federation of BiH; ▪ Ministry of Defence of Bosnia and Herzegovina. 	<ul style="list-style-type: none"> ▪ Forum of Tuzla Citizens; ▪ Union of Higher Education; ▪ Center for Ecology and Energy, ▪ Association for endorser protection, ▪ Aldi, Goražde, ▪ Altetnative, Kakanj, ▪ Centre for Civil Initiatives, ▪ Youth Education Centre, ▪ Futura, ▪ Initiative and civil action, ▪ Responsible democracy center – Luna, ▪ Priroda, ▪ Union for sustainable return and integration, ▪ Blind persons association, ▪ Citizens Humanitarian Association “Women of Trnovo”, ▪ Green Tour. 	<ul style="list-style-type: none"> ▪ Chamber of Commerce, ▪ Center for Development and Support ▪ Petrolinvest, company, ▪ Solana company.
Montenegro	<ul style="list-style-type: none"> ▪ Ministry of foreign affairs and European integrations, ▪ Ministry of human rights, ▪ Ministry of Work and Social Care, ▪ Human Resources 	<ul style="list-style-type: none"> ▪ Center for Democracy and Human Rights, ▪ Institute Alternative 	<ul style="list-style-type: none"> ▪ Union of employers.

- Management Authority,
- Regional School for Public Administration,
- Ministry of Tourism and Sustainable Development,
- Direction for employment,
- Parliament of Montenegro,
- University of Montenegro.

Table 2 – Respondents by country and by sector

Selection of the respondents was conducted in two phases. First of all, national team members have prepared draft lists of the possible respondents. Then these lists were shared among partners in order to exchange ideas and possibly include other institutions/organizations to each country.

After this phase, the national teams decided which respondents to contact for face to face interview and which would be sent the questionnaires via e mail or online survey platform.

Partners had different experiences regarding respondents’ reactions and willingness to cooperate.

In Serbia all the three respondents that were selected as relevant public institutions respondents accepted the interview. On the other hand the response rate when it came to the local municipalities was lower. Out of 72 addresses that the survey was sent to, ten responded. These 72 municipalities were selected on the basis of geographical representation (from each of the administrative districts in Serbia at least 2 municipalities were selected).

Information about training needs for Civil Society Associations (SCOs) in Serbia was collected through interviews and surveys. The questionnaire for interview was structured and open-ended, while the survey questionnaire designed by the University of Montenegro was suited for the Survey Monkey - online survey software and questionnaire tool. For this purpose some of the open-ended questions were transformed into closed end.

Targeted Serbian CSOs for the realization of in-depth interviews were leading organizations in the fields of SEKO network¹. These fields were: competitiveness, public administration reform, rule of law, agriculture and rural development, environment and energy, human resources development, civil society, media and culture.

The on-line questionnaire was sent to more than 300 CSOs of the Belgrade Open School (BOS) contacts database. This fact alone provides space for sampling bias, even though BOS, through its 20 years-long activities, has worked with various CSOs. Only 23 CSOs answered on the survey question, providing a response rate less than 10%. This information could be interpreted as a proof of

¹Sectoral civil society organization (SEKO) represent a consultative process of cooperation between the Republic of Serbia European Integration Office (SEIO) and CSOs, established to determine national priorities for the IPA funding and other sources of development assistance in various areas, as well as monitoring the implementation of projects financed by these funds.

indifference among CSOs regarding the training needs assessment (TNA) for European public policies. The origin of this problem could represent a topic for further research. Yet, the 30 completed questionnaires (both survey and structured in-depth interviews) provide a solid base for generalization of medium reliability and searching of one or more common characteristics shared by Serbian CSOs regarding their training needs for European policies.

The situation was quite complicated when it came to Bosnia and Herzegovina due to the absence of efficient mechanisms of coordination between certain levels of authority in this country. The state level of the organization of authority possesses a minimum of jurisdiction in the most important fields that are significant for the process of European integrations, more specifically the acceptance and regularly implementation of certain European policies.

The jurisdictions in the most important fields of the majority of the European policies are positioned at the entity level, more specifically at the canton level in the Federation of Bosnia and Herzegovina. According to this, the institutions of public authority at the lower levels of its organization are insufficiently familiar with the obligations of the European integration process. Even if they are familiar with the obligations, they do not act enough in terms of initiating reform processes that could lead towards regularly conduction of certain European policies. It is not uncommon that these obligations and European standards in the field of certain European policies are completely differently interpreted and applied in the entities and cantons leading to the dissection of the legal system in Bosnia and Herzegovina.

This phenomenon causes the confusion regarding the understanding of the European policies in various fields of public life as well as at the different levels of decision – making process.

In Montenegro, most responsive were representatives of the public administration on the national level. The country itself is highly centralized so this did not come as a surprise. Civil society representatives were not so keen to take part in the survey even though they expressed initial interest. Out of 17 contacted NGOs only 2 replied. One of the concerns that were raised by project team members was that some prominent organizations of the civil society perceive this project as a competition since they themselves very often organize seminars/workshops/trainings that are related to the process of European integration. Therefore, one of the sensitive issues for the project team would be to work on the improving and strengthening relations with civil society partners.

Contacted business umbrella organizations in all three countries accepted the interviews and participated in the project. However, the challenge will be to provide trainings that would be interesting for specific companies and business to dedicate their time and resources to.

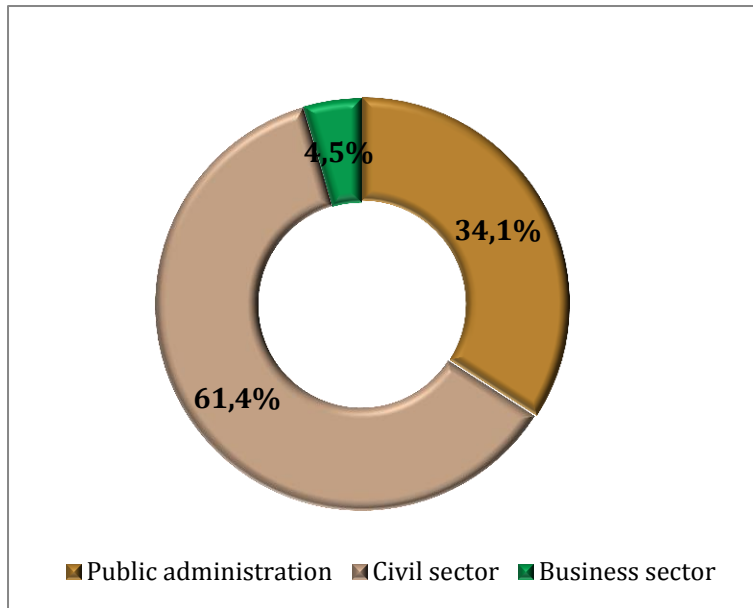


Figure 1: Structure of the respondents - Serbia

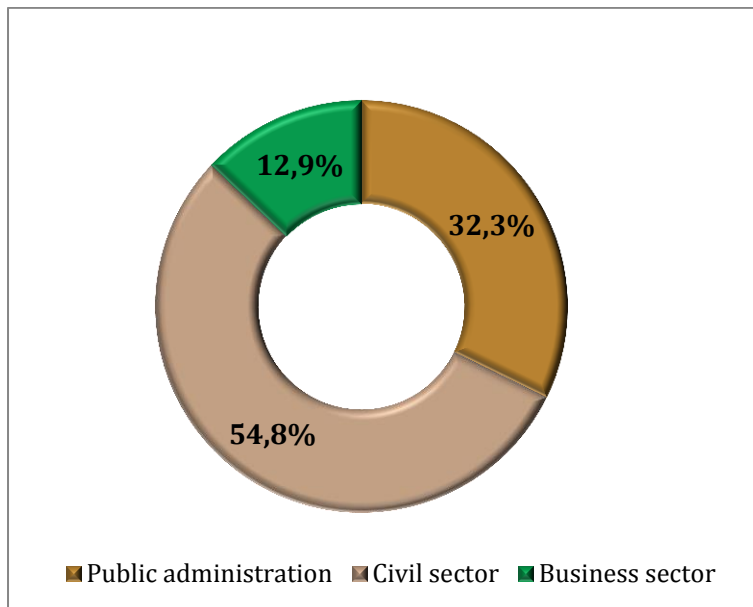


Figure 2: Structure of the respondents – Bosnia and Herzegovina

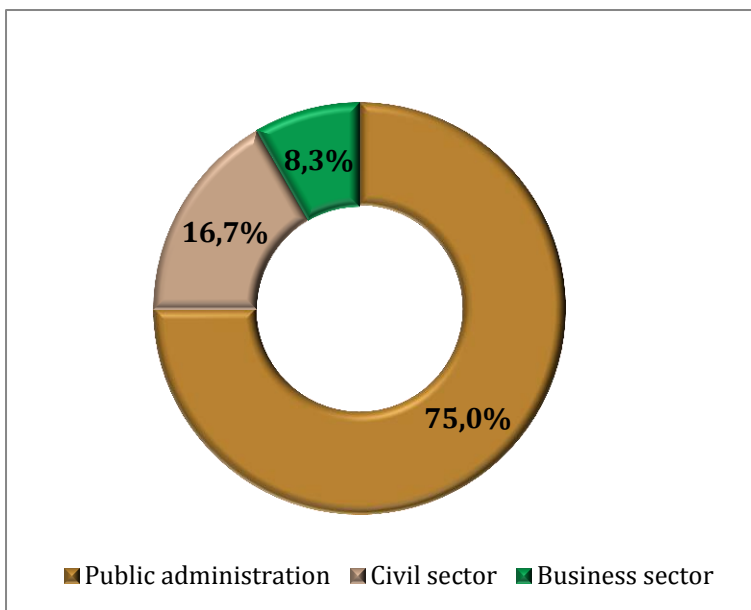


Figure 3: Structure of the respondents – Montenegro

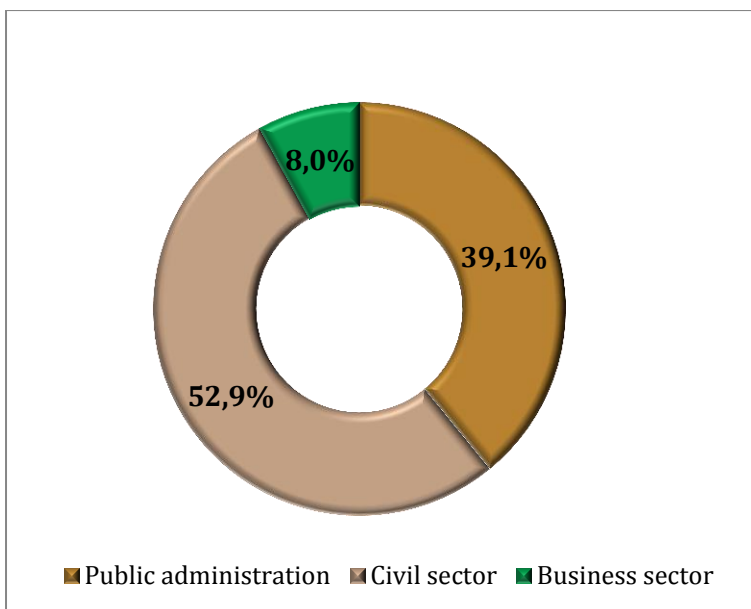


Figure 4: Structure of the respondents – all three countries

In total, this project included 34 public institutions, 46 CSOs and 7 business organizations/associations from three countries. Figure 4 presents structure of the interviewed respondents – 39.1% representatives of public sector, 52.9% of civil sector and 8% of business sector.

Which trainings did your employees take in the past three years?

The relevance of this question was to determine what has already been done so that the repetition would be avoided unless it is explicitly required. The respondents were asked which trainings did their colleagues take, what was the main topic, duration, how many people were included and who the organizer was. Each country project teams acquired elaborated lists of trainings that public institutions', civil society and business representatives had undergone in the past.

Although this list might not be that useful in a comparative overview it will be valuable as a mapping exercise to the national teams when preparing invitations for specific trainings.

Serbia

Public institutions

Employees of every interviewed public institution on national level in Serbia participated in at least one training in the broader field of European integrations. The respondents mentioned both trainings organized in Serbia, as well as those organized in one of the EU countries. Topics that were covered by these trainings included:

- General development of the EU,
- Introduction to the EU institutions and their functioning,
- Introduction to EU law,
- Decentralized management of EU funds,
- Introduction to different negotiation chapters,
- Specific issues relating to European arrest warrant, Stockholm programme, third pillar, recognition of professional qualifications,
- Introduction to different sector policies (regional policy, trade policy, agricultural policy, social policy).

Most of the trainings that were attended by national level public institutions in Serbia were organised by Human Resource Management Service, Serbian European Integration Office, Office for Cooperation with Civil Society and Belgrade Open School. When it comes to the trainings that took place in other countries of the EU, most of them were organised by European Institute of Public Administration.

All municipalities except one (Piroć) mentioned between 3 and 23 trainings on various topics that their representatives had attended. When it came to European integration topics the most often mentioned were:

- Preparation of project proposals and project implementation in accordance with the EU procedures (IPA and other EU funds) – 14 times,
- Strategies, plans and practice of development (rural, local, regional development, EU experiences) – 4 times,
- Regional policy of the EU – 2 times,

- Employment policy of the EU – 3 times,
- Environmental policy of the EU– 2 times,
- Energy (Energy efficiency) – 2 times.

Most often, training providers were Belgrade Open School and Serbian Government EU Integration Office. Standing Conference of Towns and Municipalities provided mostly trainings on IPA and other EU funds as well as trainings related to conduct of LSG's competences (not EU trainings exclusively).

Business sector

Both interlocutors from Serbia reported that they had participated in some training courses. One of them mentioned *a twinning project* throughout which he and other employees of the Chamber of Commerce and Industry of Serbia gained training in the area of hazardous waste and medical waste. The other said that she participated in different international trainings. She emphasized that she is also a lecturer in some of the courses that Belgrade Chamber of Commerce offers to business community.

Evidently experience with EU policy related trainings in business sector was significantly lower than in other two groups (public administration and civil society).

Civil society

Interviewed SEKO CSOs demonstrated that they are very much active in participating at trainings about relevant European policies. From their answers it is possible to draw out a clear overview concerning presently leading training institutions/organizations in European policy area. SEIO and the Office for Cooperation with Civil Society (OCCS) are mentioned by all interviewees and we can name them as leaders in trainings concerning European policies. Furthermore, majority of CSOs pointed out trainings organized by foreign agencies and donors such as Technical Assistance for Civil Society Organizations (TACSO), Organization for Economic Co-operation and Development (OECD), German Society for International Cooperation² (GIZ), Olof Palme International Center (OPIC), and Italian, German and Slovak foreign development agencies or initiatives set by regional governments (Italian youth agency, Baden Wurttemberg Chamber of commerce and industry and "Slovak AID"). Moreover, there are trainings organized under several programs created by other parts of public administration such as "LEADER initiative".

Hitherto, the most interesting part among CSOs training needs assessment are definitely trainings organized by other proficient CSOs for they colleagues. Belgrade open school, Belgrade Fund for political excellence, New policy center and European movement in Serbia are mostly mentioned in providing trainings related to European policies.

² Originally: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

These trainings are usually one or two days seminars/round tables tailored for CSOs. The mostly mentioned seminar topics were "Programming and allocation of IPA funds", "Introduction in the EU negotiation process", "PCM for EU funded projects" and "Management of CBC projects". Other trainings are usually not tailored and relevant for the EU policies. However, they are covering some of the most important issues closely related to EU standards already adopted. Training topics are extensive, going from human rights, public participation in decision making on environmental protection and local economic development to educational policies.

The same trend is noticed when it comes to capacity building strategies. Three out of seven CSOs have their own capacity building strategies. None of them are EU-focused but EU topics/standards in relevant areas are recognized as important and employees are supported to take part in suitable trainings. Those CSOs without the explicit capacity building strategies are trying to stay updated with trainings trends. They are generally supporting individual initiatives of their personnel when they apply for relevant trainings.

CSOs are not capable to financially support those trainings (except for those with membership fee or more market/business-oriented activities, such as NALED). Other CSOs are usually ready to approve absenteeism or to cover journey expenses, but only in exceptional circumstances and if available funds allow payment for trainings (EMinS and CI).

Some of CSOs, such as EMinS and BOS have their own experts for EU policies. In addition, their employment strategy favors those who have professional experience in EU policies and affairs.

When it comes to effective and innovative types of trainings, workshops and study visits are the best ranked. As interlocutors from BCHR alleged, this is especially true for highly problematic areas in the Republic of Serbia. Consequently, the best knowledge transfers are possible only when someone see from the firsthand how certain mechanisms function. Study visits are also good for networking. Workshops are highly valued, because participants have the chance to practice acquired knowledge and skills and to give a noticeable contribution in the outcome of the trainings.

Nevertheless, BOS and BCHR are calling for prudence in choosing the proper type of trainings, because in order for workshops to be successful, necessary attention must be paid to the methodology applied in the given workshop. Civic Initiatives are focusing their comment on the key challenge, which is, according to them, "pursuit of cheerful methods". The innovative training must be interesting and therefore CI is searching for trainers capable to interestingly display huge amount of facts from the Community acquis. This can be achieved by combination of information and communication technologies, direct contact, simulations and web-platforms which will provide participants with feedback channels and make reading materials, alongside with other necessary documents, constantly available to participants. All this with aim to ease the comprehension and application of acquired skills.

Without exception, the EU institutions' experts or professionals coming from foreign consulting firms, foreign bodies competent for EU policies and enlargement process are perceived as best trainers. Favored are those coming from regions or countries with similar experience on the accession road and comparable macroeconomic circumstances (Croatia, Slovakia, Hungary, Poland and Romania).

Each and every interlocutor finds quality of existing trainings insufficient. The reason is an inadequate training time frame for the complexity of the matter. Consequently, there is a tendency to appreciate more those trainings which last longer than five days. In these occasions the matter is studied in a more detailed way during the designate time.

Among CSOs, only EMinS has paid for trainings to other institutions and in this case in-door trainings are practiced with lecturers being independent consultants for specific areas. Solely NALED has a training database where interesting trainings from the NALED standpoint are offered to their employees and members. What's more, this organization is only CSO with funds allocated especially for employee's capacity building. In order to check background knowledge of interviewed CSOs, we asked them if they have book collections related to EU policies. Research team was positively surprised by their response: all CSOs have some kind of EU policy-related literature which allows them to obtain necessary basic information.

In the following section, the information about received trainings is organized according to the criteria: type of training, training topic, duration of training, number of participants on the training and organizers of the training. Namely, questions were presented in forms of tables with matrix of drop down menus consisting of predefined answer options. Thus, respondents could specify above mentioned terms for six types of trainings they identified. Maximal number of responses for all equally designed questions is 138 (6 * 23). Therefore, number of responses can vary from question to question, depending on studiousness of respondents to provide as much answers as possible. Here we will expose and analyze the answers received from 23 CSOs from Serbia. Their names can be found in the above-presented list.

