

# ReSPA

**Regional School of Public Administration** (Phase 1)

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



RESPA/SC(2007)3/001

## NETWORKING ReSPA WITH OTHER INSTITUTIONS

*The Steering Committee is invited to:*

- **Take note** of the achievement of the Secretary in following-up on the ReSPA cooperation with EU Schools and Institutes of Public Administration;
- **Invite** the Secretary to deepen and widen cooperation with other institutions sharing the same objectives.

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Article I of the Protocol of cooperation on the creation of the Regional School of Public Administration sets out the general cooperation objectives, and article II 1 a) specifies further the obligation to develop activities "*stimulating cooperation between public administration institutions from the region and similar institutions in the European Union, as well as participation in international networks*".

Pursuant those objectives, following-up on the Meeting with **EU Schools of PA** and the decision of the 4th session of the Steering Committee, held in Brussels on 25 and 26 April 2007, after the meeting with the ReSPA heads of Schools and Institutes held in Ljubljana on 14<sup>th</sup> June 2007, and after due consultation with the Steering Committee Members and the Chair, the ReSPA secretary developed **additional** training modules in 2007:

- **Cooperation with the French ENA:** a module on the impact of the organic budget law on the organisation of the work of Government, October 2007;
- **Cooperation with the Greek EKKDA:** a module on training management, September 2007;
- **Cooperation with NISPAcee:** a module on Policy advisory capacities, September 2007;
- **Cooperation with the ILO-ITC and Sigma:** a module on public procurement training, November 2007;
- **Cooperation with the Italian SSPA:** a module on the European Senior Civil Servants, November 2007. (*At the request of the Italian co-organisers, the implementation of the module is postponed*).

The Training agendas of the above mentioned training sessions are presented in the following pages.

## ENA TRAINING PROGRAM

From 15<sup>th</sup> to 19<sup>th</sup> October 2007

**Place** École nationale d'administration, 2 avenue de l'Observatoire, PARIS 6<sup>ème</sup>

### Monday 15 October 2007

- 10 am Welcome  
10.30 – 11.30 am Opening session
- 11.45 am Administrative requirements
- 12.30 am – 2.30 pm *Lunch time (free)*
- 3.00 – 5.30 pm Presentation of the French institutions and of the public finances' organization  
The public finances' modernization as a tool for public reforms and State modernization - Institutional changes –  
**Terry OLSON**  
*Maître des requêtes at the State Council*
- 7.30 pm Welcome diner at the restaurant « Le Petit Zinc » (11 rue St Benoît - Paris 6<sup>ème</sup>)

### Tuesday 16 October 2007

- 9.30 – 12.00 am The settlement of the Organic budget law : Process and technical issues  
The role of the French Parliament in the public finances' Reform  
**M. Denis BESNAINOU**  
*Chief of mission*  
*General direction for State modernisation*  
*Ministry of the budget, public accounts and civil service*

12.30 am- 2.30 pm *Lunch time (free)*

2.30 – 4.00 pm **Institutional visit** : *The Ministry of the Budget, Public accounts and Civil service*

4.00 – 5.30 pm **Presentation of the General direction for the State modernisation**  
Coordinating the reform in the ministries and leading their modernization  
-Organisation, assignment, work methods –

**M. Thierry COURTINE**

*Chief of cabinet of the general Director*

**M. Philippe HELLEISEN**

*Synthesis Chief of mission*

*Free evening*

**Wednesday 17 October 2007**

9.30 – 12.30 am The settlement of the management control system and the administration's audit

**M. Emmanuel MILLARD**

*Chief of service at the ministerial mission for management control*

*Foreign affairs Ministry*

**Ms. Gabrielle DE COSNAC**

*Chief of the nets and costs' analysis services*

*Foreign affairs Ministry*

12.30 am- 2.30 pm *Lunch time (free)*

2.30 – 5.30 pm **Institutional visit to a line ministry** : *The Home Office*

The relations with the Ministry of the Budget, Public accounts and Civil service  
The budgetary discussions

