

ReSPA

Regional School of Public Administration (Phase 1)

A Joint Initiative of the European Union
and the OECD, principally financed by the EU



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INDICATIVE WORK PLAN FOR 2008

The Steering Committee is asked to agree to this Outline so that the Secretary can draw up a full document for discussion at the first Steering Committee meeting in 2008.

The Steering Committee is invited to

- **Provide Guidance** on the Outline Plan of Activities for 2008.
- **Decide** on the dates and locations of the 6th, 7th and 8th sessions of the Steering Committee.

1. Steering Committee Meetings

6th session, end January 2008. The ReSPA Team at the OECD will report on the 2007 activities and Steering Committee Members will report on their regional cooperation efforts. The agenda of the session will contain a discussion on the 2008 work programme that will be presented for approval. A second day will be devoted to the decision on the future location of ReSPA in the region.

7th session, April 2008. This session will mainly focus on the cooperation with institutions sharing the same objectives. A second meeting with the EU schools and institutes of public administration and other stakeholders will take place on the first day.

8th Session, November 2008. During this session, the Steering Committee will review the 2008 activities and progress, give guidance for the 2009 work programme, and decide on the dates and locations of the 2009 Steering Committee Sessions.

In addition to the formal sessions of the Steering Committee listed above, additional meetings of the Steering Committee Members will be organised by the ReSPA team at the OECD to work with the Steering Committee Members on the institutional development of ReSPA in Phase 2. This will include the preparation of the signature of the memorandum of Understanding for ReSPA phase 2, the work on the organigram of the ReSPA secretariat in the region, the terms of reference of the future Staff of ReSPA, etc.

The ReSPA team at the OECD will devote a large portion of its working time to the institutionalisation agenda in 2008.

2. ReSPA Website

Following the decision at the 2nd session of the Steering Committee in Skopje, Nov 2006, the ReSPA team at the OECD has developed a first version of the website. The ReSPA website was migrated in course of the summer 2007 from the OECD servers to an outside host. The web site will be only as useful as the information it contains, and this will come above all from Member and associated institutions. On behalf of the Steering Committee Members, Option B resources have been tasked to feed the website with country specific relevant information. The Steering Committee Members are asked to commit themselves to ensuring a supply of material from their countries and entities.

3. Training and Methodological developments

The ReSPA protocol of cooperation stipulates in art II.1.d and art II.2.a that ReSPA's mission also includes the development and sharing of methodological guidelines, tools and good practices. The work initiated in 2007 of the Expert group on training in public procurement (Meeting in Torino, week 19 to 23 November 2007) is providing us with some initial findings on the needs for training on procurement. Some of those needs might be covered by direct Procurement training (see 4 below). It also provides us with indications of the need to develop pedagogical instruments so that PP training is made more efficient across the Western Balkans Region. The secretary will provide the steering committee with a proposal based on the findings of the WG at the 6th session of the Steering Committee in January 2008.

4. Training activities

Steering Committee members are invited to propose training modules which could be organised or co-organised by ReSPA during the year 2008. After agreement by the

Steering Committee at the 6th session of the Steering Committee in January 2008, those modules will be added to the ones suggested below, or will replace those modules suggested by the ReSPA team at the OECD.

Based on the experience of the implementation of the 2007 programme of training and feedback received from participants and training centres, the ReSPA team at the OECD proposes to continue and expand the cooperation between ReSPA and established civil service training centres in the Western Balkans and in the EU. All EU civil service training centres with whom ReSPA cooperated in 2007 have expressed their interest for continued cooperation in 2008.

Based on the lessons learned in the implementation of the 2007 training programme, it is, however, necessary to recall that:

Steering Committee Members are responsible for the recruitment of the trainees originating in their country/entity.

Deadlines for transmitting trainee's coordinates to the ReSPA team at the OECD will be strictly observed in 2008, and no exception will be accepted. (No late registration).

Unless specified otherwise, a maximum of three trainees per session and per country/entity can participate to each module.

Trainees should be senior civil servants working in the field of application of the training envisaged.

Trainees should be fluent in the language of the module. Unless specified otherwise, the training will be held in English.

Registered participants are expected to be present at the all sessions, and certificates will only be granted to these participants who were present during the course.

The ReSPA team at the OECD envisages delivering an average of 1 training module a month which corresponds to the implementation pace of 2007. The proposed modules are as follows:

I. How to be a better Policy-advisor.

This module was run once in September 2007 in co-operation with **NISPAcee** and was well received. It is proposed to run the same module without major amendment. Such module could be run twice in the course of 2008.

Location: Host Training centre in the region

II. Institution Building for EU Membership,

As a follow-up to the Policy-advisors module, **NISPAcee** prepared a continuation of the programme focusing on building capacities for EU membership. This module could be run once or twice in the course of 2008.

The programme covers four main topics:

- The concept of **institution building and administrative capacities, building the European administrative space**, framed by the principles and core areas for Public Administration as formulated by SIGMA
- **Tools of analysing the organisational structures** with a view of improving them with the help of quality assessment tools such as EFQM, and CAF, the concept of benchmarking.

- **European Union policy making mechanisms** and the possibilities of member states to influence these processes with the stress on the national coordination of EU affairs with a view to efficient implementation of EU law in the country afterwards.
- **The EU law and policy implementation** issues in (new) MS and the case law of European Court of Justice as a source of guidelines in the absence of rules from the side of EU.