Type of training

Under this question feature we received 105 answers. These are the results:

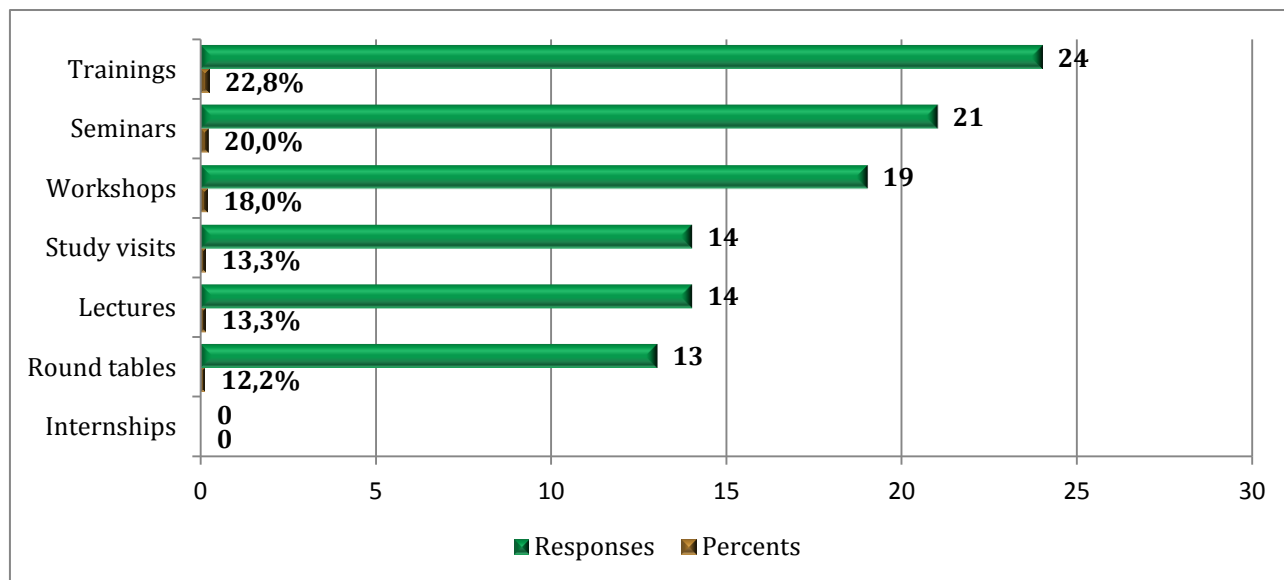


Figure 5: Type of training received by CSOs in Serbia

Most interesting is the fact that internship is the type of training which has not been practiced at all. A typical internship lasts 6–12 weeks, but can be shorter or longer, depending on the organization involved. The act of job shadowing may also constitute interning. However, this provides enough space for the center to plan and adapt this type of training in their activities. For example, virtual internships could provide opportunity for interns to work from home.

Trainings, seminars and workshops are in the upper part of the table, while study visits, lectures and round tables are less practiced type of trainings.

Topics

In total, 32 topics were offered to interviewees and we received 103 answers. Generally presented topics followed the structure of negotiation chapters for the accession negotiations. Topics that received more than two responses or more than 1.94% of total answers are listed in the below-presented figure.

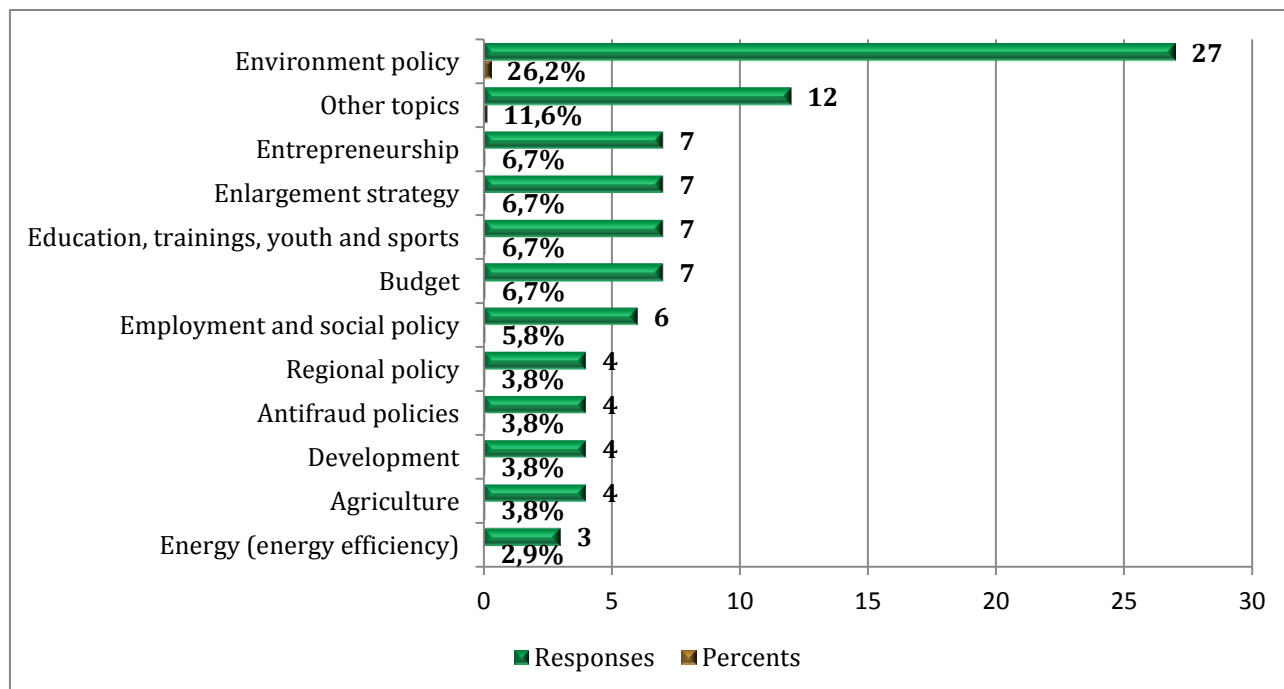


Figure 6: Topics of the trainings that CSOs in Serbia have taken

This table confirms that CSOs which have answered our survey practiced most training in the most complex field from the perspective of approximation with Community acquis, namely environmental policy³. It would be interesting to distinguish what trainings are organized under the option “other topics”, but this study must wait for a further research.

Duration of trainings

For this column 8 response options were offered to survey participants, covering training duration from one day to over one-month period. They had the choice to specify training duration for each of previously-mentioned trainings. These are the results:

³ Republic of Serbia’s national strategy for approximation in field of environmental policy is specifying that net value of approximation costs in industry sector will be EUR 1,540 billion representing 15% of total approximation cost in the environment. From the moment of accession onwards, the focus of environmental policy will result from the funds available. One can expect that the funding will increase from EUR 1.4 billion over 7 years period to EUR 1.4 billion for a period of one year. (pp. 50, 66) Document available on: <http://www.easserbia.rs/Doc/EAS-Strategija-SRP-FINAL.pdf>

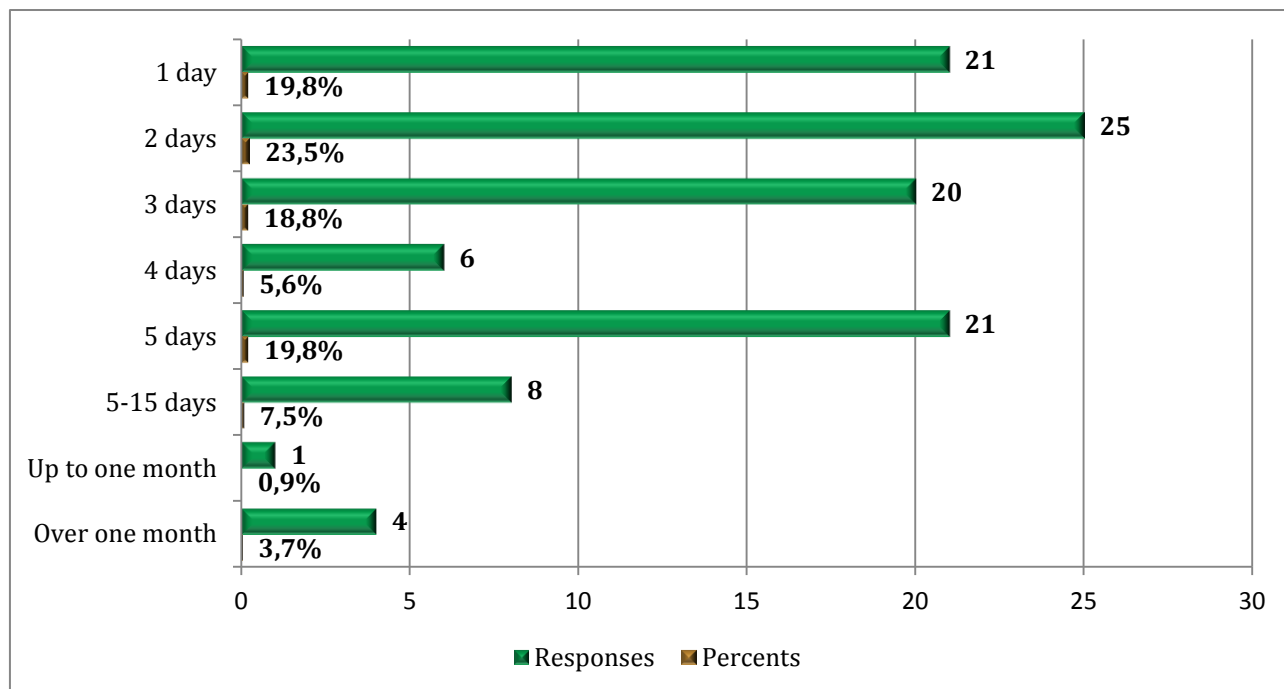


Figure 7: Duration of the training taken by CSOs in Serbia

Trainings which lasted one and five days received the same amount of responses and they are amongst the best ranked, comparing to three days training, but just for one response. Two days trainings are on the top of the figure probably because they are a common denominator for trainings lasting up to 3 days. Long-winded and sustained trainings lasting over five days are less represented. This proves again that insufficient time is allocated for the trainings. A Center could introduce innovations regarding this issue, providing types of trainings which are lasting over a longer period of time.

Number of employees which participated in the trainings

In this question we offer five choices to our respondents and we got 104 answers in total.

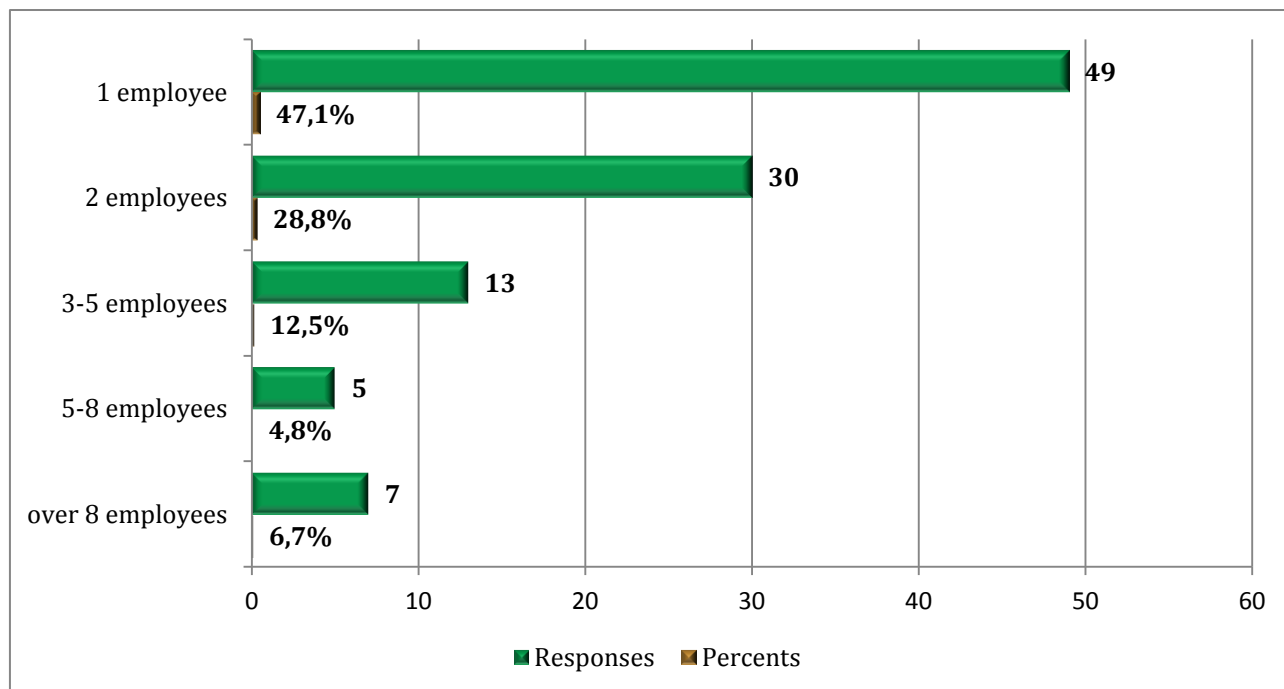


Figure 8: Number of employees from CSOs in Serbia that participated in the trainings

More than 75% of participants from all 23 CSOs sent only two of their employees on relevant trainings. This can lead to conclusion that there is a certain monopoly over involvement in the trainings. For example, that only top management from the organization is capable to participate in the trainings, or it can mean that Serbian CSOs are just too small and usually compound up to five employees⁴. Therefore, a small percent of employees/associates has taken part in EU policy trainings.

⁴ As the assessment of CSO sector in the Republic of Serbia conducted by Civic initiatives in 2011 has shown the number of active people in CSOs is usually up to 5 (34%) or from 6 to 10 people (37%). Only one in four CSO has up to 20 active people (21%), while 8% had more than 20 active people in the organization. (pp. 46-47) Document available on: <http://www.gradjanske.org/page/civilSocietyDevelopment/sr/center/publications.html>

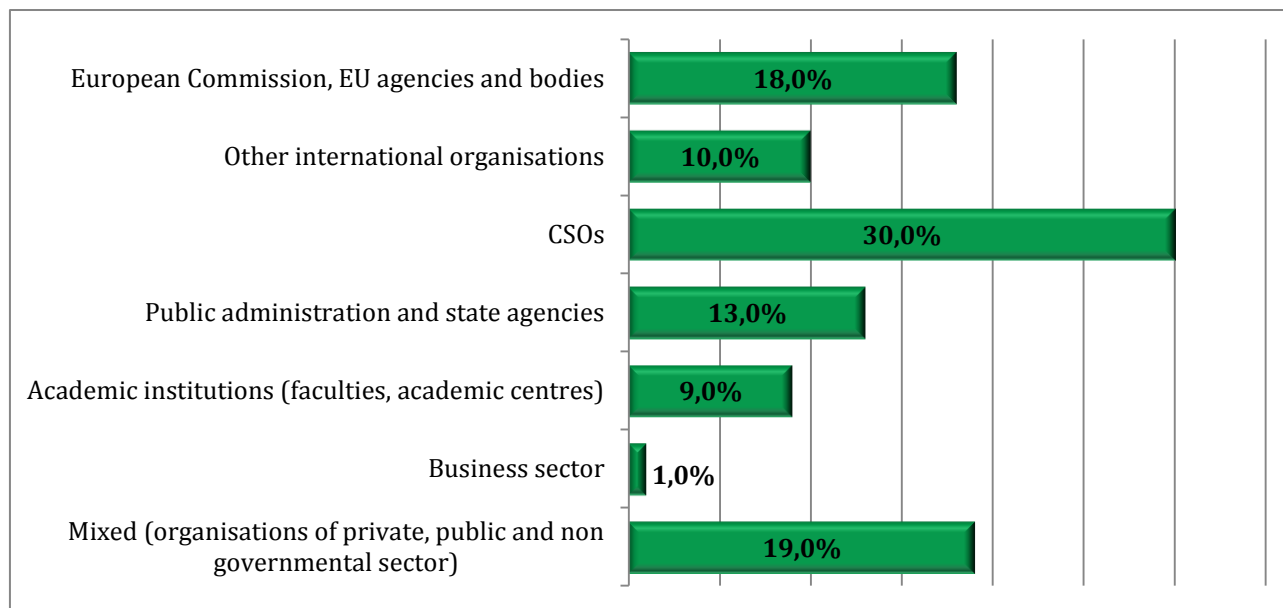


Figure 9: Main organizers of the trainings for CSOs in Serbia

CSOs are leading organizers of trainings for CSO sector with a share of 30%. Behind them there are jointly organized trainings from private, public and non-government sector with 19%, while EU institutions, agencies and bodies are on the third place with 18%. Public administration, other international organizations and academic institutions are following with 13%, 10% and 9% of received responses. Business sector is the last with just one percent.

There is a slight inconsistency between survey answers and answers obtained from interviews during which interlocutors recognized SEIO and OCCS as dominant actors in these specific fields of European policies. Probably these two government bodies are leading when it comes to organize trainings for bigger CSOs, and CSOs themselves are providing trainings under various grants for their local partner CSOs. However, we will see in the following questions that this inconsistency is amended. We asked participants in the survey to designate trainings they particularly like and again SEIO and OCCS appear as leaders.

Bosnia and Herzegovina

Public institutions, Civil society and Business sector

In the report provided by the partners from Bosnia and Herzegovina, there was not clear differentiation among respondents from three sectors when it came to this question. All the trainings that respondents mentioned were reported in a summed way. In general, one could see that there were number of trainings in the past that the respondents and their colleagues participated in.

These are the most prominent topics: "DNA and its evidence force in criminal proceedings", "The legality of the evidence in criminal proceedings", "Challenges of European criminal law - obligation of the state in criminal legislature", "Crimes of computer crime in the criminal legislature of B&H", "Specifics of prosecution KD tax evasion", "Characteristics of a bribe offender", "Positive obligations of the State under the ECHR", "Satisfaction for the victims of violations of law and the fight against impunity, cumulating of claims", "Court protection under the law to prohibit discrimination in B&H", "The citizens' rights under the law of real rights of consumer protection in B&H", "Application of regulations pertaining to labor relations and legal protection", "The effect and legal consequences of duplicate sales of insubordination", "Current issues in condominium law B&H", "Media Law in B&H", "Legal Status of promotion of publications", "Challenges of the theory and practice of education for democracy and human rights", "The challenges of democracy in multicultural societies", "Law of the European Union", "Application of the European conventions on the protection of human rights", "The Interpretation of national legislation in accordance with the guidelines and directives of the European Union", "European law and international legal standards", "The relationship between European law and the law of B&H", "The application of national law and EU law by national courts", "Further, the Convention and the European Gender Equality", "The media and the judiciary", "International humanitarian Law"; "European policy, European integrations etc.", "Cross - border cooperation between Serbia and B&H", "Cross - border cooperation Croatia - B&H", "Possibilities, advantages and challenges of policy and legislation of the European Union in the field of climate change", "EU legislation in the field of environmental technology and renewable energy", "Energy Policy in Bosnia and Herzegovina", "Energy and Environment", "Policy of the European integrations", "Implementation of the third pillar of the Aarhus Convention", "Waste management at the local level in accordance with the requirements of the European Union", "Activities to enable timely action in implementation of the Stockholm Convention on persistent organic pollutant substances in B&H", "Organic agricultural production", "NVO tax policy", "Budgeting", "Strategic planning, lobbying, budget management", "Monitoring and project evaluation", "EU projects, development and management", "Public advocacy", "Media literacy", "Taxes and tax policies", "Media and public opinion", "Relations with media" etc.