**M. Pascal MAILHOS**

*Préfet, Deputy general Secretary*

*Director of modernisation and territorial action*

**M. Eric JALON**

*Deputy-director for financial matters*

**M. Jean-Paul CELET**

*Deputy director for territorial authorities*

*Free evening*

**Thursday 18 October 2007**

9.30 – 12.30 am The review criteria for performance and results

**Alexandre MONTAY**

*Chief of mission at the management control department and public policies' steering*

*General direction for State modernisation*

*Ministry of the budget, public accounts and civil service*

12.30 am- 2.30 pm Lunch time (free)

2.30 –6.30 pm

**The public policies review**

The role of the Court of Accounts

**Ms. Danièle LAMARQUE**

*Conseiller-maître, Court of Accounts*

The role of the French Parliament

**M. Hervé MESSAGE**

*Public finances' Director, National Assembly*

*Free evening*

**Friday 19 October 2007**

9.30 am – 01.00 pm

Debate and experiences' exchanges  
on the public finances' reforms in Balkan countries

**M. Benoît CHEVAUCHEZ**

*Financial and economical general Controller (ADTEF)*

**M. Philippe HELLEISEN**

*Synthesis Chief of mission*

*General direction for State modernisation*

*Ministry of the budget, public accounts and civil service*

**M. Ludovic MORIGNERE**

*Counsellor for human resources development (ADTEF)*

1.00 pm- 2.30 pm    *Lunch time (free)*

2.30 –3.30 pm        Training's assessment

3.45 pm                Closing ceremony  
Cocktail



*ENA/ReSPA training on  
The French budget process, financial laws and modernization of the public  
accounts' management*

*Paris, 15-19 October 2007*

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HELLENIC REPUBLIC  
MINISTRY OF INTERIOR, PUBLIC ADMINISTRATION  
AND DECENTRALISATION



NATIONAL CENTRE  
FOR PUBLIC  
ADMINISTRATION &  
LOCAL GOVERNMENT

ReSPA

Regional School of Public Administration  
(Phase 1)



OCDE

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

INSTITUTE OF TRAINING

## Seminar

### **Management of Training Programmes**

Organised by  
the National Centre for Public Administration and Local Government (EKDDA) in cooperation  
with the Regional School of Public Administration (ReSPA)

**Athens 3-7 September 2007**

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#### DAILY PROGRAMME

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#### Monday, 3 September 2007

- 09.45 – 10.00 Registration/coffee
- 10.00 – 10.15 Opening of the Seminar  
**Welcome by the Secretary General of EKDDA**  
*Dr. George Voutsinos*  
Secretary General,  
National Centre for Public Administration and Local Government
- 10.15 – 10.45 **Presentation of the National Centre for Public Administration  
and Local Government**  
*Georgia Protogerou*  
Head of the International Affairs and Programmes Department  
National Centre for Public Administration and Local Government
- 10.45 – 11.30 **Objectives of the seminar**  
Participants introduce themselves, expectation analysis, etc.  
*Georgia A. Kafantari*  
Research and Study Officer, Institute of Training  
National Centre for Public Administration and Local Government
- 11.30 – 12.00 Refreshments
- Part I The creation and the management of training structures**
- 12.00 – 12.30 **Strategic and operational principles of Institute of Training  
(INEP)**  
*Ioannis Smirlis*  
Director, Institute of Training  
National Centre for Public Administration and Local Government
- 12.30 – 13.00 **The decentralisation of training activities of EKDDA**

*Aimilia Gardika*  
Deputy Director, Institute of Training,  
National Centre for Public Administration and Local Government

- 13.00 – 13.30 **Innovation and Human Resources as new tools for competitive and efficient Public Administration through structures and activities**  
*Dimitris Stefanidis*  
Director, Interbalkan Institute of Public Administration/ADEDY
- 14.00 **Welcome Cocktail**

