



Latvia

## ESF project "Senior leadership development programme in public administration"

### Key facts

#### SPECIFIC OBJECTIVE OF THE OPERATIONAL PROGRAMME

'Professional development of public administration for development of better legal regulation in the fields of support to small and medium-sized enterprises, anti-corruption and mitigation of the shadow economy'

#### TARGET GROUPS



Senior managers – state secretaries, deputy state secretaries and heads of institutions and their deputies impacting directly or indirectly business environment

#### BENEFICIARY ORGANISATION

State Chancellery

#### PROJECT DURATION

01/02/2016 – 30/06/2022

#### COORDINATOR

Edgars Spruksts, Consultant, State Chancellery



edgars.spruksts@mk.gov.lv



vaditaji.attistiba@mk.gov.lv

#### PARTNERS

N/A

#### BUDGET

**EUR 787,179.90**

ESF contribution

**EUR 138,914.10**

Other contribution



#### PROJECT/ORGANISATION WEBSITE



<https://www.mk.gov.lv/content/augstaka-limena-vaditaju-attistibas-programma-0>

### Activities implemented

#### PROJECT IN NUMBERS



Number of institutions involved



Number of senior leaders in the programme



Number of persons to improve professional competences



Number of participants in development activities

#### MAIN PROJECT TASKS



Evaluating the competences of senior leaders and designing individual development plans.



Implementing training modules including: 'Finances and public administration'; 'Rule of law and public administration'; 'ICT and public administration'; 'Communication and public administration'; 'Strategic human resource management'; 'ABC of the Effective Manager' and 'Challenges of future leader'.



Organising annual conferences, thematic activities and networking events, soft-skills training, self-development and well-being activities.



Designing and launching the publication 'Manual of an Effective Manager'.

## Project journey: from conception to delivery

### INITIAL STAGE

#### CONTEXT OF THE PROJECT

By focusing on comprehensive development, the State Chancellery, as a centre of government, aims to develop a **systematic and 'whole-of-government' development approach** for senior leaders. The project is tailored to eliminate fragmentation, and overcome the existence of strong vertical connection but weak strategic coordination observed in 2000.

#### PURPOSE OF THE PROJECT

The 'Senior Leadership Development Programme' seeks to **develop the competences** of current and future senior leaders in line with the future needs of public administration, by strengthening their leadership skills, promoting collaboration, enhancing the effectiveness of cross-sectoral collaboration, and promoting innovation and excellence in public administration, thus indirectly having a positive impact on an improvement of Latvia's business environment.

### PROJECT PHASE

#### MAIN CHALLENGES FACED, AND DIFFICULTIES ENCOUNTERED

Based on the professional and justified planning, the leadership programme had become a popular amongst senior managers. In order to create a logical structure for numerous project events, the project team chose a **'topic of the year' approach**. Such an approach enabled the team to organise activities under specific umbrellas, and allowed the project to promote debate on key messages in various formats while remaining focused on the individual needs of senior leaders. The main **difficulties** encountered during the implementation of the project included overcoming initial cautious attitude of senior leaders and to allocate time for development activities.

#### KEY DEVELOPMENTS AND EVENTS DURING THE IMPLEMENTATION PROCESS

The project team began by preparing the 'Manual of an Effective Manager' and the first round of competence assessments for senior leaders. These outputs fed into the design of individual needs-tailored development plans and modules. Expert lectures, annual conferences, and training modules ensured opportunities for joint projects, networking and close cross-sectoral cooperation during the project implementation.

#### KEY RESULTS AND SUCCESS FACTORS

The main achievement of the project so far has been the **personalised approach in the development of senior managers that** creates changes in organisational performance. These outputs, together with some conferences and study visits to other EU member states and to private sector organisations, have provided added value to the target group. The project team noted that training and networking events have attracted great interest among senior leaders preparing them for shift of existing paradigms.

### RESULTS, IMPACTS

#### (EXPECTED) IMPACT ON BUSINESS, AS WELL AS ON THE ADMINISTRATIVE SYSTEM IN GENERAL

The project is expected to result in enhanced competences among senior leaders. These results will lead **to an improved business environment, and will reduce the administrative burden on businesses**. The project will also affect the organisational development of the institutions represented by senior managers, as these leaders will help to simplify and digitalise public services. The project is an important step towards the modernisation of Latvia's public administration.

#### LESSONS LEARNT: THE ROLE OF ESF FINANCIAL SUPPORT

This ESF-supported project aligns with the political priorities of Latvian authorities with respect to public administration reform that were set out in the Reform Plan 2020, as well as aligning with recent trends in public administration. The team has learnt the benefits of **a sound project design and committed ownership of project activities**. The project team has also succeeded in integrating training with activities relating to organisational performance, making the project also beneficial to the participating organisations. Effective and direct communication with the target group has made it possible to improve cooperation with senior managers during the course of the project's implementation.



Annual Conference of the Programme, 2017.  
Source: State Chancellery

### REFLECTIONS

## Personal experiences



'Investments in existing employees are two to four times more financially profitable than searching for a new employee for the same position; for employees in managerial positions, it's as much as six times.'

**Jānis Citskovskis**, Director of the State Chancellery

'This is not just a project with different learning activities, but thoughtful, strategic, balanced and purposeful development programme based on best international practice and tendencies aimed to develop leadership competences of top-level managers.'

**Laura Dimitrijeva**, project expert

The study "Progress Assessment of the ESF Support to Public Administration" (PAPA) aims to present specific cases of ESF-funded public administration reform and capacity building initiatives. The contractor prepared 30 case studies and factsheets on ESF supported projects funded in 17 beneficiary countries of Thematic Objective 11 during the programming period 2014-2020.

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**PPMI**

Find out more about the project by following the link <http://bit.ly/PAPA-PPMI> or scan the QR code using your smartphone camera.

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