Location: Host Training centre in the region

III. **Training management course:**

This module was run in cooperation with the Greek EKKDA in September 2007. ReSPA had to refuse registration of a number of potential trainees due to the classical ReSPA (logistics) and EKKDA (pedagogical) limitations. A similar module could be run twice in the course of 2008.

Location: EKKDA premises in Athens

Based on the feedback received, should the Steering Committee agree, the ReSPA team at the OECD will also try to organise short (up to 2 weeks long) stages within EU training institutions in order to respond to the expressed need for “hands on” development.

IV. **Fight against corruption or project management.**

These modules would be organised in cooperation with the French ENA in September or October 2008. At this stage of proposing the programme of work for 2008, the Steering Committee is invited to select one of the two following proposals:

Fight against corruption: This 2 weeks long module aims at defining the concept of corruption, while describing and analysing how corruption adversely affects political, economical and social systems. The module will attempt to estimate the various dimensions of bribery and corruption and tackle the issue of corruption measuring systems. A particular attention will be paid to the economic effects of corruption in terms of money laundering and financial distortions and to the methods of control and their institutional implementation.

Project management: This 2 weeks long module aims at developing the international project management skills of the trainees. In particular, the module will focus on the identification of the main donors (their strategies, technical assistance programmes, procedures and financing modalities, etc), the tendering cycle (identification of partners, eligibility criteria, tender evaluation process, etc), and finally the project management cycle (programming, identification, instructions, financing, implementation, reporting, etc).

Calendar: September or October 2008.

Location: Paris, F.

V. **European integration,**

Organised in Cooperation with the College of Europe. **This Intensive Seminar on the European Union** is a three-week training programme which takes place during summer on the campus of the College of Europe in Bruges. This programme¹ will offer a

¹ See http://www.coleurop.be/content/development/prof/IS_2008/index.html

comprehensive analysis of the EU, its institutional and decision-making framework and of its policies. Week 1 focuses on the key aspects of the European integration and the EU decision-making process. Week 2 and 3 offer policy-oriented sessions, taking an analytical approach to the major EU policies, as well as a series of practical sessions, involving simulations and workshops aimed at enhancing the participants' professional skills.

Calendar: 30 June – 18 July 2008

Location: Bruges, B.

VI. **Public Procurement training:**

The situation as identified by the expert group (see 3 above) can be summarised up as follows: the need for procurement training in the region is vast due to decentralisation of procurement responsibilities, the requirement by the public procurement (PP) law/s to establish a Procurement Unit in each contracting entity and the fact that all PP laws in the region have been recently amended and therefore requiring renewed training effort. There is no national PP training strategies in almost all of the countries/entities of the region and limited cooperation with universities, NGOs or specialised business organisations in the implementation of HRD in the PP function; Training curricula/materials, where and when they exist, are basic and focus mainly on explaining the legal requirements of the EU Directives and/or national PP law but are not detailed enough to cover the practical skills needed for the execution of procurement (no case studies, no best practice examples, etc.). A number of the West Balkan countries and entities implemented a training-of-trainers (ToT) approach through externally-funded projects but the follow-up on such effort has been generally weak due to absence of institutional and funding mechanisms for replication of the training through national anchor institutions or the PPOs. Finally, on-line procurement training is almost non-existent in the region (apart from Former Yugoslav Republic of Macedonia).

The ReSPA team at the OECD is waiting for the final report of the Experts Working Group to formalise a proposal on PP training for the region. The Steering Committee will receive proposals in due course for the 6th session of the Steering Committee (January 2008).

Finally, the ReSPA team at the OECD is also in contact with other Civil Service training centres in the EU, and explores other possibilities to develop jointly additional training activities.

5. Networking

The experience of 2007 indicates that some networking events were more useful than others. Nonetheless, maintaining ReSPA's presence in such networks is necessary. It is suggested to participate at least at the NISPAcee, EGPA and IIASA annual meetings in 2008. Participation to additional networking events can be envisaged: suggestions by Steering Committee Members are encouraged. Approval will be granted by the chair.

However, when ReSPA will have a legal existence and its management team recruited, membership to EGPA, NISPAcee, and IASIA will be asked for and the management of ReSPA will take over the representation function from the Secretary to the Steering Committee.

6. Third ReSPA Annual Conference

The organisation of the 2008 ReSPA annual conference will be modelled on the 2006 and 2007 ReSPA annual conferences that took place in Skopje on 21 & 22 November 2006 and Durres 3 & 4 October 2007.

Steering Committee members are invited to suggest themes as well as location for the third ReSPA annual conference.

The Secretary to the ReSPA Steering Committee would like to suggest the following themes to consider:

- What type of Public Administration is needed in an EU perspective?
- Promoting Quality in PA
- Territorial organisation in the EU: managing across levels of Government

Calendar: October, November or December 2008, to be decided in consultation with the co-organiser and host country.

7. Second Annual meeting of the Schools of Public Administration in the Western Balkans.

The ReSPA convention between the OECD and the EC specifies that a second meeting of the heads of Schools of public Administration of the region should take place in the course of 2008. **Steering Committee members are invited to coordinate with their respective Heads of Schools and Institutes of Public Administration and suggest possible themes as well as location for the Second annual meeting of Heads of School of Public Administration in the Western Balkans.**

Calendar: May or June 2008, to be decided in consultation with the co-organiser and host country.