Tuesday, 4 September 2007

*Part II The management of training programmes*

- 09.00 – 11.00 **Designing and planning a training program**  
*Eleftheria Gkika*  
Research and Study Officer, Institute of Training  
National Centre for Public Administration and Local Government
- 11.00 – 11.30 Coffee break
- 11.30 – 13.30 **Logistics issues- the implementation of a training program**  
*Naja Vrettakou*  
Head of Administrative and Financial Support Department,  
Institute of Training  
National Centre for Public Administration and Local Government

Wednesday, 5 September 2007

*Part III Presenting a system for the identification of the actual training needs*

- 09.00 – 11.00 **A system for the identification of training needs**  
*Eleftheria Gkika*  
Research and Study Officer, Institute of Training  
National Centre for Public Administration and Local Government
- 11.00 – 11.30 Coffee break

**PART IV Evaluation and Certification Systems in Training**

- 11.30 – 12.00 **a. Trainers' registration system**  
*Dimos Kouzelis*  
Head of Certification Department, Institute of Training  
National Centre for Public Administration and Local Government
- 12.00 – 13.00 **b. Evaluation of Training Programs**  
*Georgia Yiannou*  
Head of Programmes Implementation Department,  
Institute of Training  
National Centre for Public Administration and Local Government

**c. Certification and Quality Issues for Training Programs**

*Kondilo Terzi*

Research and Study Officer, Institute of Training  
National Centre for Public Administration and Local Government

13.00 – 13.30

**d. “Post training services” as a part of the whole process of Human resource development in public administration**

*Poppy Oikonomou*

Training Officer, Interbalkan Institute of Public Administration  
/ADEDY

Thursday, 6 September 2007

**PART V**

**IT training programs – Distance learning programs**

09.00 – 11.30

**EKDDA IT applications - Teleconference**

*Ioannis Smirlis*

Director, Institute of Training,  
National Centre for Public Administration and Local Government

*Dimitris Tsimaras*

Research and Study Officer, Institute of Training  
National Centre for Public Administration and Local Government

11.30 – 12.00

Coffee break

12.00 – 13.30

**Workshop-Discussion Session**

*Ioannis Smirlis*

Director, Institute of Training,  
National Centre for Public Administration and Local Government

*Georgia A. Kafantari*

Research and Studies Officer, Institute of Training  
National Centre for Public Administration and Local Government

Friday, 7 September 2007

09.15 – 10.15

**Evaluation of the Seminar –Conclusion**

*Ioannis Smirlis*

Director, Institute of Training,  
National Centre for Public Administration and Local Government

*Georgia A. Kafantari*

Research and Studies Officer, Institute of Training  
National Centre for Public Administration and Local Government

10.15. – 11.00

**Closing event, Graduation Ceremony (refreshments)**

11.00 – 15.00

**Visit:** guided tour by bus to the historical centre of Athens up to the Benaki Museum (including snack at the Museum’s café).

**Transfer** to the hotels or to the City Centre (optional).



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**« MANAGEMENT OF TRAINING PROGRAMMES »  
NATIONAL CENTRE FOR PUBLIC ADMINISTRATION AND LOCAL GOVERNMENT  
ATHENS 3-7 SEPTEMBER 2007**

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**Training course “HOW TO BE A BETTER POLICY ADVISER”**  
**Sarajevo, Bosnia and Herzegovina**  
**September 11-14, 2007**

**NISPAcee trainers: Alfredas Chmieliauskas, Lithuania**

**Gyorgy Gajdushek, Hungary**

**Lesya Il'chenko-Syuyva, Ukraine**

**NISPAcee Project Manager: Elena Zakova, Slovakia**

**TRAINING PROGRAM**

<b>DAY 1 – September 11, 2007</b>	
9:00 – 10:30	Introduction Opening Organizational details Making acquaintance Aims and objectives of the training
10:30 – 10:45	<i>Coffee-break</i>
10:45 – 12:30	Policy cycle What do we know about advising? Definition of policy cycle. Points of intervention for policy advisors.
12:30 – 14:00	<i>Lunch</i>
14.00 – 15:30	Advisor Advisor as an agent of change or just a servant to the government? Change management Skills of a good advisor
15:30 – 15:45	<i>Coffee-break</i>
15:45 – 17:00	Issue, client and environment Research vs. advise Case study <i>Triffids: Research and advise</i> Revision of the Day 1