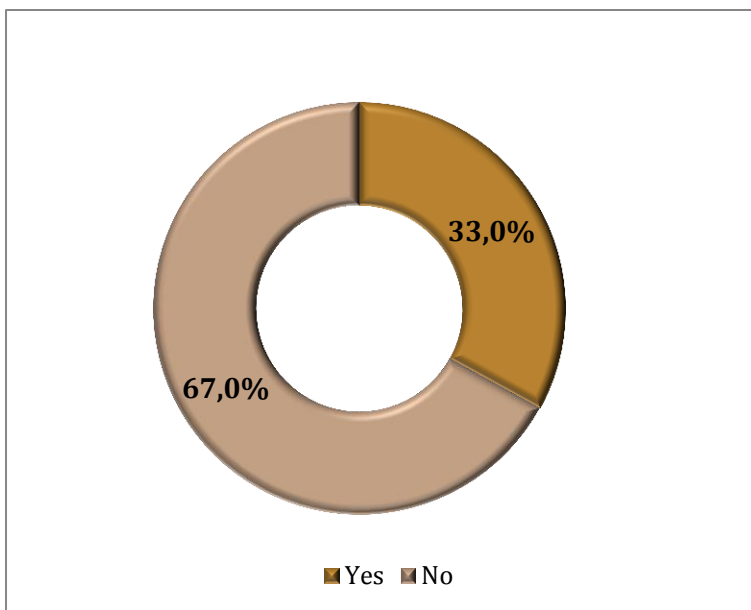


Figure 10: Attendance to different kind of trainings in BiH

From the total number of surveyed institutions, 67% of institutions have sent their employees to different types of trainings and seminars, while 33% had no training.

The institutions that have sent their respondents to training, 50% had one to four of the attendance to different types of training. Number of institutions that have had 5-10 trainings is only 10%, while the number of institutions in which the employees had more than 10 training is 40%.

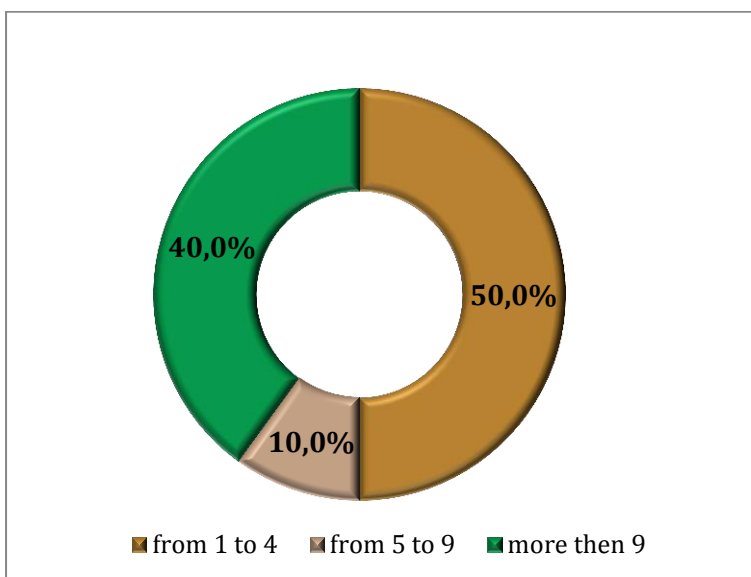


Figure 11: Number of trainings received by respondents in BiH

Montenegro

Public institutions

Public institutions that were included in consultations can be divided into two main categories: a) training seekers and b) training providers. Although Regional School for Public Administration, Human Resources Management Authority and University basically specialize in providing education, they were valuable counterparts because of their previous experience, potential for cooperation (with the first two of the three) and the fact that they themselves would be interested in receiving certain type of trainings in the future.

According to their responses, the trainings that included employees of Montenegrin public administration could be divided into four main categories:

1) Educational programs that were organised by Human Resources Management Authority:

This is a specialized state institution in charge of organizing trainings for human resources in public administration. It has organized number of trainings in the previous period. These are some of the topics that were covered:

- Public procurement in Montenegro,
- International contracting,
- Fight against corruption,
- Montenegrin path toward EU membership,
- Integrity plan,
- Business correspondence,
- Management and development of human resources,
- Strategic planning in state administration,
- General administrative procedures,
- EU negotiation process,
- EU institutions,
- Access to databases about EU,
- EU values,
- European convention on Human Rights,
- Conflict management,
- European Human Rights Court,
- Presentation skills,
- European Union,
- Structural EU funds,
- EU project management,
- International security and EU,
- Gender equality.

These trainings last approximately one or two days and include 20 persons per training. The topics are selected in consultation with heads of the different public entities in Montenegro.

2) Programs organized by Regional school for public administration:

ReSPA is an international organization which has been entrusted with the mission of boosting regional cooperation in the field of public administration in the Western Balkans. As such, ReSPA is a unique historical endeavour, established to support the creation of accountable, effective and professional public administration systems for the Western Balkans on their way to EU accession.

ReSPA seeks to achieve this mission through the organization and delivery of training activities, high level conferences, networking events and publications, the overall objectives of which are to transfer new knowledge and skills as well as to facilitate the exchange of experiences both within the region and between the region and the EU Member States.

While primarily targeting officials from those countries which have signed and ratified the Agreement Establishing the Regional School of Public Administration and are thus members of ReSPA (Albania, Bosnia and Herzegovina, Croatia, Republic of Macedonia, Montenegro and Serbia) as well as other entities in the Western Balkans region, ReSPA's activities may also be open to officials from other countries and institutions.

ReSPA's offices are located in Danilovgrad, Montenegro, and include modern training facilities and a Campus.

ReSPA is providing training programmes to the mixed group of civil servants from the Western Balkans related to good governance, public administration reform and modernisation in view of the accession to the European Union. Content of the training programmes is such that these programmes have a common interest and relevance for its members and also contribute in strengthening the cooperation between the ReSPA members.

Trainings on the various topics identified are delivered at ReSPA's premises that is providing state of the art training and accommodation facilities to all participants. In average they last for three days. The number of participants in each training accounts for 21-28.

ReSPA is conducting annually the Capacity Needs Analysis in cooperation with respective National training institutions, EU Integration Institutions etc, to identify administrative capacity needs that are effectively addressed at the regional level. The CNA content also reflects identified needs with regards to networking, mobility schemes, dissemination of the information etc.

ReSPA is putting a strong emphasis on the establishment of the pool of regional experts which will result in the increased contribution and commitment of trainers from the Western Balkans. This pool of regional experts is made up of trainers - lecturers of schools - institutes of public administration and other similar organisations in the region or experts from public administration systems of the ReSPA members.

Main fields of expertise that ReSPA covers are:

- Public Administration Reforms,
- Legislation,
- EU Accession, EU policies and related issues,
- Protocol,
- Financial Management,
- Anti-Corruption, Ethics and Integrity in Public Administration,
- Human Resources Management,
- Total Management Quality,
- Strategic Management and Planning,
- Leadership,
- Public Management, Good Governance and Modern Administration Principles,
- Project Cycle Management and IPA/Structural Funds,
- International Relations,
- Communication and Administrative Procedures in the Organizations,
- Public Private Partnership,
- Public Access to Information, Transparency of the Public Administration,
- E-Government.

3) Programs that are bilaterally organised between public institutions and different organisations in other countries as support programs:

Most of these trainings are organised abroad in form of study visits or participation in educational programs specially tailored for the field of expertise of the given institution. They last approximately 10 days and differ significantly among different institutions in the number of attendees and the length of their stay.

4) So called „in house“ trainings:

In some cases, public institutions identify the need for specific trainings for their staff so they invite foreign or domestic trainers to organise specific in house trainings for the employees of the specific institution. In these cases, trainings usually last up to 5 days and are attended by most of the employees of the targeted institution. The example of this kind of training could be the one organised for the administrative staff of University of Montenegro by The Centre for educational studies from Belgrade. The topic was „Use of statistical data and their presentation to the decision makers“. This training was for example taken by twenty seven employees of the University.

5) Trainings organised by international organizations.

In several occasions training providers were international organisations. One of the examples would be *Effective management and implementation of IPA funds* that was organised by German institute for European Policy for the Ministry of Tourism and sustainable Development. This training was very interesting and the participants were quite satisfied. One of the main reasons was the fact that it included study visit to Croatia where the participants could get acquainted with the way IPA funds

were used by their colleagues first hand. This model of sharing experiences was seen as specially useful and appreciated. Similarly, there was a training organised by the British Council and Embassy of Great Britain on the topic – „Formal correspondence and professional writing in EU“.

Business sector

Most of the trainings in the business sector are connected to their field of specialty and were not connected to EU public policies or EU integration process.

Civil society

Representatives of civil society are also very often participating in different seminars, study visits, workshops and lectures that could be broadly described as connected to european integration topics. To name just a several:

- EU institutions,
- Common foreign and security policy,
- Common economic policy,
- Influence on EU policies,
- Advocacy and lobbying,
- Strengthening independent and impartial judiciary in accordance to EU standards,
- Reform of defence and security sector,
- International security school,
- Democratic control over armed forces and application of OSCE code of conduct in political and military aspects of security,
- Young Faces Network – Event Cycle 2012 – Intelligence governance,
- Understanding Intelligence Oversight Mechanism,
- Overseeing intelligence collection by intelligence agencies.

The length of the trainings differ significantly, from just two days trainings to 15 days schools and seminars.

Unlike public institutions, nongovernmental organisations send usually only one or two people to be trained. This can of course be the case because they have smaller number of employees.

At the end, it is interesting to note that when it comes to nongovernmental organisations, the training providers are most usually international and foreign organisations. In the interviews were for example mentioned European Fund for Balkans, College of Europe, Transfuse Association, Policy Association for an Open Society (PASOS), Pontis foundation and Balkan network for development of civil society, Aire Centre, London, TACSO office in Montenegro, Center for international relations, DCAF –Geneva center for control of armed forces and Montenegrin Committee for security and defense.

Level of satisfaction with the taken trainings

Aim of this part of the questionnaire was to get respondents' evaluation of the trainings that he or she or somebody else from the office had taken. The idea was to map most common objections and criticisms when it comes to organization of trainings for public administration, civil or business sector in order to be able to design successful trainings that would be appreciated by those that participate in them.

This set of questions was divided into several sub topics:

- Quality of the selected topic of the training (1 – very unsatisfied – 5 very satisfied),
- Quality of the training (1 – very unsatisfied – 5 very satisfied),
- Remarks on what was especially good,
- Remarks on what was especially bad,
- Additional remarks.

Serbia

Public administration

Respondents from public administration on national level were generally satisfied with provided training courses. They especially emphasized good expertise of lecturers and possibilities to experience firsthand functioning of EU institutions in Brussels. Things that they considered as shortcomings included: lack of practical work, lack of time to deal with the subject more thoroughly (briefness of trainings), participants were not provided with working material, lack of experts in Serbia for different sector policies.

Also, respondents from local municipalities used most often 5 (very satisfied) to describe their attitude towards quality of the received trainings. The next most often grade was 4, while 3 appeared only occasionally. The lowest grades – 1 and 2 – never appeared.

As positive sides of the received trainings the respondents from local municipalities mentioned: possibilities of study visits to Brussels and/or EU institutions, exchange of experiences with colleagues from EU municipalities, good lecturers (especially foreign) and interactive character of trainings.

On negative sides, the following was mentioned: lack of interest and understanding of importance of EU topics for LSG employees, sometimes inadequate training materials and premises.

Business sector

One of the members of business sector emphasized that he was especially satisfied with presentation of comparative solutions from the EU member states and with the presentation of the specific costs in the implementation of what he called the „ecological integration“, which is a big problem since that process is very expensive. However, he explained that sometimes the choice of

foreign lecturers was not adequate in a way that they were not much aware of the circumstances in Serbia, our capacities, resources and regulations.

The other respondent explained that for her the most important thing is familiarization with the practice, gaining of specific skills, the possibility that after the training courses participants visit some of the institutions of the EU, also the presentation of the ways in which needed information can be found from different sources. She said that she did not have any objections for international training courses that she attended. She emphasized that in order to bypass any possible deficiency of the course it is good to adapt programmes to the level of knowledge of the participants and also to provide participants with some teaching materials before the beginning of the training course.

Civil society

The information about satisfaction with the taken trainings of CSO's in Serbia is divided in two parts. In the table that follows, the information that was received through individual interviews is provided. Each of the representatives of umbrella organizations graded selection of the topic and the quality of the received training.

CSO's	Training topic	Quality of training	Average mark	Comments
<i>NALED</i>	4	4	4	On the mentioned training organized by SEKO/OCCS NALED was especially satisfied with appropriate set of information that was following needs of the Republic of Serbia. Lack of experts who can transfer their experience was marked as the biggest shortcoming. Also, if the trainers are foreign experts, it is important that they are top experts in their sector.
<i>EMinS</i>	5	5	5	Satisfied with both aspects. No shortcomings were mentioned.
<i>Agromreža</i>	5	4	4.5	These marks were given for mentioned trainings organized by SEIO/OCCS under SEKO network and LEADER Initiative Serbia. Shortcomings are insufficient length of trainings for such a complex matter.
<i>BCHR</i>	5	3.5	4.25	They specify that they apply for the trainings because of the well-formulated topics. Therefore the topics are marked with 5, while quality is varying,

				depending from the organizers, because some issues are repeating too often.
<i>CEKOR</i>	4	2.5	3.25	Concerning those topics which do not openly show disapproval towards the state, they were less satisfied because usually no one from decision-makers is present and therefore the quality/concrete discussions are lacking. As major shortcomings CEKOR suggests the sustainability of implemented trainings , because no one is asking what the purpose of trainings is and what will be the outcomes of trainings conducted only because someone needs to receive a certificate.
<i>BOŠ</i>	3	5	4	Topics are usually interesting but depending from a training to another average marks vary from 2 to 4. Shortcomings are inappropriate training methodology, unsound argumentation and presentation. Therefore these kinds of trainings which go around the bushes bring more confusion than clarity.
<i>CI</i>	5	4	4.5	Emphasizing the need to “translate the administrative language” and expertise of lecturer who should be both good in theory and practice. As a example of good expert, they refer to Mr. Ognjen Miric during the “Programming and allocation of IPA funds”, seminar organized by SEIO/OCCS. Shortcomings are badly designed PPP with too much data. Trainers should only provide instructions where relevant information can be found and focus on the essence, because trainings for such a complex matter are already too short. Therefore, time management also must be improved, in order to prevent to lose time on already known subject matter.

Table 3: Satisfaction with trainings that CSOs in Serbia participated in (interviews data)

The second part of the response comes from the survey that was conducted on line. Total number of responses to this question was 23.

When asked to mark off trainings the participants of the on line survey extracted workshops, study visits and seminars as best. As well as in the interviews, the biggest number of trainings was provided under SEKO network of CSOs by SEIO and OCCS, followed by European Commission and

BOS. Topics varied from “Women in Agriculture”, public relations, cost benefit analysis, social entrepreneurship, energy efficiency and Environmental protection over anti-fraud policies and trainings for advocacy campaigns to the most frequent answers “Project cycle management in the EU-funded projects” and “IPA programming”.

In the table that follows responses collected via on line survey are summed.

	Insufficient	Mostly insufficient	Sufficient	Satisfied	Very satisfied	Total	Average rating
Training topic	2 (8.70%)	0 (0%)	2 (8.70%)	2 (8.70%)	17 (73.91%)	23	4.39
Training quality	1 (4.35%)	1 (4.35%)	1 (4.35%)	5 (21.74%)	15 (65.22%)	23	4.39

Table 4: Satisfaction with trainings that CSOs in Serbia participated in (on line survey data)

When asked what was particularly good about the trainings that they had received 22 organizations emphasized: new approach in the creation of strategic plans and a **clear and concise methodology**; more examples and **practical experience**; well designed and performed trainings; secure **application of acquired knowledge in Serbian background**; information is provided by **competent experts**; **networking** with other CSO; application of acquired knowledge on **concrete workshops and simulations**; **exchange of experiences** among colleagues; **new topics** and good quality of trainer; **different perspective to the already known matter**; connection of visual and classical trainings; **interactive methods**, possibility to use acquired skills in my everyday job; I learned new methods and techniques which are necessary for professional performance of working activities; **a lot of best practice examples**; advanced knowledge for policy advocacy and monitoring of policy outputs; **well planned time frame** that left enough place for scrutinizing each theme/field and provided sufficient time for discussion; job shadowing.

On the other hand, when asked what was particularly bad about the trainings that they had received, 15 respondents chose: **lacking of dialogue** and exchange of ideas; **unprepared trainers**; you could not connect theory with practice; **maladjusted timetable**; **mistaken national context**; **absence of decision makers and open discussions**; no travel reimbursement; same issues are raised over and over again; non-updated presentations designed for obsolete legal framework; **monotony**; boring and **unqualified trainers**; no answer was provided on questions; **bad communication** between trainer and participants; **badly conceptualized best practice examples**;

one-way communication and bad dynamic of training; there was no representatives from the target groups; overall **organization of training was terrible**;

Bosnia and Herzegovina

To the question "whether the employees were satisfied with the theme and the quality of staff training" we got the results that 70% of the employees were very satisfied with the education or training, and they gave them a grade "5." 20% of them were satisfied with the training and gave the mark "4" and only 10% were dissatisfied with the training and gave the mark "2". There were not completely dissatisfied, which would evaluate the practice session with the mark "1", and the relatively satisfied that would have evaluated the training with the grade "3".

Again, data is not differentiated by sectors.