<b>DAY 2 – September 12, 2007</b>	
9:00 – 10:30	Review of the Day 1 Product of advise Information and how we can get it? What is a good policy paper? Other products Case study <i>Strong and weak points in a policy paper</i>
10:30 – 10:45	<i>Coffee-break</i>
10:45 – 12:30	Client and Stakeholders Problems of advising Types of clients and stakeholders Stakeholder management
12:30 – 14:00	<i>Lunch</i>
14:00 – 15:30	Case study <i>Triffids: Problem Identification</i>
15:30 – 15:45	<i>Coffee-break</i>
15:45 – 17:00	Environment Negotiation and communication skills

	Ability to work in team Case study <i>Triffids: needs assessment</i> Revision of the Day 2
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<b>DAY 3 – September 13, 2007</b>	
9:00 – 10:30	Revision of the Day 2 Case study <i>Triffids: needs assessment</i>
10:30 – 10:45	<i>Coffee-break</i>
10:45 – 12:30	How to reach the client? Networking CV and resume writing
12:30 – 14:00	<i>Lunch</i>
14:00 – 15:30	Design and management of an advisory project Project logic Aims, goals and objective of a project. Means. Triple constraint. Managing project scope, time and cost.
15:30 – 15:45	<i>Coffee-break</i>
15:45 – 17:00	Case study: <i>Triffids: Tender announcement</i> Revision of the Day 3

<b>DAY 4 – September 14, 2007</b>	
9:00 – 10:30	Revision of the Day 3 Case study: <i>Triffids: Tender</i>
10:30 – 10:45	<i>Coffee-break</i>
10:45 – 12:30	Summary and conclusions, reference to the training manual Course evaluation by the participants run by the local official representative Awarding the certificates.
12:30 – 14:00	<i>Lunch</i>

## TRAINING COURSE ON “HOW TO BE A BETTER POLICY ADVISOR”

**UNITIC building, Fra Andjela Zvizdovica 1  
Sarajevo, 11-14 September 2007**

### LIST OF PARTICIPANTS – IN ALPHABETICAL ORDER

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### NISPAcee

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<b>ReSPA Regional Training Workshop in Public Procurement Preliminary Agenda Turin, Italy, 19 -23 November 2007</b>			
<b>Time</b>	<b>Proposed speaker</b>	<b>Presentation</b>	<b>Comments</b>
Monday 19 Nov 9.00-9.10	<b>Nicolas Dubois</b> <b>Marian Lemke</b> (ReSPA)	<b>Opening</b>	
Monday 19 Nov 9.10-10.30	<b>Marian Lemke</b> (Sigma/ReSPA)	<b>Introduction to the EU public procurement system</b> <ul style="list-style-type: none"> <li>- Basic principles of the EU public procurement regime,</li> <li>- EU public procurement legislation,</li> <li>- Harmonisation of national legal systems in Westrn Balkans,</li> <li>- Recent developments of the EU public procurement system</li> </ul>	
Monday 19 Nov 11.00-12.30	<b>Soren Jacobsen</b> (National Procurement Ltd Denmark)	<b>New public procurement techniques:</b> <ul style="list-style-type: none"> <li>- Framework agreements</li> <li>- Centralised procurement</li> </ul>	
Monday 19 Nov 14.00-15.30	<b>Linda Dahlstrom</b> (Competition Authority Sweden)	<b>1) EU public procurement outside the scope of the Directives:</b> <ul style="list-style-type: none"> <li>- Contracts below thresholds,</li> </ul> <b>2) Green procurement</b> – ecological considerations in public procurement	
Monday 19 Nov 16.00-17.00	<b>Peder Blomberg</b> (Sigma)	<b>1) Central public procurement structures in the EU Member States</b> <ul style="list-style-type: none"> <li>- Identification of key central functions,</li> <li>- Core and supplementary functions,</li> <li>- Status within public administration,</li> <li>- Classification of central public procurement institutions,</li> <li>- Comparative analysis of central procurement institutions in EU Member States</li> </ul> <b>2) Public procurement review and remedies systems in the EU Members States</b> <ul style="list-style-type: none"> <li>- Legal and institutional frameworks of review systems,</li> <li>- Available remedies,</li> <li>- Public procurement review environment and culture</li> </ul>	
Monday 19 Nov 18.00		<b>Cocktail on campus</b>	organised by ITC

Tuesday 20 Nov 9.00-10.30	<b>Gian Luigi Albano</b> (Consip. S.p.a Italy)	<b>Economics of public procurement</b>	
Tuesday 20 Nov 11.00- 12.30	<b>Gian Luigi Albano</b> (Consip. S.p.a Italy)	<b>Electronic procurement</b> <ul style="list-style-type: none"> <li>- Legal framework (new Directives),</li> <li>- Electronic auction,</li> <li>- Dynamic purchasing system,</li> <li>- Example of implementation (e-market and on-line auctions implemented by Consip s.p.a (Italy))</li> </ul>	
Tuesday 20 Nov 14.00- 15.30	<b>George Jadoun</b> (ITC)	<b>Organisation of the public procurement system at the operational level</b> <ul style="list-style-type: none"> <li>- Public procurement organisation at operational level (contracting entities),</li> <li>- Factors influencing design,</li> <li>- Centralisation vs decentralisation,</li> <li>- Managing the procurement process,</li> </ul>	
Tuesday 20 Nov 16.00- 17.00	<b>George Jadoun</b> <b>Valery Malotchko</b> (ITC)	<b>Business skills in the public procurement process</b> <ul style="list-style-type: none"> <li>- Market research,</li> <li>- Planning of procurement,</li> </ul>	
Tuesday 20 Nov 17.15		<b>Tour of the city</b>	organised by ITC

Wednesday 21 Nov 9.00- 10.30	<b>George Jadoun Valery Malotchko</b> (ITC)	<b>Business skills in the public procurement process (cont.)</b> <ul style="list-style-type: none"> <li>- Public procurement process – preparation stage,</li> <li>- Preparation of tender dossier,</li> <li>- Technical specifications,</li> <li>- Qualification and selection criteria, selecting of candidates,</li> <li>- Setting criteria for contract award,</li> </ul>	
Wednesday 21 Nov 11.00-12.30	<b>George Jadoun Valery Malotchko</b> (ITC)	<b>Business skills in the public procurement process (cont.)</b> <ul style="list-style-type: none"> <li>- The tendering process,</li> <li>- Receipt and opening of tenders,</li> <li>- Examination and evaluation of tenders,</li> <li>- Tender evaluation report, contract award,</li> <li>- contract management (insurance, INCOTERMS, financial instruments)</li> </ul>	
Wednesday 21 Nov 14.00-15.30	<b>Janos Bertok Elodie Beth</b> (OECD)	<b>Integrity in public procurement: Risks and good practice</b> <ul style="list-style-type: none"> <li>- Risks to integrity,</li> <li>- Transparency measures in the procurement process,</li> <li>- Use of public funds according to purposes intended,</li> <li>- Professionalism (knowledge, skills, ethical standards),</li> <li>- Organisational resistance to corruption,</li> <li>- Co-operation with the private sector to maintain integrity standards,</li> </ul>	
Wednesday 21 Nov 16.00-17.00	<b>Janos Bertok Elodie Beth</b> (OECD)	<b>Integrity in public procurement: Risks and good practice (cont.)</b> <ul style="list-style-type: none"> <li>- Methods for monitoring, detection, investigation and prosecution of corruption</li> <li>- Establishment of a clear chain of responsibility together with effective control mechanisms,</li> <li>- Resolution of bidders' complaints in a fair and timely manner</li> <li>- Enabling other stakeholders to scrutinise procurement</li> </ul>	
Wednesday 21 Nov 17.15		<b>Tour of the city/shopping mall</b>	organised by ITC