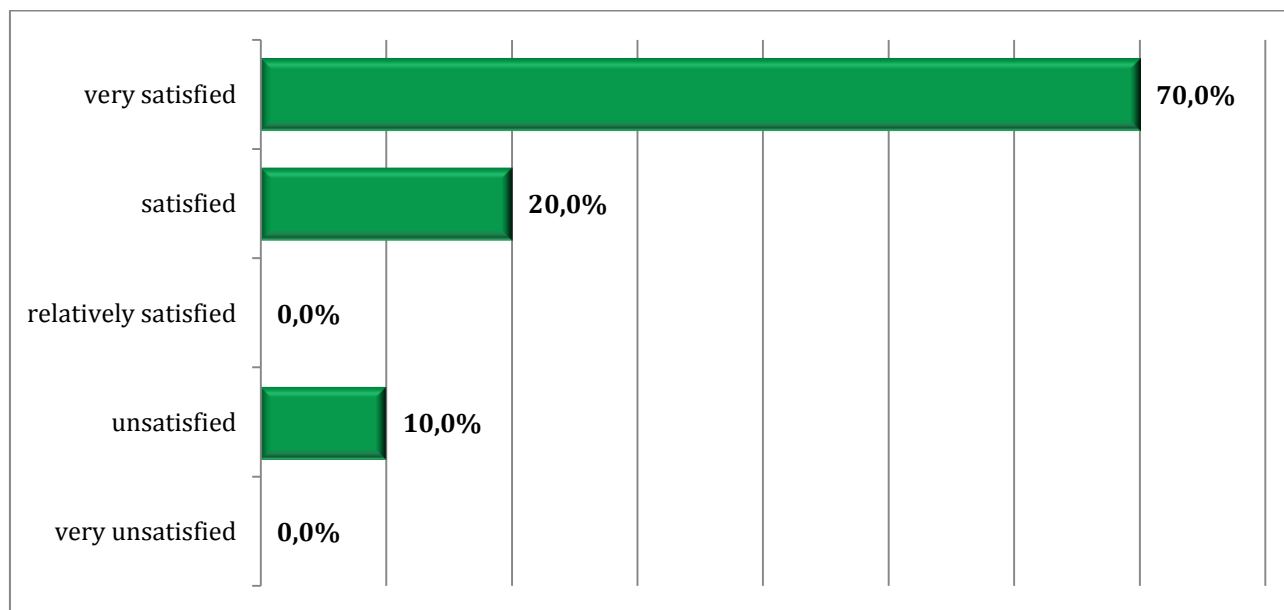


Figure 12: Satisfaction with received trainings in BiH

Montenegro

Public administration

- 1) Educational programs that were organised by Human Resources Management Authority:

Their programs were quite highly evaluated. They were given mark 4 for both the selection of the topic and for the implementation of the trainings.

Additionally they were evaluated as especially well timely chosen in the sense that they proved to be very practical and useful when it comes to implementation of different legislative novelties. Also, the

positive remark was that there was a good balance between the topic and its applicability in everyday's work.

2) Programs organized by Regional school for public administration:

Programs organized by ReSPA were also quite well evaluated; 4 for choice of the topic and 5 for implementation of the training. It was especially noted that ReSPA programs were successful in moderating useful exchange of the experiences among peers in the region. This approach was identified as specially welcomed. The additional request was to organize more programs that would include decision makers as a target group.

3) Programs that are bilaterally organised between public institutions and different organisations in other countries as support programs:

These programs got the highest evaluation – 5 in both aspects that were evaluated. The especially useful aspect of the program was the possibility to exchange experiences with the peers from other countries.

4) „In house“ trainings:

The grades were good for this kind of trainings as well (5 for the topics and 4 for the implementation). Being organised „when the need occurs“ guarantees a good selection of the topics in a certain sense.

For example, in the already mentioned training that was organised by a Centre for educational studies for the employees of the University of Montenegro, some specific good and bad aspects were identified. It was good that: a) the administration was „even offered an kind of training“. Namely, they often feel neglected in the hierarchical structure even though they are interested in improving standard of their work. Therefore they would like to have more similar trainings on other topics. 2) work in groups, 3) good course structure, 4) very good supportive materials and 5) highly motivated organisers.

On the other hand, bad sides were: 1) none of the University decision makers were present. This was especially bad because the topic of the training included learning about mechanisms of influence in decision making process, 2) participants were not consulted about what their needs for the trainings are. Even though they liked the training that they were offered, they believed that there are also other topics that could have been covered in the similar way.

Representatives of ReSPA and Human Resources Management Authority did not evaluate any training in specific. However, they provided us with some general comments on what based on their experience increases chances of trainings' success:

- It is very important to utilize all resources that are at disposal to Montenegro in this phase of negotiations (e.g. Network of EU integrations whose main goal is to support cooperation of the countries in the Western Balkans).
- It is useful to determine expectation of the participants by distributing so-called pre-event questionnaire.
- It is important not to use classical ex cathedra approach, but to design trainings in more participative fashion including vively interaction among trainers and participants.
- It is important beside theoretical knowledge, not to neglect the need for practical experiences and examples that participants need.
- Trainings shouldn't be longer then 3 days. The groups shouldn't be bigger then 10 to 20 members. The length of the training should not exceed 4 to 6 hour per day with properly timed breaks. These breaks are among other things very good for establishing better communication and contact among participants and the trainer.
- Since public servants are not the only ones participating in negotiating process with EU, the future training center should broaden its scope of activities to other subjects as well.
- Trainers should be trained as well. They should be well prepared for the trainings and equipped with all necessary resources.
- Case studies are especially welcomed method of teaching that participants respond quite well to.

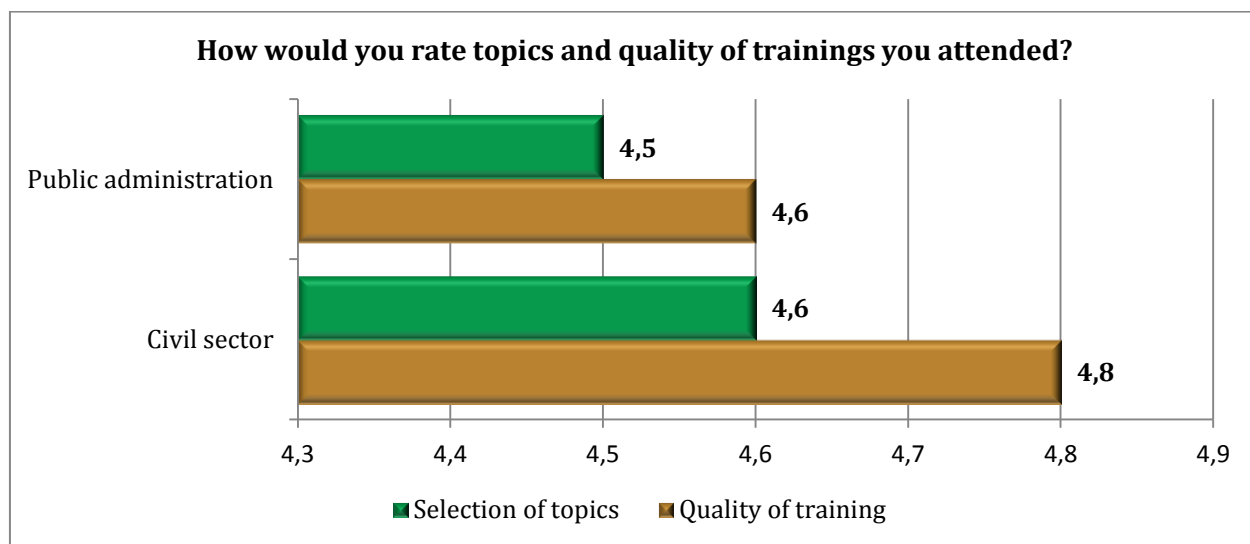


Figure 13: Satisfaction with trainings in Montenegro

Business sector

Representatives of the business sector did not comment on this question.

Civil society

Representatives of the civil society gave higher marks to the selection of the topic of the seminar they participated in (average grade 4.6) and were equally positive when it came to the implementation (average grade 4.8).

They found positive about the trainings that:

- The lecturers were people that really had something to say. They came from prestigious European centres and institutions and they have a lot of practical experience and good teaching skills.
- Practical experiences, for example the simulation of the work of EU bodies or case studies of the work of the court in Strasbourg
- Meetings with different officials, for example from European commission, European Parliament, Amnesty International, European Public policy center, etc.
- Practical work on specific policies.
- Different profiles of the participants so that interaction with them was also useful.

As for negative sides they noted that time management was not the best and that the courses were too intensive.

The additional comment was that they would be interested to learn directly from those that were part of the drafting/implementation/monitoring of European public policies.

Sufficiency of the taken trainings

The next topic was the sufficiency of the taken trainings: Do respondents believe that their needs were completely met and if not to what extent. The relevance of this question was to estimate potential market for new trainings.

Serbia

The question was not asked in the interviews with representatives of either public, or business and civil society institutions so there is insufficient data available for making trustworthy conclusions with regard to this question. Nevertheless, for trainings in the field of IPA and EU funds (which was most often marked), it could be assumed that the most often opinion is that the trainings that were organized so far were insufficient in spite of the fact that this topic was most often offered through trainings.

Bosnia and Herzegovina

It can be concluded that 70% of the institutions consider that the number of training that their employees have undergone were not sufficient, 20% of them believe that they are sufficient for the participants that have attended the training, and only 10% of institutions consider that the number of training that employees have undergone is sufficient. The answer "I do not know" has not been stated by any institution.

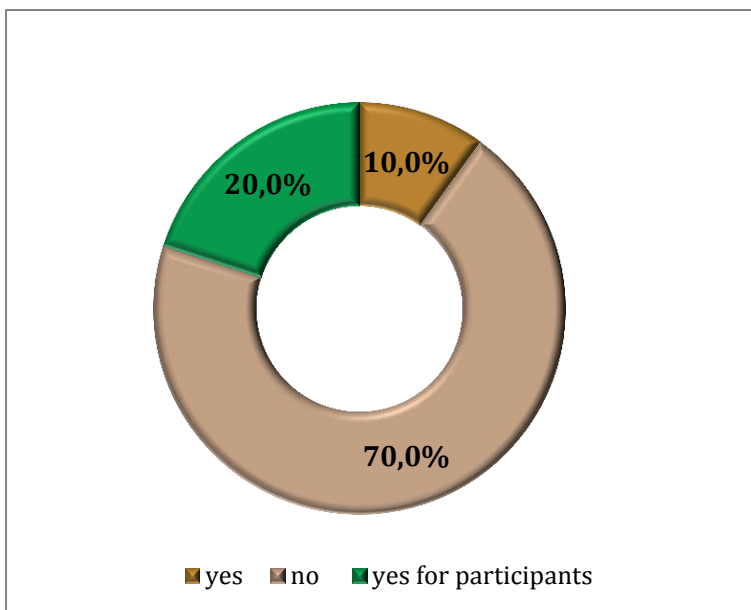


Figure 14: Response to the question if received trainings in BiH were sufficient

Montenegro

The replies varied, but most of the respondents replied that they were not sufficient. “Advocacy process in the context of EU policies requires continuous learning and following new trends in European Union. Therefore, even though the point of the process remains the same it is always necessary to learn about new techniques and acquire state of the art knowledge on the topic”, explained one of the respondents.

Representatives of the Ministry of Work and Social care emphasized strongly that the trainings were enough “for those that passed them”. They further explained that a limited number of people had an opportunity to take the training and that it would be good for the Ministry if many more had the same chance.

They also noted that these seminars should follow and anticipate changes in legislation (which European public policies actually are about) so that they could prepare the people in the Ministry to be best able to accommodate these changes.

One of the important notes was to be aware of the constant “flow of the people”. Namely, trained people tend to leave public administration and civil society taking with them all the invested hours. Therefore, it is always important to take this fact into consideration when negotiating topics of the trainings.

There was no significant difference between replies received by public institutions, civil society and business sector on this matter.

Targeted institutions as training providers

The next question was – whether your institution organized trainings for others. If so, which were the topics, what their duration was and who the participants were. The goal of this question was to identify possible partners for organization of the trainings, recruitment of the trainers and consultation in the design of the programmes.

Serbia

Public institutions

Association of Public Prosecutors and Deputy Public Prosecutors of Serbia did not organize trainings for others, even though sometimes judges attended trainings organized for prosecutors.

Office for Cooperation with Civil Society organized several trainings that included following topics: introduction to EU institutions and EU law, decentralized management of EU funds, and several seminars for media representatives.

Serbian European Integration Office and Human Resource Management Service organized many seminars for public servants. It is important to note that Serbian European Integration Office provide trainings on specific EU topics (vertical issues), while Human Resource Management Service provide more general trainings about horizontal, cross cutting issues. Also, SEIO is focused on negotiation chapters and their trainings are practically harmonized with specific negotiation chapters and chapters that will be opened first in the negotiation process are addressed first during these courses.

SEIO topics included: energy policy; judiciary and human rights; freedom, justice and security (fight against organized crime, fight against terrorism, and fight against drugs); data protection; food safety, veterinary and phytosanitary policy; agriculture and rural development; consumer and health protection; competition; environment; employment, transport policy.

Human Resource Management Service topics: EU legal order, European administrative area, implementation of Stabilization and Accession Agreement, introduction to sector policies (Common Agricultural Policy, judiciary, internal affairs, environment, trade and antidumping policies, industry, competition, regional policy, negotiation techniques).

None of the 10 municipalities stated it has organized trainings in the field of European integration. Some of them organized trainings in other fields, most often those for entrepreneurship development, small and medium-sized enterprises and managerial skills development.

SCTM on its side organized series of trainings with topics only indirectly related to EU sector policies i.e. trainings dealt with domestic laws that were harmonized with EU laws. (e.g. environment, waste management, etc.). SCTM also organized trainings on project proposal writing and on how to get EU funds. They provide support to municipalities in applying for grants and project implementation as well. Now, SCTM implements a project to support LSGs (comprising trainings) in participation in EU screening and accession negotiation process, as well as in establishing an office in Brussels.

Business sector

Chamber of Commerce and Industry of Serbia organized trainings in the field of regional development which representatives of the different companies attended.

Belgrade Chamber of Commerce organized different programmes about the EU:

- Training courses (Different programmes that are tailored to suit the needs of different companies and also for different level of management in the same company.
 - Topics: decision making process, how to make business in the EU, process of lobbying, ways to present business community at the EU level, management of the EU projects.
- Seminars.
- Visits to the business forums (European business summit, European Economic forum in Brussels).
- Presentation of different EU programmes.

Civil society

Again, first we will present the answers obtained through individual interviews and later through the survey.

Comments of the interviewed representatives of CSOs are given in the table that follows:

CSOs	Answer	Comments
<i>NALED</i>	No	
<i>EMinS</i>	Yes	Trainings last from one to six days . They were organized for public administration from local and central level and for CSOs . Topics varied from social entrepreneurship, environmental protection, cross-border cooperation, project cycle management for EU funded projects and generally about functioning of the EU institutions
<i>Agromreža</i>	Yes	In last 3 years they organized lectures for 15 volunteers from Faculty of

		Agriculture, in the area of Common agriculture policy and IPA funds. Trainings lectures were independent consultant and experts from Ministry of Agriculture. Trainings lasted for one day.
<i>BCHR</i>	Yes	The focus groups of this CSO are high-school pupils and local self governments . Trainings are usually lectures with practical aim of producing relevant publications, leaflet and posters which explains why EU integration is important (so called “Join in” campaign). BCHR also did the reports on the state of human rights and analysis of EU legal framework. They held 18 schools of human rights till now which last 10 days . Averagely, two or three lectures were dedicated to relevant EU values and standards. Trainers came from SEIO and independent consultant organizations .
<i>CEKOR</i>	Yes	They are organizing trainings from 2006. These are two days presentations followed with discussion . Participants were from CSOs, media, decision-makers and local self-government . Topics varied from PCM for EU funded projects and climate change via waste management and Roma & minority rights to energy efficiency.
<i>BOŠ</i>	Yes	Career Guidance and Counseling Centre organized seminar under European Commission Youth in Action Programme on the topic of Youth career guidance . The seminar lasted for 6 days . Center for European Integration implemented the “Strengthening the capacities of the Serbian administration for European accession (SA4EU2)” project under the Grant Agreement between the Royal Norwegian Ministry for Foreign Affairs and the Belgrade Open School, in the framework of bilateral cooperation between the governments of Norway and the Republic of Serbia. Educational programs designed under this project were intended for employees in local government, state and provincial administration, public enterprises, development agencies and other institutions and bodies established by the Republic of Serbia and for whom is involved on a everyday basis in the creation and implementation of policies relevant to European integration of Serbia . The project was conducted through five educational programmes : EU Environmental Policy; EU Rural Development Policy; EU Energy Policy; EU Employment Policy; Project Cycle Management in the EU-Funded Projects. Also, a five-day study visit to the EU institutions in Brussels was organized for 180 chosen participants .

<i>CI</i>	Yes	They organized a round table on the subject “CSOs in the EU integration process” which lasted for one day. They also organized trainings under other project grants. The topics of these seminars were related with EU standards in fields of CSO cooperation, communication and media and project writing for EU-funded projects.
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Table 5: Trainings organized by CSOs in Serbia (interview data)

The same way as in the first survey question, the respondents of the on line survey were provided with a table containing matrix of drop-down menus. The original table consisted of six blank spaces for six different types of trainings. For the purposes of the online survey these blank spaces were filled in with presented response options (workshop, training, seminar, study visit, internship, online course and lecture). Each of them was further divided, according to type, topic, duration, participants and additional comments.

In the graph that follows, information collected on the question whether did the CSO organize trainings for others is presented.

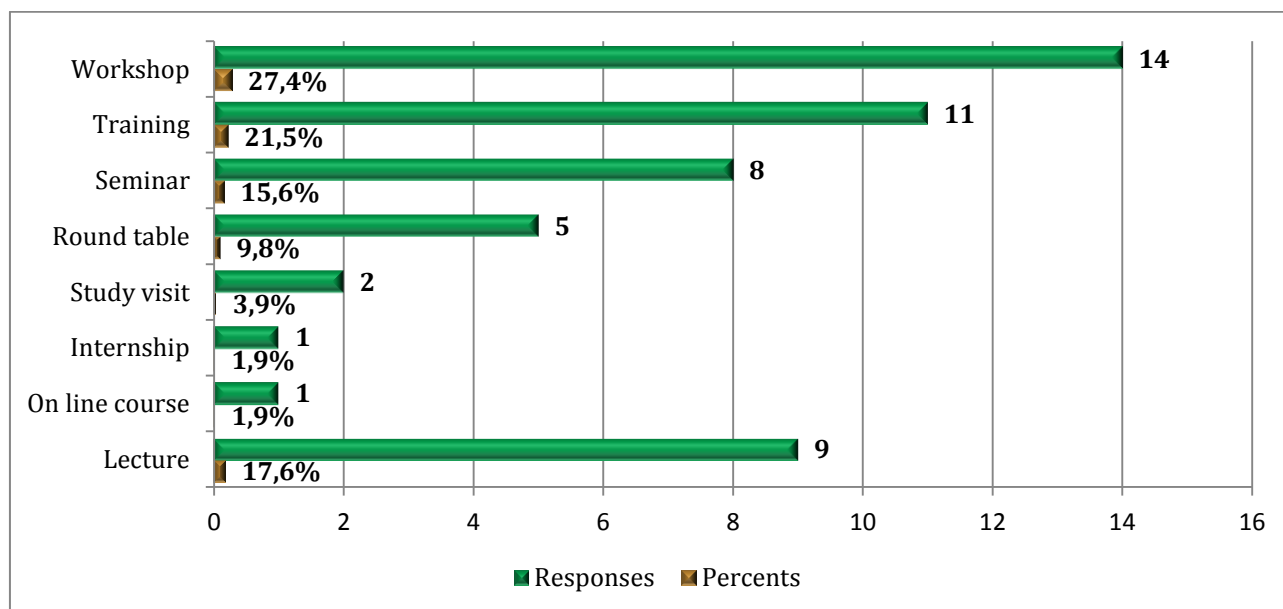


Figure 15: Type of trainings organized by CSOs (online survey data)

It is clear that more practical trainings are preferred to be organized by CSOs. Lecture ranked as third between training and seminar. It is possible that this is because CSOs do not have offices for organization of more complex types of trainings. It is maybe also due to the fact that in the past this was the most represented type of training in Serbia and local CSOs are still striving to move away from this old-fashioned training method.

In the following graph information about the answers to the question “on which topic did your institution organize trainings in the field of European integration” is presented.

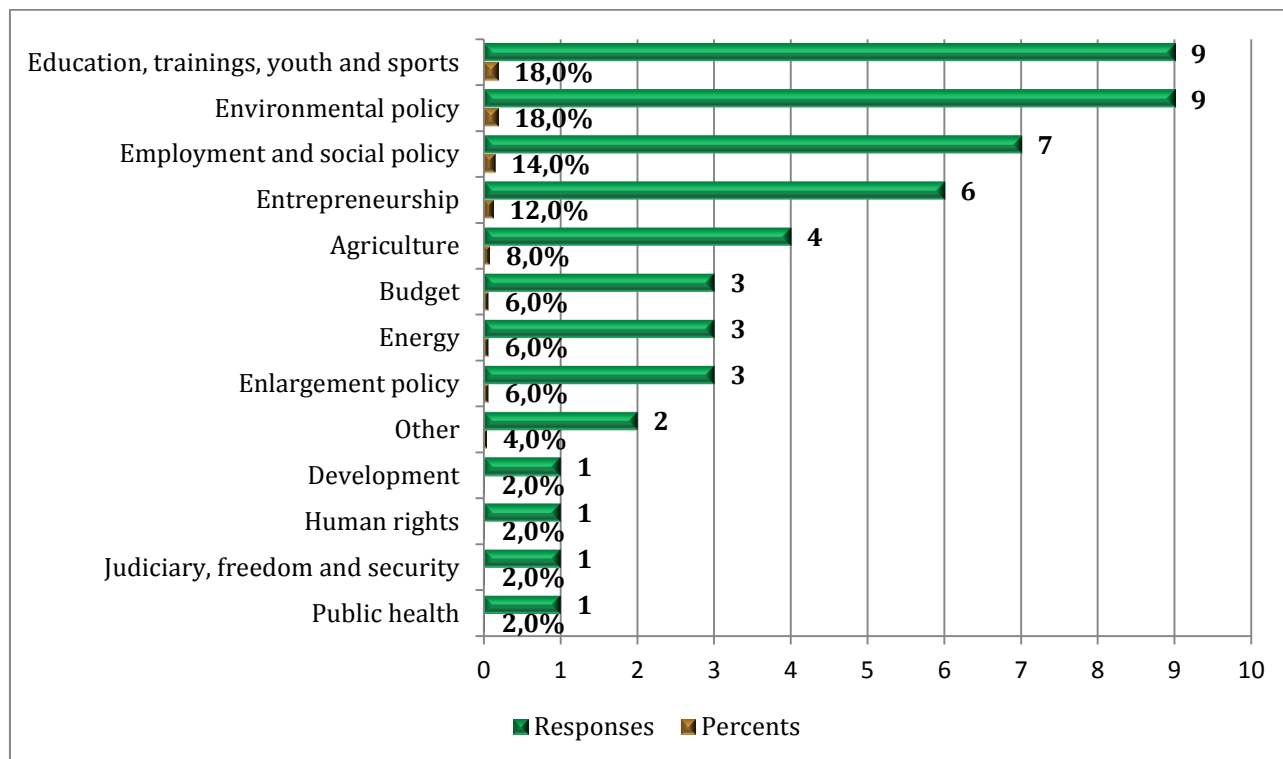


Figure 16: Topics of the trainings organized by CSOs in Serbia (online survey data)

Presented data lead us to conclusion that CSOs usually organize trainings in those areas which are partially or dominantly under jurisdiction of local self-governments and therefore the impact of the trainings is most visible at the local level. These are the topics: education, trainings, youth and sport, environmental policy and employment and social policy are also considered as softer in comparison with agriculture, budget, enlargement policy, development and human rights. They are by default under jurisdiction of state. Many local self-governments established entrepreneurship development centers. They also have local environmental protection funds and centers/agencies for employment and social policy. It is possible that CSOs through their activities are providing a significant help/training in their municipalities. However, to confirm these speculations we would need to make a thorough research with bigger sample and more reliable data.

In the graph that follows information about the duration of the organized trainings is presented.

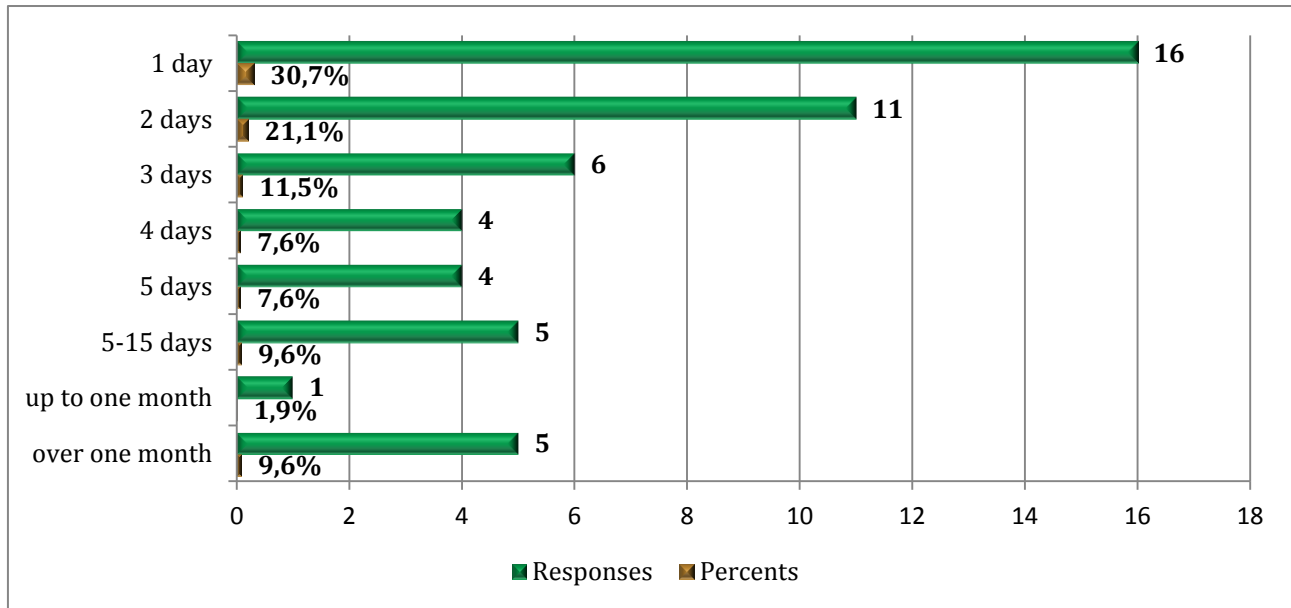


Figure 17: Duration of the trainings organized by CSOs in Serbia (online survey data)

It is obvious that one and two days' duration is most commonly used in training design. Once more this information shows that regarding the complexity of the matter most of the trainings are marked as insufficient.

In the graph that follows information about the participants of these trainings is presented.

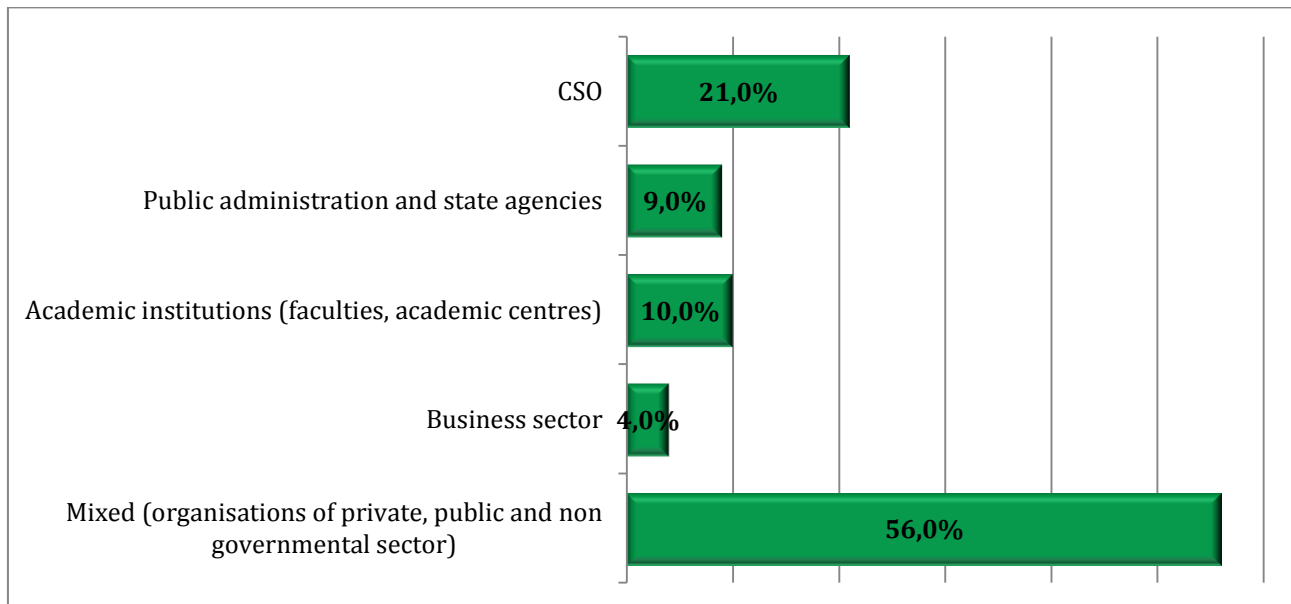


Figure 18: Participants to the trainings organized by CSOs in Serbia (online survey data)

Eight out of 23 survey respondents, or 34%, answered they did not organize any trainings in this field. On the other hand, we can notice a trend: SCOs are providing trainings and transferring knowledge among each other because 21% of trainings was organized solely for CSOs. If we add participants from NGO sector, which are also represented in the “mixed” answer option, together with public and private sector, we can conclude that CSOs are significant providers of trainings in the field of European policies and reliable partners of public and private sector in this regard.

Bosnia and Herzegovina

This question was not included into survey conducted in Bosnia and Herzegovina and that is why the information is missing.

Montenegro

Public institutions

It turns out that most of public institutions organize and provide trainings for others. For example, Ministry for foreign affairs and European integration organized two trainings in the previous year:

- Training for the representatives of other state bodies on exchange of experience when it comes to EU accession process,
- Training for the members of the negotiation structure and teams.

Representatives of the Ministry of human and minority rights did as well organize specific trainings from their field:

- Gender equality. This seminar lasted 3 days and was taken by public servants on state and local level, teachers of civic education, judges and prosecutors, etc. It was organized by a special subunit of the Ministry – Department for gender equality that organizes such seminars regularly for many years now.
- Antidiscrimination. This seminar also lasted 3 days and it was taken by public servants on different levels (local to state).

University of Montenegro also engages in organizing different educational seminars, apart from the regular degree programs. Here is example of the four most recent:

- Tempus application. Training which was organized in cooperation with Tempus office in Montenegro. It lasts one day and it is regularly organized before each application deadline. It is usually attended by academic staff, students, but also people from commerce and administration. The final comment was that the least interest comes from academic staff.
- Removing barriers to researchers’ mobility. This education lasts usually 5 days and is attended by researchers and representatives of academic staff.

- Workshops for students on how to prepare CV or communicate with the employer. These educations are organised by the Career center and are implemented regularly. Usually they are attended by the students.
- Commercialisation of the science. This training had a goal to connect representatives of the science with the representatives of the economy and commerce. Training lasted three days within two months scope.

Civil sector

Montenegro has a very lively nongovernmental scene and NGOs are very often training providers for public administration. Their work in the field of strengthening capacities of the public administration when it comes to European integration in the previous period was significant. Here we are going to name just some of the trainings that were mentioned by the respondents themselves:

- Reform of the judicial system. This seminar was organized by Center for Democracy and Human Rights CEDEM and it lasted approximately 3 days per event. The participants were judges, prosecutors, journalists, lawyers, independent researchers, public administration members, etc.
- Human rights (with special account for discrimination of national minorities, women, LGBT and people with disabilities). This seminar was also organized by CEDEM and it lasted three days. Most attendees were from civil society, independent researchers, students, journalists and state employees.
- Integration and institutional policy of EU. This seminar was organized by CEDEM, it lasted 3 days per seminar and most participants were students, representatives of the state bodies and civil society.
- Development of capacities of civil society to write and implement EU projects in the field of social inclusion. Organized by CEDEM, this seminar had four modules per three days. Interested participants were students and representatives of the civil society. Special emphasis was also on public servants and representatives of NGOs that stand for rights of Roma people.
- Control of the public procurement procedures. This seminar was organized by Institute Alternative and it lasted 3 days. Participants were representatives of public administration.
- Control of the budget on the local level. This was also seminar organized by the Institute Alternative. It had the same format and participants as the former.

Main priorities and their ranking

The idea of this question was to determine which domains are seen as a priority in general for included countries. First, institutions and organizations were asked to state what they see as priorities, and later were offered a list of 32 domains/fields in total, and asked to choose 5 of them which should be prioritized to others. The questions asked of respondents to identify these

priorities regardless of their own needs or mandate. The results will first be presented country wise, and then summed information for all three countries will be shown in one joint graph.

The type of information presented per each country slightly differs since the data was not collected in completely unified manner.

Serbia

Public institutions

All respondents had notably different answers to this question. They listed: education; health; rule of law; freedom, justice and security; judiciary and human rights; fight against corruption; regional policy; agriculture and employment. The only policy area that was mentioned twice was social policy.

On the local level, most often priority was employment and social policy (3 times), development policies (2 times), environment (2 times), agriculture (2 times), then public spending, regional policy, providing support for young professionals, innovation, public administration reform with regards to citizens' participation in policy and decision-making process and establishment of an efficient and accessible e-government, strengthening of strategic partnerships with related organizations in the region and in the EU, entrepreneurship, health, justice, development of educational system through the use of ICT and education of grown-ups through formal and informal education (lifelong learning).

Business sector

Representatives of the business sector chose energy, ecology, industrialization, social policy and regional development. They also noted that most important public policy areas for Serbia are the ones that correspond to the negotiation chapters that are first opened, namely justice, freedom and security and judiciary and human rights.

Civil society

Information about priorities chosen by NGOs is divided in two segments. In the table that follows information from interviews is provided.

Ranking	NALED	Agromreža	EMinS	BCHR	CEKOR	BOŠ	CI
1	Employment and social policy	Agriculture	Judiciary, freedom and security	Judiciary, freedom and security	Energy efficiency	Institutional affairs	Judiciary, freedom and security

2	Entrepreneurship	Education, trainings, youth and sports	Internal market	Human rights	Development	Employment and social policy	Education, trainings, youth and sports
3	Development	Judiciary, freedom and security	Agriculture	Education, trainings, youth and sports	Public health	Agriculture	Economy and monetary issues
4	Agriculture	Competitiveness	Environmental policy	Employment and social policy	Competitiveness	Economy and monetary issues	Employment and social policy
5	Education, trainings, youth and sports	Institutional affairs	Budget	Anti-fraud policies	Human rights	Research and development	Human rights

Table 6: Information provided by CSOs (interview data)

We could conclude that a training focus for public administration should be steered towards the topics from the most demanding negotiation chapters, as to say on fields where Serbia is facing biggest challenges in the negotiation process. These areas are:

- 1 *Judiciary, freedom and security* (3 times ranked as **first** and 1 time as **third** priority);
- 2 *Employment and social policy* (1 time as **first**, 1 time as **second** and 2 times as **fourth** priority);
- 3 *Agriculture* (1 time as **first** priority, 2 time as **third** and 1 time as **fourth**);
- 4 *Education, trainings, youth and sports* (2 times as **second** priority and 1 time as **third** and **fifth**);
- 5 *Human rights* (once as **second** and 2 times as **fifth** priority).

The survey also offered the possibility to rank training topics considered as priorities (1 – most important, 5 – least important). One of the filled surveys was not taken into account because it ranked all of the offered topics to the contrary of the directions provided. Out of 32 offered topics, 16 were ranked in the following way:

Topic – rank/grade assigned ⁵	Number of times ranked	Average rank
Agriculture – 1, 1, 2, 2, 4, 5, 5	7 times	2,9
Employment and social policy – 1, 2, 2, 2, 3, 3	6 times	2,2

⁵ Marks assigned by survey examinees

Economoc and monetary affairs - 1, 1, 2, 2	4 times	1.5
Development -1, 2, 4, 4,	4 times	2,7
Environment - 4, 4, 5, 5,	4 times	4,5
Regional policy - 3, 3, 5,	3 times	3,6
Budget - 5, 4, 1	3 times	3,3
Education, training, youth and sports - 1, 1	2 times	1
Entrepreneurship - 3, 4	2 times	3,5
Energy - 5, 3	2 times	4
Justice, freedom and security - 2, 4	2 times	3
Competitiveness - 5	1	5
Research and innovation - 4	1	4
Information society - 3	1	3
Public health - 3	1	3
Anti-fraud policies - 5	1	5

Table 7: Priorities by CSOs (survey data)

The interlocutor in SCTM expressed an opinion that the priority for Serbia is to organize trainings that would enable the establishment of a decentralized system of managing EU funds. In addition, trainings on various EU policies for relevant ministries are needed. There should be no prioritized policies because trainings will be needed in all of the areas that should be harmonized with EU law.