Thursday 22 Nov	<b><i>Building of a national system of training in the area of public procurement</i></b>		
Thursday 22 Nov 9.00-10.30	<b>Jacek Krolikowski</b> (East West Consulting)	<b>Set-up of a national training capacity for public administration (systematic approach)</b> <ul style="list-style-type: none"> <li>- National Training Strategy,</li> <li>- Training Needs Analysis,</li> <li>- Identification of target groups (both at central and local level),</li> <li>- Preparation of curricula and training materials,</li> <li>- Delivery modalities,</li> <li>- Financing,</li> <li>- Utilisation of external assistance</li> </ul>	
Thursday 22 Nov 11.00-12.30	<b>Jacek Krolikowski</b> (East West Consulting)	<b>Set-up of a national system of training (cont.)</b> <ul style="list-style-type: none"> <li>- Building of a sustainable system - Training of Trainers,</li> <li>- Certification of trainers, monitoring,</li> <li>- Cooperation with public and private training institutions,</li> <li>- Successful examples in the Western Balkans countries</li> </ul>	
Thursday 22 Nov 14.00-15.30	<b>George Jadoun</b> (ITC)	<b>Training in the public procurement area – practical examples</b> <ul style="list-style-type: none"> <li>- Training Needs Analysis,</li> <li>- Design of curricula (examples),</li> <li>- Elaboration of training materials</li> </ul>	
Thursday 22 Nov 16.00-17.00	<b>George Jadoun</b> (ITC)	<b>Training in the public procurement area (cont.)</b> <ul style="list-style-type: none"> <li>- Training of Trainers:</li> <li>- Delivery of trainings,</li> <li>- Evaluation,</li> <li>- On-line training.</li> </ul>	
Thursday 22 Nov 20.00		<b>Dinner</b>	organised by ITC

<p>Friday 23 Nov 9.00-10.30</p>	<p>V. Malotchko J. Krolkowski J. Bertok P. Gorecki</p>	<p><b>Focus groups</b></p> <p>Group: A Moderator: <b>V. Malotchko</b> <b>Content of training programme (curricula)</b></p> <ul style="list-style-type: none"> <li>- Generic curriculum</li> <li>- Training modules</li> <li>- Curricula for various training courses</li> <li>- Need for a manual</li> </ul> <p>Group B: Moderator: <b>J. Krolkowski</b> <b>Modalities of delivery (methodology)</b></p> <ul style="list-style-type: none"> <li>- Organisation of a national system of training</li> <li>- Regional initiatives (cooperation)</li> <li>- Methods of delivery</li> <li>- Training of trainers</li> <li>- On-line training</li> </ul> <p>Group C: Moderator: <b>J. Bertok</b> <b>Integrity in Public Procurement</b></p> <ul style="list-style-type: none"> <li>- Testing of the OECD Checklist on Enhancing Integrity in Public Procurement</li> <li>- Mapping out of generic tools to complement Checklist (toolkit)</li> <li>- Reflection of integrity considerations in manual</li> </ul> <p>Group D: Moderator: <b>P. Gorecki</b> <b>Meeting of Expert Group</b> (international and national experts) Presentation and discussion on the Draft Report on ReSPA Training Initiative</p>	
<p>Friday 23 Nov 11.00-12.30</p>		<p><b>Focus groups (cont.)</b></p>	
<p>Friday 23 Nov 14.00-15.00</p>	<p>P. Gorecki Moderators of others groups</p>	<p><b>Presentation of results of the focus group discussions and wrap-up</b></p>	

List of speakers:

**Monday:**

N. Dubois/M. Lemke (opening)  
M. Lemke (1,5 hours)  
S. Jacobson (1,5 hours)  
L. Dahlstrom (1,5 hours)  
P. Blomberg (1 hour)

**Tuesday:**

G.L. Albano (3 hours)  
G. Jadoun/V. Malotchko (2,5 hours)

**Wednesday:**

G. Jadoun/V. Malotchko (3 hours)  
J. Bertok/E. Beth (2,5 hours)

**Thursday:**

J. Krolikowski (3 hours)  
G. Jadoun (2,5 hours)