Bosnia and Herzegovina

Public administration

Topic - rank/grade assigned	Number of times ranked	Average rank
Agriculture - 1, 4, 5	3	3.3
Anti-fraud policies - 3	1	3
Budget -		
Competitiveness - 3	1	3
Consumers -3	1	3
Development - 3, 5	2	4
Economic and monetary affairs - 3	1	3
Education, training, youth and sports - 1,2,3,4,5	5	3
Employment and social policy - 1, 2, 4,4,4	5	3
Energy - 4,5	2	4.5
Entrepreneurship - 2,3	2	2.5
Environment - 2, 5	2	3.5
External relations - 2	1	2
Food safety - 3	1	3
Foreign and security policy - 2, 4	2	4
Foreign trade - 3	1	3
Human Rights 1,1,1,2,4	5	
Information society -		
Inner market - 1	1	
Institutional affairs - 5	1	
Justice, freedom and security - 1,1, 2,2,3	5	
Marine, fisheries -		
Public health -		
Public health - 4	1	

Regional policy - 5	1	1.8
Research and innovation -		
Research and innovations - 5, 5	2	5
Taxation		
Transport		

Business sector

Topic - rank/grade assigned	Number of times ranked	Average rank
Agriculture - 1, 4	2	3
Anti-fraud policies -		
Budget - 2, 5	2	3.5
Competitiveness -		
Consumers -		
Customs - 5	1	5
Development - 4	1	4
Economic and monetary affairs -		
Education, training, youth and sports - 3	1	3
Employment and social policy - 2	1	2
Energy -		
Enlargement - 1	1	1
Entrepreneurship - 5,5	2	5
Environment - 3	1	3
External relations -		
Food safety -		
Foreign and security policy -		
Foreign trade - 2, 4	2	3
Human Rights - 1	1	1
Information society -		
Inner market - 3	1	3
Institutional affairs -		
Justice, freedom and security - 1,2,3	3	2
Marine, fisheries -		
Public health -		
Regional policy -		
Research and innovation -		
Taxation - 4	1	4
Transport -		

Civil society

Topic - rank/grade assigned	Number of times ranked	Average rank
Agriculture - 2,2,4,5	4	3.25
Anti-fraud policies - 1,1,1,3,5,	5	2.2
Budget - 2	1	2
Competitiveness - 5	1	5
Consumers - 4	1	4
Customs -		
Development - 2,3,5	3	3.3
Economic and monetary affairs - 1,2,2,3,3,3,3	6	2.8
Education, training, youth and sports -	8	2.3

1,1,1,2,2,3,4,5		
Employment and social policy - 1,1,1,1,2,2,2,2,3,3,3,4,4,5	14	2.4
Energy - 3, 5	2	4
Enlargement - 1,1	2	1
Entrepreneurship - 2,4,5	3	3.6
Environment - 4,4,4,5	4	4.2
External relations -		
Food safety - 3	1	3
Foreign and security policy -5	1	5
Foreign trade -		
Human Rights - 1,1,1,2,3,4,4,4,4,5,5,5	12	3.2
Information society -		
Inner market -		
Institutional affairs -		
Justice, freedom and security - 2,2,3,3,3,4,4,5	8	3.2
Marine, fisheries - 5	1	5
Public health - 3,4,5,5	4	4.2
Regional policy -		
Research and innovation - 1	1	1
Taxation - 4	1	4
Transport -		

Montenegro

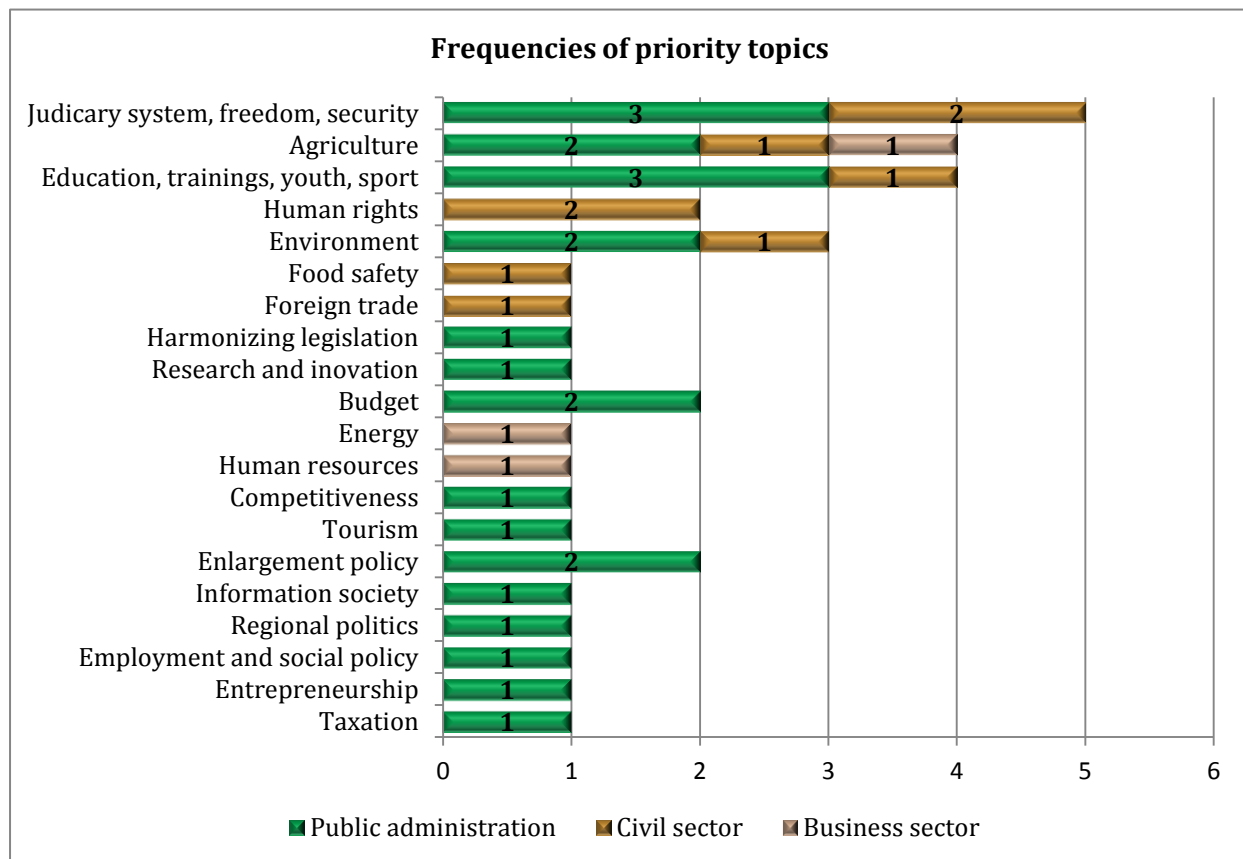


Figure 19: Montenegrin priorities

When talking about what should be Government's main priorities in the context of European public policies, responses we got from the representatives of public institutions are influenced by the ongoing negotiations in the accession to the EU process. In that sense, public institutions either say that the priority should be this process in general, and that education should be tailored to suit it the best, or they point out specific parts of the negotiations that are in focus at this point of time. That's why Chapters 23 and 24 and topics judiciary and fundamental rights, and justice, freedom and security are more often stated as the priorities. Also, public institutions state that agriculture and tourism as important development opportunities of Montenegro should be priorities. Finally, economy related topics, namely (un)employment, entrepreneurship and regional policy were mentioned as important priorities.

Representatives of Ministry of Foreign Affairs said that harmonization of our legislative body with EU legislation in sync with the negotiations is an important aspect that needs to be done, and where additional education and training is necessary. Last but not least, University of Montenegro states

that education, research and innovation, competitiveness and information society should be priorities. Finally, throughout interviews with public institutions, respondents mentioned as important topics such as environment, foreign and security policy, budget, human rights as important.

Interestingly, civil society representatives do not see the priorities much different that the public institutions. All the organizations consulted in the process stated that the most important topics are related to the chapters 23 and 24 (judiciary and fundamental rights, and justice, freedom and security respectively) as these on one hand in spotlight and on other had deficient. Still, civil sector representatives state that as the negotiations process moves forward education on the chapters that are to come will be necessary. In addition to these, NGOs state that education, agriculture, social policy, environment, foreign trade and public health are important priorities and should not be neglected.

Business community, on the other side, sees priorities differently from public and civil sector institutions. Namely, when asked to name five priorities, representatives of business sector stated energy, human resources, agriculture and business sector in general, all but one novel compared to what was previously heard. In addition to the needs of business sector, businesses see that there are apparent needs of public administration for education and training in foreign languages and information and communication technologies for public administration, so that they can act as a better service to the economy.

Joint priorities

Respondents were asked to rank top five topics according to their view of what should be priorities for trainings. In order to aggregate the data for each category of respondents (public sector, civil society and business) we counted the frequency for each topic, weighting them at the same time, so that the occurrence of one topic as first priority is more important that occurrence of a topic as a fifth priority. Also, given that the number of respondents (and hence the total frequency) for each category of respondents was not the same, we scaled the final score to the scale where minimum is 0, meaning that the topic is not at all important, and not mentioned even once by respondents, while maximum is 10 meaning that the topic is the one that was mentioned most frequently and with the highest ranking. This way the data is made comparable between categories of respondents. The final score for each topic was calculated as an average between the three scores for three different categories, indicating the importance of topic for all three sectors together.

The first five priorities (for all three sectors in all three countries) are:

- Employment and social policy
- Justice, freedom, security
- Agriculture
- Human Rights

- Education, training, youth and sport.

The first five priorities for public sector are:

- Employment and social policy
- Agriculture
- Education, training, youth and sport
- Justice, freedom, security
- Human Rights

The first five priorities for business sector are:

- Justice, freedom, security
- Entrepreneurship
- Employment and social policy
- Agriculture
- Foreign trade

The first five priorities for civil society are:

- Employment and social policy
- Human Rights
- Justice, freedom, security
- Education, training, youth and sport
- Agriculture

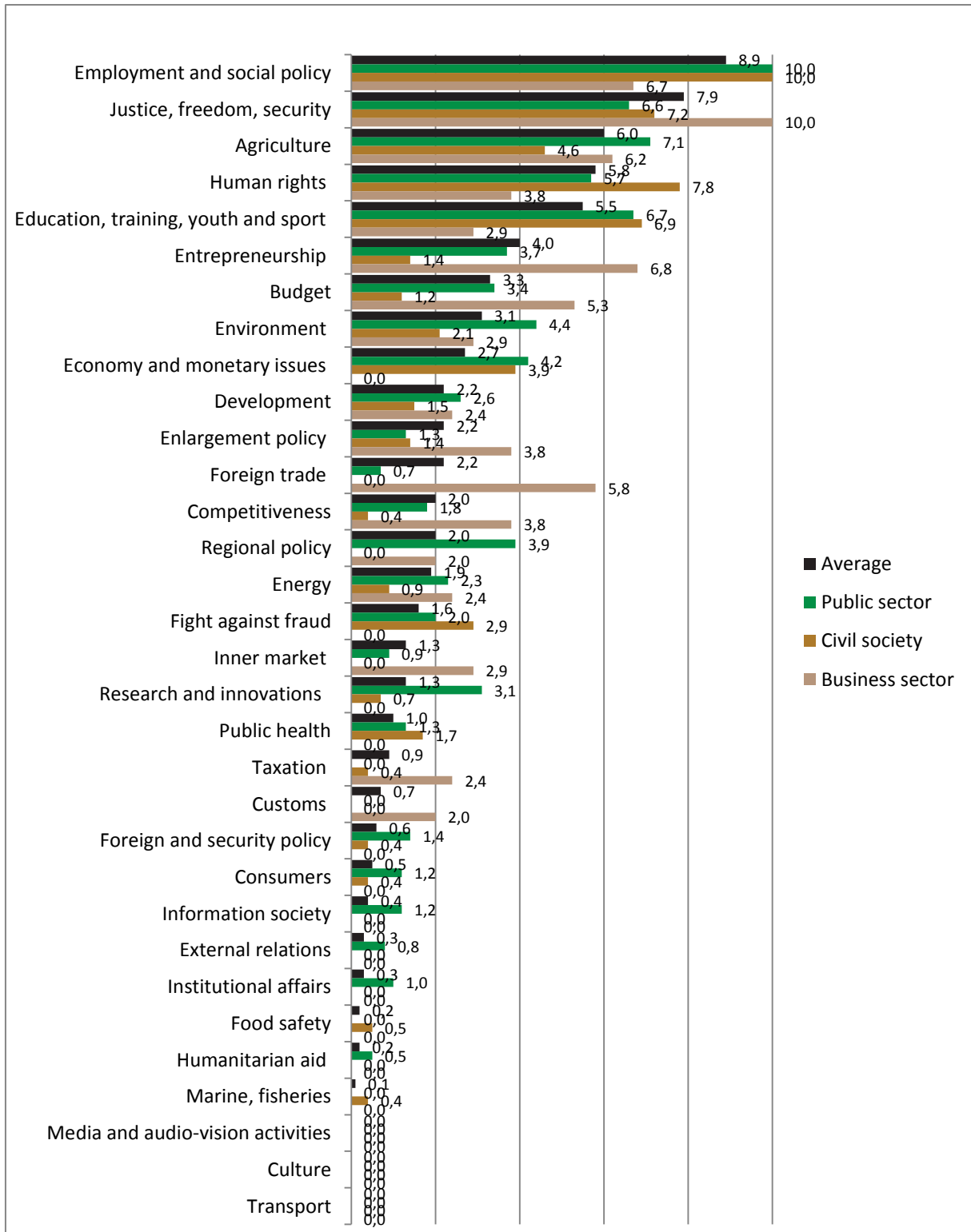




Figure 20: Joint priorities

Ranking the priorities based on own needs

In the question that follows respondents from different institutions were asked to identify their own training priorities.

Serbia

Public institutions

As in previous question, answers differed significantly. Also, most of the responses coincided with those given in the previous question. Those were: education, training, youth and sport; enlargement, fight against fraud, regional policy, EU law. Only employment and social policy and judiciary and human rights were mentioned twice.

The survey offered the possibility to rank training topics considered as priorities (1 – most important, 5 – least important). Out of 28 offered topics, 14 were ranked. Two examinees marked several topics they considered as significant but they did not rank them which is marked with “x” in this analysis. When calculating average rank, this answer was not taken into account. One of the filled surveys was not considered because it ranked all of the offered topics to the contrary of the directions provided. One survey did not contain answer to this question.

Topic - rank/grade assigned ⁶	Number of times ranked	Average rank
Agriculture -1, 3, 4, 5	4	3,25
Employment and social policy -2, 4, x, x	4	3
Economic and monetary affairs -1, 2	2	1,5
Development - 3, 3, x, x	4	3
Environment - 3, 4, 5, 5, x	5	4,25
Regional policy - 4, x	2	4
Budget -2, 2, 3, x, x	5	2,3
Education, training,youth and sports - 1, 5, x, x	4	3
Entrepreneurship - 2, 2, 3	3	2,3
Energy - 4, 5	2	4,5
Competitiveness - 4	1	4
Informationsociety -1, 5	2	3
Institutional affairs - 1	1	1
<i>Financial management in LSGs - 1 (added by an examinee)</i>	1	1

⁶ Marks assigned by survey examinees

Business sector

The priorities mentioned by business representatives were: energy, ecology, industrialization, social policy and regional development, customs, internal market, green economy and green technologies, protection of the environment and education.

Civil society

Ranking	NALED	Agromreža	EMinS	BCHR	CEKOR	BOŠ	CI
1	Employment and social policy	Agriculture	/	Education, trainings, youth and sports	Competitiveness	Education, trainings, youth and sports	Human rights
2	Entrepreneurship	Budget	/	Human rights	Foreign trade (tax evasion)	Employment and social policy	Education, trainings, youth and sports
3	Development	Customs	/	Judiciary, freedom and security	Energetic	Entrepreneurship	Judiciary, freedom and security
4	Agriculture	Food security	/	Employment and social policy	Human rights	Information society	Employment and social policy
5	Education, trainings, youth and sports	Environment	/	Research and development	Development	Research and development	Regional policy

1. *Education, trainings, youth and sports* (2 times **first**, 1 time **second** and 1 time **fifth** priority)
2. *Employment and social policy* (1 time **first**, 1 time **second** and 2 times **fourth** priority)
3. *Human rights* (1 time **first**, 1 time **second** and 1 time **fourth** priority)
4. *Agriculture; judiciary, freedom and security; development; research and development and entrepreneurship*, each of these topics were chosen **2** times.

Bosnia and Herzegovina

This question was not asked in Bosnia and Herzegovina.

Montenegro

Public institutions, short of training providers, mainly identify the topics that are their domain and their mandate as the most important for training. In that sense, for example, foreign affairs are the most important for Ministry of foreign affairs, human rights for Ministry for human rights, and research and innovation for University, thus leaving us without much insight into the real needs. However, what was uniformly stated, in line with what was said above, is that the process of EU accession will be hard, while our public administration is underprepared, thus stating that any training agenda for public administration should closely follow the process of negotiations.

All civil society organizations that were consulted in this process stated three same topics as something that should be priority: (1) foreign and security policy, (2) judiciary, freedom and security and (3) employment and social policy. In addition to these, they have pointed out regional policy, budget, education and training and reform of public administration as important topics where the organizations they represent have needs.

Finally, businesses see a great potential in EU funds which are or will be available to Montenegro, especially the ones that can be tapped by Montenegrin businesses. On other side, they recognize that there is neither knowledge nor skills in business community to use these funds effectively, and that's where the most apparent need for training rests. Furthermore, Union of Employers recognizes that, among others, the EU standards of employment are not met by Montenegrin businesses and that the need for training in these and other standards will have to be addressed.

Who should take these trainings?

Serbia

Public institutions

Respondents on the national level stated that all employees apart from those employed in legal, financial and administrative department should participate in those trainings.

Representatives from the local municipalities gave more elaborated answers. Five respondents said that these trainings should be attended by employees and leadership on the local level, two respondents said that this should be those employed on developmental issues (local economic development offices), four respondents said that this should be those employed in agriculture departments, farmers and their associations, one respondent said that this should be those employed in centers for social policies, environment and construction, five respondents said that this should be the leadership in public enterprises and institutions, two respondents mentioned businesspersons and business associations, one members of municipal councils, one leadership in municipal assemblies, and one people from CSOs.

Business sector

Respondents from business sector did not answer this question so the information about their opinion regarding this issue is unavailable.

Civil society

In the survey 84 respondents from civil society answered this question. All interviewees had the opportunity to list six different answers. The results are presented in the graph that follows.

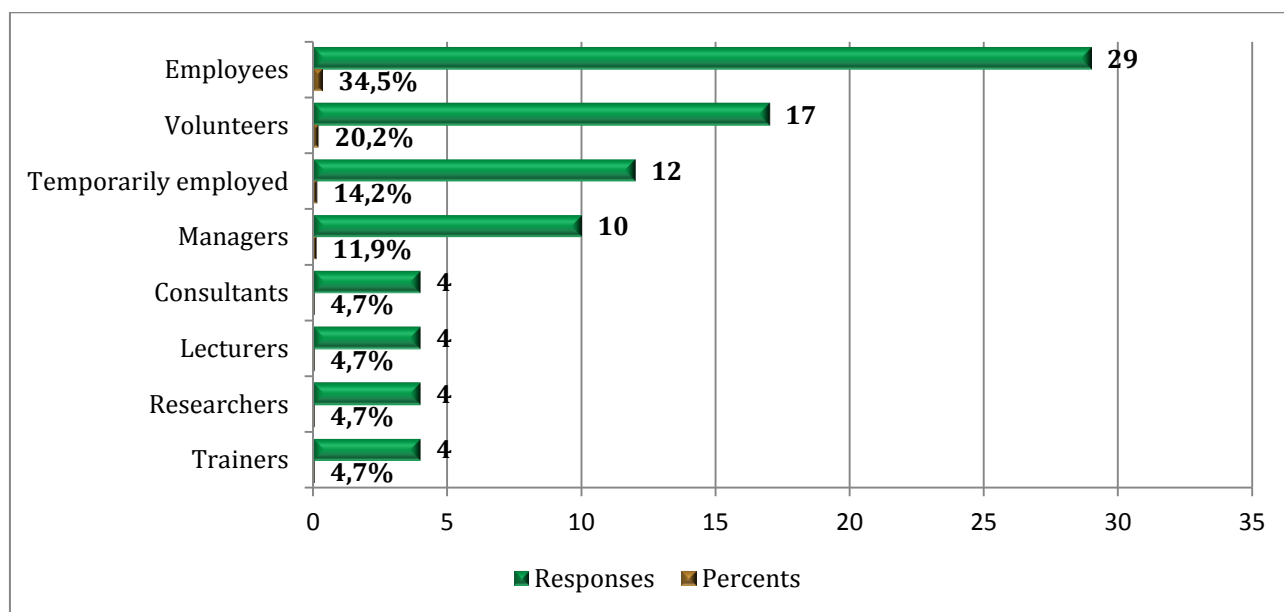


Figure 21: Potential training recipients by CSOs (online survey data)

Bosnia and Herzegovina

This question was not asked in the survey implemented in Bosnia and Herzegovina, therefore the information is not available.

Montenegro

When asked about who should go attend these trainings, all institutions and organizations that were consulted in the process stated two things that are important:

- (1) Regardless of topic, institutions and organizations are undereducated, and all employees need additional trainings, knowledge and skills. It is only the question of the specific training that will give an answer to who, or which sector should attend it.

- (2) In the process of training and education, meeting and exchanging experience with colleagues from other organizations/institutions and from the region is of crucial importance. In that sense, trainings and education should be organized on as broad level as possible, and include as many participants to induce sharing of experience, not just knowledge.

Very important finding, stated by some of the consulted institutions, was that there is evident lack of willingness among decision makers to attend trainings, which in turn makes it much harder to implement new knowledge, skills and/or techniques. Namely, public administration workers who go through trainings first need to convince decision makers that some changes are necessary, and only then can implement new knowledge. Often times, this first step proves to be challenging if not insuperable obstacle.

Representatives of business sector reiterated that it is very important to provide these trainings also for the business sector. Namely, as much as it is the case for public administration, business sector's need for training is evident, and organization of such trainings should include them also.

Are you interested for cooperation and if yes in which form?

The idea of this question was to identify the potential for cooperation in the further phases of the project. As expected, all the institutions and organizations consulted stressed out their willingness to cooperate. The potential for cooperation differs based on whether the institution is training seeker or provider.

Serbia

Public institutions

All respondents from public institutions on the national level were open to the possibility of cooperation with Centre, especially through offering lecturers for courses and disseminating information and public announcements about training courses.

The same enthusiasm came from local municipalities representatives. Four of them expressed their readiness to participate in the Centre's trainings, three offered to provide logistical assistance in the form of organization of trainings in local community, organization of regional trainings, providing premises and lodging for participants, two respondents mentioned possible participation in joint projects, one emphasized exchange of knowledge and experience and another proposing topics for the trainings.

The interlocutor in SCTM stated that participation in joint projects was the most favourable form of cooperation.

Business sector

All forms of cooperation with Chamber of Commerce and Industry of Serbia are possible - from public announcements of future training courses, suggestion of topics and attendants, to lobbying for the establishment of some joint programmes.

Belgrade Chamber of Commerce would definitely cooperate with Centre. They can offer lecturers for training courses, participate in joint projects, spread information to Chamber's members.

Civil society

First, in the table below comments from individual interviews are listed and after it information about responses collected via on line survey.

CSO	Sorts of Cooperation with the center established on the FPS
<i>NALED</i>	Yes, by covering certain aspects of public policies; by informing potential participants; by jointly developing and implementing projects. They already started the cooperation and they have cooperation contracts with other faculties, such as: Faculty of Economy; FPS; Organization of Serbian students abroad (OSSI) and AIESEC.
<i>EMinS</i>	Yes, by jointly working on the development and implementation of projects and by covering certain aspects of public policies.
<i>Agromreza</i>	Yes, they are open for cooperation mainly by covering certain aspects of public policies; informing potential participants, jointly developed and implemented projects.
<i>BCHR</i>	Yes, by joint researching and developing methodological approach.
<i>CEKOR</i>	Yes, by covering certain aspects of public policies and joint developing and implementing project initiatives, as well as by creating necessary trainings for the employees. This CSO could also set the cooperation in implementation and monitoring of the EU policies at the local level. CSO has expertise and skills in implementation policies on the local level and therefore it could be an equal partner to educational institutions and public administration as well.
<i>BOS</i>	Yes, by means of joint development and implementation of projects.
<i>CI</i>	Yes, in all offered sorts of cooperation.

Table 8: Potential cooperation with CSOs (interview data)

CSOs see themselves as equal partner to the center and public administration. They could offer their rich experience and expertise, especially when it comes to policies which have a crucial local component.

Even in survey all responses were positive, clearly indicating that CSOs are ready to participate in the work of the center, both as participants in the workshops and trainings and as partners in providing services and joint project implementation. They are offering their local contact databases to the center for purpose of calling stakeholders on the trainings. Also, some of them are willing to provide their experience and resources in organization of seminars, lectures and round tables.

Bosnia and Herzegovina

All the respondents from three sectors (public, civil and business) that were included in the survey expressed their willingness to cooperate with the partners on the project. However, the modes of this cooperation were not discussed in detail at this point.

Montenegro

All the institutions and organizations that can be seen as training seekers, including representatives of business sector, reaffirmed that the need for trainings exists, and that they would welcome any such an initiative, and participate in it. In addition, organizations and institutions offered their support in the process of planning and drafting the trainings, so that they are more focused and what are priority needs.

On the other side, which is very comforting, representatives of training providers, namely Regional School for Public Administration (RESPA) and Human Resources Management Authority (HRMA), stated their interest to participate in the process and offered to share their experience in excess of what was already said, and full support for organization of the trainings. Representative of RESPA proposed that the Memorandum of cooperation be signed between University of Montenegro and RESPA which would provide a platform for cooperation in providing trainings. Similarly, representative of HRMA offered to share all the experiences and data they have up to now, and stated that these two institutions should cooperate more closely throughout DEPOCEI project.

Would you finance training in these areas?

The goal of the DEPOCEI project is to set up a Training center which would be self-sustainable once the project itself is finished. In order to evaluate the sustainability of this Center, even in this early phase of the project, we have asked the organizations and institutions that were consulted whether they would be prepared to pay for these trainings.

Serbia

Public institutions

Two of the respondents from public institutions on the national level said that they were not interested to pay for the trainings, while other two specified that it would depend of individual possibilities and type of trainings.

When it came to local municipality representatives most frequent answer to this question (7 out of 10) was that the readiness to pay for the training would be dependent on certain conditions. The conditions that were mentioned repeatedly were the training price and availability of financial resources.

One answer was “no”, two answers “Don’t know” and none “yes”.

The interlocutor in SCTM explained that municipalities usually do not have sufficient financial resources allocated for the purpose of training. In addition, they are not used to pay for training (except for those not offered anywhere for free – languages and the use of ICT).

Business sector

The two representatives of the business sector gave different answers to this question. The respondent from Chamber of Commerce and Industry of Serbia said that this organization would not be interested to pay for training courses, because of the existence of different training courses that are available free of charge.

The other respondent said that business associations would be in general willing to pay these types of training courses.

Civil society

All interviewed CSOs said that their answer depend on training topics, quality, participation fee, expertise of the trainer, relevancy of training for the employees and available financial means in the budget of the organization. General conclusion is that CSOs could rarely pay for these kinds of trainings and even in that case participation fee must be minimal.

Information obtained through on line survey is provided in the graph below.

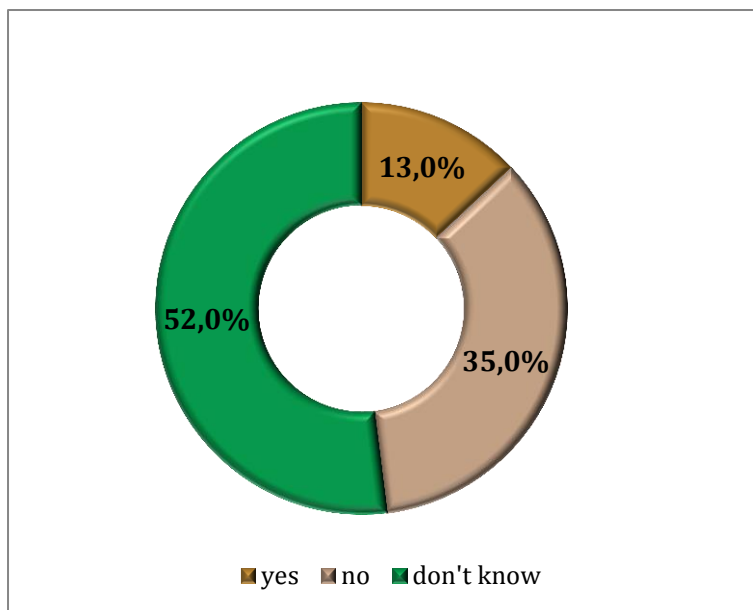


Figure 22: Possibility that CSOs in Serbia pay for the trainings (online survey data)

When they provided explanations about their answers all survey respondents said that CSOs are project-financed organizations and therefore they do not have financial means to cover participation fee. They also said its much harder to get permission to be absent from the job if there is some sort of fee to be paid for trainings. Maybe the optimal solution would be on the trail of a respondent from “Association Rudnjaskih Domaćina”. He said this CSO is interested to pay for trainings in the EU policy areas if those activities would lead to potential project proposals and consequently to raising capacities of CSOs from rural environment.

Bosnia and Herzegovina

In Bosnia and Herzegovina information is given for all three types of institutions together. Among them, 8% of institutions stated that they would pay, 32% that they do not know and 60% that it depends on other factors, of which the most current is an available budget of the institutions and types of training.

No institution has responded negatively, i.e. that they would not pay for the training.

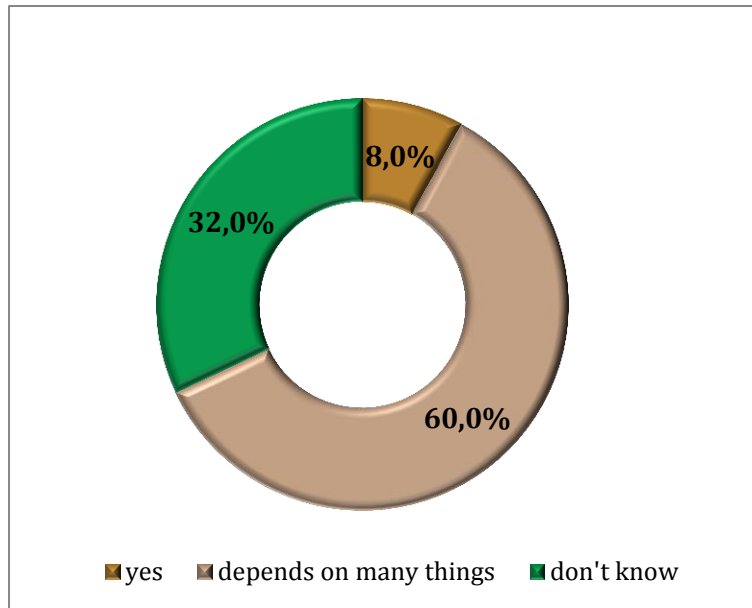


Figure 23: Possibility that organizations and institutions in Bosnia and Herzegovina pay for the trainings

Montenegro

Each participant in the consultation process, with the exception of Ministry of work and social welfare which responded negatively, stated that their willingness to finance this kind of trainings would depend on their own financial standing. Given that the need for trainings was well established, and that it can be said that organizations and institutions themselves see this as a major problem and obstacle in important processes, we would say that this is a promising answer regarding self-sustainability of the Center.

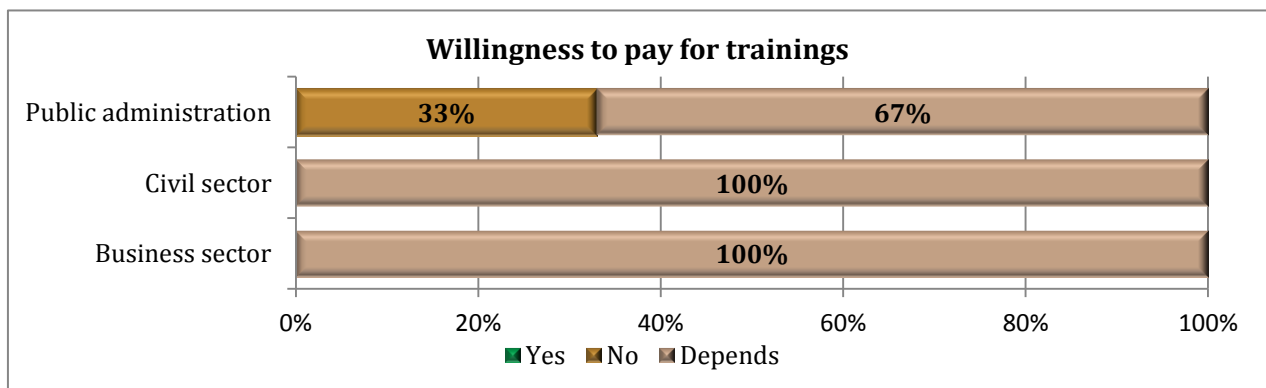


Figure 24: Possibility that institutions/organizations in Montenegro pay for the trainings

Additional comments

At the very end of the interview all the respondents were given a possibility to provide additional comments, suggestions and recommendations for the project teams.

Serbia

Public institutions

Representatives of public institutions on national level suggested that the work of Centre should be public and transparent and that training courses should be adapted to specific target groups. They believe that there is a need to work on development of communication with target groups and that there should be some sort of official certificates for the participants of the trainings.

The interlocutor in SCTM turned the attention to the fact that a strategy for training of LSG employees is being prepared by the competent ministry. According to the draft strategy, institutions wishing to provide training to LSG will need to be accredited for the job. The draft strategy provides for the establishment of a body that would introduce standards in the field, perform training needs analyses, set priorities and publish calls for services of training. Interlocutor also mentioned that the Council of Europe and the EU implement the project to support the strategy and that the project will encompass organization of pilot trainings for which a call for services will be published next year.

Business sector

One of the respondents additionally stressed the importance of ecological policy and protection of the environment and the other emphasized the importance of cooperation between business community and academia, and reiterated that any future cooperation is possible.

Civil society

Additional comments are connected with the fact that CSOs could pay for trainings only if they had institutional grants. Also, they need to hear and practice innovative skills especially in the field of communication with public sector regarding financial support. One of the survey respondents said that the survey itself is excellent if its results lead to some concrete measures.

EMinS and CEKOR provided additional comments as well. EMinS advised founders of the center to make an excellent marketing strategy and branding of their services and that the whole construction of the center is based on the quality of training. The respondent from this organisation also advised mandatory participation because this was one of the ways to motivate participants to be active during the discussions. CEKOR suggested that Universities from Autonomous Province of Vojvodina should be involved in this initiative. Also, good assessments of cost-effectiveness would be a must because there is a great difference if lecturers are going to provide trainings in another institution or if certain organizations would send their employees to the offices of the Center. The respondent noticed that Vojvodina's advantage was due to the fact that they have more information than Serbia, because they have trainers from Hungarian CSO and public administration who shared their extensive and substantial experience and practically usable examples.

Bosnia and Herzegovina

No additional comments were provided by the respondents from Bosnia and Herzegovina.

Montenegro

Numerous suggestions and comments were received mainly from representatives of training providers, but also from training seekers, which will prove to be very valuable in the process of planning, drafting and providing trainings. Rather than trying to find commonality in those, we will state those that seem the most useful:

- (1) In evaluating the quality of trainings, participants mostly state two aspects as those that either mean good or bad training: quality of lecturer/instructor, and applicability of training illustrated by examples of good practices, case studies, and practical advices; therefore, these two aspects should be had in mind when planning future trainings of the Center.
- (2) Information provided can often be overwhelming and abundant, especially since it is usually crammed in as short period of time as possible. Trainings should be carefully planned so that to find optimal measure of scope of the training and time provided. Most experiences show that if that optimal ratio is passed, training becomes counterproductive.
- (3) Once list of participants is defined, it is very useful to survey their needs and expectations prior to closing the agenda and program of the training, through a mean of pre-event questionnaire. This is often neglected and left out, but is crucial in good preparation of trainers, hence accounts for a significant difference in quality of training.
- (4) Experience of both RESPA and HRMA overlap in that the 3 day training has showed to be the optimal duration. Also, the extent of daily duties imposed on participants should be carefully measured.

Conclusion

The project in the first phase – needs assessment included 86 institutions and organizations from public administration, civil society and business in three countries. One could say that this is an immense outreach for just the first few months of the project implementation. These institutions and organizations could be now regarded as at least informed and in most cases willing to participate in the project in the future.

This is extremely important for the final success of this joint endeavor. Centers for European public policies need to be integrated into national public sphere and perceived as a useful and valuable resource centers in order to achieve the goal set by the project.

This report provides an excellent starting point for organization of successful training centers in each of the participating countries. It also includes number of most practical country and regionally wise recommendations on which trainings to organize, whom to invite, whom to consult, how to

structure the trainings and other practical information to keep in mind in order to have successful and useful training centers.

Since one of the primary goals was to identify training priorities, they are as follows:

The first five priorities (for all three sectors in all three countries) are:

- **Employment and social policy**
- **Justice, freedom, security**
- **Agriculture**
- **Human Rights**
- **Education, training, youth and sport.**

The first five priorities for public sector are:

- **Employment and social policy**
- **Agriculture**
- **Education, training, youth and sport**
- **Justice, freedom, security**
- **Human Rights**

The first five priorities for business sector are:

- **Justice, freedom, security**
- **Entrepreneurship**
- **Employment and social policy**
- **Agriculture**
- **Foreign trade**

The first five priorities for civil society are:

- **Employment and social policy**
- **Human Rights**
- **Justice, freedom, security**
- **Education, training, youth and sport**
- **Agriculture**

Country specific conclusions and recommendations

Serbia

Public administration

- One could conclude that there is a noticeable need for trainings in the area of European integration among state administration in Serbia.
- However, since most civil servants already attended some courses regarding EU, especially those relating to basics of the EU, more specialized approach is needed. On the other side, having in mind that there are always new employees it is useful to provide them with general courses along with those more specialized.
- There is a great need for domestic experts in practically all EU policies as well as training in these issues. However, explicitly mentioned topics were: education, training, youth and sport; enlargement, employment and social policy; fight against fraud; judiciary and human rights; regional policy.
- Based on the interview conducted with SCTM representatives and 10 surveys questionnaires filled in by LSGs, one could conclude that within this target group also exists a need for organization of trainings in the field of European integration.
- Specific target groups would be those employed or those in leading positions in some of the departments of municipal administration (rarely in municipal council or assembly), as well as those from public enterprises and public institutions under the supervision of LSGs.
- Regarding training topics, the requirements were expressed for trainings on specific sector policies rather than on general topics on political and legal system of the EU. These requirements would increase with the Serbia's advancement in EU accession process. As most important topics for this target group the following were cited: agriculture, employment and social policy, development (rural and regional), environment, economic and monetary affairs and education. Preparation and implementation of projects according to EU procedures (IPA and other EU funds) was not cited specifically as a priority training topic and although it was mentioned as a most often organized one in the previous period, the answers from the survey state that those trainings were not sufficient.
- The most appropriate form of knowledge transfer would be "training" and seminar, but study visits and exchange of experiences were often cited as also good sides of previously held trainings.
- When it comes to forms of possible cooperation between LSG and the future centre, this target group primarily sees itself as a user of training services provided by the centre. The readiness exists among many to provide logistic support to centre in organizing trainings and in participation in future joint projects.
- There is no unequivocal readiness among LSG to pay for trainings organized by the centre. In best case scenario, this readiness is dependent on the training price and available financial resources allocated for trainings.

So,

- It is important to establish good cooperation and coordination with government institutions that already offer trainings about European integration. However, there is room for formation of specialized and detailed training courses about different EU policies.
- Since many courses are already offered to public servants for free it is important that the training courses are really well designed in order to draw interest and to influence individuals to pay for them. Trainings need to include experts in specific EU policy areas, enough practical work, good and useful working materials. The possibility of visiting EU institutions should be considered.
- Problem of unwillingness to be absent from work in order to attend training courses should be taken in consideration and adequate form and timing of trainings should be found. However, it would not be useful to organize short, one-day training courses. It is recommendable that Centre offers some sort of recognized certificates for attending the trainings.
- In its training program, the centre should include trainings for LSG. This target group should become more interested as Serbia advances in the process of EU accession and more EU laws are implemented at local level of government.
- The centre should follow the process of preparation and later on implementation of strategy for training of LSG employees and it should get informed about the future conditions for providing training services once the strategy is adopted. The centre should take action to become accredited for such trainings if this requirement should be posed.
- The centre should gather specialised experts for EU policies recognized as priority areas by this target group. It is desirable to engage experts coming from EU countries and institutions, especially those working on implementation of EU law at local level of government.
- Trainings should be in the form of highly interactive seminars and should include study visits and exchange of experiences with counterparts from the EU.
- Provided that this target group is not ready to pay for expensive trainings, it will be necessary for the centre to secure additional sources of financing of trainings (grants).
- Being a significant training and consultancy provider for LSGs, SCTM should not be seen as a partner in providing logistical assistance to the centre. Nevertheless, participation in joint projects is a field where both organizations could benefit from.
- The centre should be able to organize trainings within most prioritized EU policies (agriculture, employment and social policy, rural and regional development, environment, economic affairs and education) but also within the field of preparation and implementation of projects in accordance with EU procedures (IPA and other EU funds).

Business sector

- Even though only two interviews were conducted and no generalization can be made, some conclusions regarding business sector's attitudes towards establishing centers for European public policies could be drawn. Evidently, there is a need for further specialization in EU issues in business sector in Serbia. There are not that many trainings organized, and almost none that regard some specific EU policy.
- Public policy area that was mentioned by both interlocutors and whose importance was emphasized more than once was the environment and its different aspects (ecological policy, green economy and green technologies, energy). Other public policies that were mentioned include industrialization, customs, internal market, social policy, regional development and education.
- We can conclude that the environment is the only public policy area for which with certainty can be said that the training is needed in business community. Other policies that are mentioned reflect some specific interest of the business community (industrial policy, customs, internal market, social policy, regional development, education).

So,

- Although just two interviewed institutions is not enough for generalisation, one could conclude that business associations could be ready to pay for offered trainings.
- Training courses that cover relevant policy areas can be offered to business associations. They should definitely include environmental issues. However, other tendencies in terms of the needs of different business associations should be further examined. Both Chambers are organized in sectors and in associations (e.g. association of trade, of agriculture, tourism...) and each of these association deals with EU public policies in their area of interests, so each of them has different needs depending on the subject that they are dealing with.
- Different quantitative side of each policy should be taken into account when making training curricula- costs of implementation of EU policies should be presented.
- It is important that trainings offer learning of specific skills to attendants and not just simple information.
- It is important that domestic experts are included.
- No specification on format of courses was made. Visits to the EU institutions are referred to as good practice.

Civil society

- Serbian CSOs demand longer and better focused trainings because quality of existing trainings is insufficient.
- Foreign experts/trainers are preferred, because of the longer on-the-ground experience they possess. This is especially important for highly problematic policy areas in the Republic of Serbia. In their opinion, these policy areas are problematic due to lack of first class

experts. Favored are those trainers coming from regions or countries with similar experience on the accession road and comparable macroeconomic circumstances (Croatia, Slovakia, Hungary, Poland and Romania).

- When it comes to training needs, effective and innovative types of trainings, such as workshops, seminars and study visits, are preferred. There is a tendency to appreciate more those trainings which last longer than five days. This is because the best knowledge transfers are possible only when someone sees from the firsthand how EU policy mechanisms function. Internships and study visits, which are also good for networking, ought to be used for this purpose. Moreover, internships, which are almost a non-existing training category, as our assessment has shown, could be tailored according to the target groups and conditions and utilized to improve capacities of CSOs. Also, workshops are highly valued, because participants have the chance to practice acquired knowledge and skills and give a noticeable contribution in the trainings outcome.
- On the other hand, prudence in choosing the proper type of training is necessary. Attention must be paid to the methodology applied in the given training. As our assessment has shown, key challenge is “pursuit of cheerful and innovative methods”. An innovative training must be interesting and therefore trainers must be capable to interestingly display huge amount of facts from the Community acquis. This can be achieved by combining information and communication technologies, direct contact, simulations and web-platforms which will provide participants with feedback channels and make reading materials, alongside with other necessary documents, constantly available to participants. All this aims at easing the comprehension and application of acquired skills.

So,

- CSOs support the establishment of the Center. They look at this initiative as “positive”, “necessary”, “useful” and “logic”. However, some of the CSOs criticized the scope of the center’s dealings, which is too wide according to them. Consequently center trainings/actions should be focused on specific areas under negotiation chapters for accession of the Republic of Serbia to the EU.
- Center should not be a “passive seed-plot”, but a place which creates discussions and a critical approach towards the present situation in EU-Serbia relations. Center should be a place to generate project initiatives and exchange of opinions. Finally, centers should take the role of policy creator and be an effective channel to facilitate participation of other stakeholders in the activities of the center.
- CSOs insist that certificates must be recognized and easily comparable with other types of similar trainings. Center trainings must have certain mode of validation, possibly with ECTS credits or some other way of comparing training attainment and performance of participants. They could also be tailored for different levels of complexity and clearly acknowledged advantages when compared with other kinds of trainings.
- CSOs see themselves as equal partners to the center and public administration. They offer their rich experience and expertise, especially when it comes to policies which have a crucial

local component. Responses clearly indicate that CSOs are ready to participate in the work of the center, both as participants in the workshops and trainings and as partners in providing services and joint project implementation. They are offering their local contact databases to the center for purpose of calling stakeholders on the trainings. Also, some of them are willing to provide their experience and resources in organization of seminars, lectures and round tables.

- The center needs to make an excellent marketing strategy and branding of their services. Whole production of the center ought to be based on the quality of training. Mandatory participation could also be one of the solutions to motivate participants to be active during the discussions. Also, good assessments of cost-effectiveness are a must, because there is a significant difference in training price if lecturers are going to provide trainings in other institutions or if certain organizations would send their employees to the offices of the center.

Bosnia and Herzegovina

Public administration

Bosnia and Herzegovina is a country that has accepted all admission commitments in the process of the European integrations. By signing the Stabilization and Association Agreement (hereinafter referred to as the Agreement) between the EU (including its Member States) and Bosnia and Herzegovina, the commitment regarding the harmonization of legislation in Bosnia and Herzegovina and the legislation of the EU was taken, and its purpose was the consequently assumption and harmonization of the national policies with the EU policies.

A prerequisite of the fulfillment of the commitments and the Agreement implementation in general is the existence of the capacities for adequate acceptance and implementation of the European standards to the national legislation at all levels of the authority organization. Thus, the process of European integrations (in addition to solving political issues) includes in the first place an adequate state's response and its institutions to the legal questions that are accentuated within this process. Regarding Bosnia and Herzegovina which is a complexly organized country, the solution of these issues is a difficult task due to the political and legal causes of jurisdiction division and relations between certain authority levels in general (the state – entities – cantons).

Having regard to the aforementioned and the results of the conducted research, it can be concluded that the key issues regarding the regularly acceptance and implementation of the European policies in various fields are as follows:

- the non – existence of the required level of interest for these processes, which is particularly expressed within the system of authority institutions at the lower levels of its organization;

- the non – existence of the required capacities (the expert and organizational – technical ones) which is again particularly expressed at the lower levels of the authority;
- the fragmentation of the state territorial organization, and in this regard, the existence of the multiplicity of decision – making centers in the same fields of jurisdiction (their reform is of major importance for the ratification of the European policies);
- the non – existence of coordination and the lack of the institutionalized mechanisms of coordination between certain authority levels in terms of a mutual harmonization of the regulations and policies legislation in line with the harmonization of *acquis communautaire*;
- the “distance” between the lower levels of authority and the state institutions that are authorized for the assembling of the agreements within the process of the European integrations.

Therefore, there is the non – existence of a final institutionalized and adequate legislative framework that should be a prerequisite of the regularly acceptance and implementation of the European policies in certain fields. This phenomenon causes numerous deviations regarding the creation and implementation of the national policies in the majority of fields that are being legislated and implemented with the purpose of having a European nature and promoting the European standards. This kind of status produces visible consequences regarding the functioning of all domains of society, starting with the functioning of non – governmental sector and ending with economic activities.

According to the aforementioned, it can be reliably concluded that the focus of action within this project should be directed towards the executive, legislative and judicial authorities at all levels in Bosnia and Herzegovina in order to initiate the processes that would lead to the regularly and forehand acceptance of the European policies, in other words, to the harmonization of the national legislation and practice with the European standards. A correct understanding of the essence of the European standards and mechanisms of their implementation in the most important fields would lead towards consequent implementation of the European policies in Bosnia and Herzegovina. This involves the raising of the preparedness level of the key decision - making factors regarding the acceptance and implementation of the European standards in the jurisdiction fields that belong to them.

Having regard the aforementioned, there is a particular interest for the European policies in the following fields: human rights education, judiciary, freedom and security and public affairs.

Business sector

The results of the conducted research indicate that there is an intensive activity regarding the attendance and organizing of various kinds of training – conferences in the field of the European policies and the European integrations in general. A vast number of the conferences has been organized by the Chamber of Commerce and the Centre for Development and Entrepreneurship (meaning their direct or indirect participation).

According to the research results (surveys and interviews), it can be reliably concluded that there was a constant need for training - conferences (that covered the various fields of the European policies and standardization) in the business sector during the previous period. However, the research results show that this necessity doubtlessly exist regarding the future in almost all fields of the European policies. Actually, the organizations that operate within the economic field showed the greatest interest for becoming familiar with a very wide range of the European policies essence. At the same time, the interest of the business sector is represented in the fields that are related to economy as well as in the fields related to making the adequate conditions and institutional – legislative framework for developing of economy and entrepreneurship.

Therefore, the interest of the business sector has been observed - the interest not just for the European standards and policies in the direct earning field but also in the field of the conduction of public affairs, operation of public administration and improvement of public services in general. Economic activity heavily depends on these aforementioned segments.

The research results in the business sector have indicated the following issues:

- the absence of a consequent and consistent implementation of the relevant EU directives and regulations into the national legislature which causes significant issues regarding the functioning of economy in terms of the business standardization and business results;
- in the fields in which the harmonization of the national legislative with *acquis communautaire* has been done, the consequent implementation of the adopted laws is missing, in other words, their implementation in practice is missing, and that produces identical consequences like in the previous subparagraph, but also causes a state of legal chaos in the economic field;
- the absence of horizontal and vertical harmonization of regulations that are related to the economic field which causes a state of a mutually unadjusted legal framework that impersonates the main obstacle for the economy and development, instead of making necessary preconditions;
- the consequences that emerge due to the unadjusted legal framework for the earning and economy significantly affect on the competitiveness of the national economic subjects in the domestic and foreign market;
- these legal circumstances that imply the possibilities for different kinds of frauds, represent a perfect framework for the flourishing of corruption without the actual possibility for its suppression and the determination of responsibility;
- these circumstances are not an adequate framework for foreign investments and they negatively affect on the entrepreneurship, development and entire economic improvement.

Having regard the aforementioned, there is a particular interest within the business sector for the European policies in the following fields: economic, education, sustainable development including ecology, entrepreneurship, energy and regional policy.

Civil society

The study results show a very high level of engagement of NGOs in terms of workshops, trainings, seminars, and other aspects of education on the topic of European policies in the past. The general perception of NGOs is that, despite the relatively high level of education in this sector, trainings in the field of European policies should intensify, especially in the coming period, which should be implemented key reforms in B&H.

The results show that almost unique position in the NGO sector to the issue of education in the area of European policy NGOs as being very important and necessary for all relevant social subjects. According to the prevailing opinion, it should be approached in an organized and systematic way that includes continuity. The prevailing attitude in the NGO sector is that only through continuous and organized training one can meet the developmental needs of all segments of society.

The general attitude of the respondents in this sector is that the progress in the European integration process necessarily requires the necessary level of knowledge of the essence of European standards in key areas of reform. Necessary reforms can not "happen by themselves." Adoption of European standards in key areas is considered indispensable for the development of democratic and civil society capacity and improving its social function. Problems as listed can be reduced to the following:

- Education in various areas of European policy in Bosnia is not organized systematically and on a permanent basis, but mostly the trainings are organized from time to time and without prior defined concept in terms of the methodological approach and targeted selection of important areas for reform activities;
- It affects the quality of the overall process of education;
- The lack of education regarding the implementation of key European standards in the field of human rights and freedoms as it disables working in the sector of civil society due to a lack of institutional respecting the individual rights and freedoms;
- It creates an atmosphere of uncertainty that causes the inability to completely free action of NGO sector in terms of the use of mechanisms for civil society to influence government;
- Lack of permanent organized forms of quality education in various fields of the European policies (energy, social policy and employment, the economy and entrepreneurship, ecology, environment, etc.) leads to the incapability of conceiving of the nongovernmental organizations that contributed to the adoption of European standards in various areas.

They show a keen interest in the following areas: human rights, education, ecology and environment, justice, freedom and security, public affairs and regional policy.

In view of the above said it is possible to specify the following recommendations for organizing various aspects of education in the field of different types of the European policy in Bosnia and Herzegovina:

By the use of various forms of public communication, in the first place, to emphasize the importance of education in the various areas of European policy, especially when it comes to the holders of power at the lower levels of its organization;

- Through various forms of education to ensure the introduction of all relevant social subjects with applicable European standards in the areas of European policies;
- It involves a high level of competence of educators and the use of different models of education (trainings, seminars, lectures, workshops), or a combination of the aforementioned activities;
- Education should be organized in a systematic way that includes scheduling and content based on the needs of the educational program;
- Given the specificity of the internal structure of B&H, one segment to be concerned with the inner workings of a specific implementation of the European policy in practice must be included into the training process;
- In this regard, the methodology of the planned education in the fields of the European policy in Bosnia and Herzegovina would have to include the content of certain EU policies, and possible ways of their concrete and harmonious implementation;
- Creating functional models of institutional cooperation and coordination among many decision - making centers in B&H would be regarded as an inseparable part of education. Otherwise, the mere introduction to the European policies will not yield any results without designing the educational patterns that would include inner workings of their actual implementation in practice in a consequential, uniform and consistent manner.

Montenegro

- Montenegro has quite efficient internal system of education of public servants in place. This system includes specialized departments of government as well as a regional centre. Their work has been evaluated quite positively so far by the interviewed respondents.
- However, this system excludes representatives of civil society and business since it is opened almost exclusively to public servants and administration.
- Most representatives of civil society get trained by international experts and in international trainings and seminars. Unfortunately, this affects the number of trained people that is in absolute figures lower than in other categories.
- Most of the trainings delivered to the business sector are very narrowly connected to their professional interests.
- All participants emphasized lack of internal partnership among training providers and training recipients in Montenegro.

- Members of state administrations are very keen on having trainings because they feel a little bit neglected at the moment.
- Structure of the course and the methodology of “teaching” is very important. This includes taking care of: 1) interactive methods, 2) course structure, 3) quality of supportive materials and 4) highly motivated organisers. It is important not to use classical ex catedra approach, but to design trainings in more participative fashion including vively interaction among trainers and participants. It is useful to determine expectations of the participants by distributing so-called pre-event questionnaires. Also, it is important beside theoretical knowledge, not to neglect the need for practical experiences and examples that participants need. Case studies are especially welcomed method of teaching that participants respond quite well to.
- It is very important to utilize all available resources that are at disposal to Montenegro in this phase of negotiations. Business representatives see a great potential in EU funds which are or will be available to Montenegro.
- On other side, they recognize that there is neither knowledge nor skills in business community to use these funds effectively, and that’s where the most apparent need for training is.
- Trainings shouldn’t be longer then 3 days. The groups shouldn’t be bigger then 10 to 20 members. The length of the training should not exceed 4 to 6 hour per day with properly timed breaks. These breaks are among other things very good for establishing better communication and contact among participants and the trainer.
- Since public servants are not the only ones participating in negotiating process with EU, the future training center should broaden its scope of activities to other subjects as well.
- The lecturers must be people that really have something to say. They should come from prestigious European centers and institutions and to have a lot of practical experience and good teaching skills.
- In the process of training and education, meeting and exchanging experience with colleagues from other organizations/institutions and from the region is of crucial importance. In that sense, trainings and education should be organized on as broad level as possible, and include as many participants to induce sharing of experience, not just knowledge.
- Seminars should both follow and anticipate changes in legislation (which European public policies actually are about) so that they could prepare the people in the administration, civil society or business to be best able to accommodate these changes.
- Very important finding, stated by some of the consulted institutions, was that there is evident lack of willingness among decision makers to attend trainings, which in turn makes it much harder to implement new knowledge, skills and/or techniques. Namely, public administration workers who go through trainings first need to convince decision makers that some changes are necessary, and only then can implement new knowledge.
- Government's main priorities are defined and influenced by the ongoing negotiations in the accession to the EU process.

- Most commonly chosen priorities in Montenegro were:
 - Judiciary system, freedom, security,
 - Agriculture,
 - Education, trainings, youth, sport,
 - Environment
 - Human rights,
 - Budget
 - Enlargement.