



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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ADOPTION OF THE ReSPA WORK PROGRAMME 2008

6th ReSPA Steering Committee, 30 - 31 January 2007
OECD Headquarters, Paris, France.

In accordance with Art. 18 of the Rules of Procedure, in its 5th Session, the Steering Committee provided guidance to the Secretary on ReSPA's 2008 Work Programme.

During Phase 1, not only substantive issues need to be delivered (training, etc.), but also work on the institutional design of ReSPA will need to be completed to prepare for transition to Phase 2.

This document provides the Steering Committee members with a Work Programme for 2008, containing elaborations on the different items:

- Ordinary sessions of the Steering Committee;
- Ordinary Training;
- Annual Meeting of the Heads of School of Public Administration in the Region
- Annual Conference;
- Option B activities

Committee action

The Steering Committee is invited to:

- **Adopt** the 2008 Work Programme

1. Steering Committee Meetings

The main substantive issues for the Steering Committee this year will be the decision on the future location of ReSPA (session 6) and the signature at ministerial level of the Memorandum of Understanding for ReSPA Phase 2. It is likely that an extraordinary Steering Committee session is organised in February or March 2008 in order to finalise the Memorandum of Understanding of ReSPA phase 2.

6th session, Paris, 30 - 31 January 2007. The ReSPA team at the OECD will report on its activities in 2007 and Steering Committee Members on their regional cooperation efforts. The agenda of the session will contain discussion of the 2008 work programme to be adopted. The second day of the session will be devoted to the decision on the future location of ReSPA in the region based on the candidacies received and the pre-selection made by the expert group (composed of ILO-ITC, NISPAcee, EIPA and the College of Europe) who met in Paris 16-17 January 2008.

7th session. Location to be decided upon. Based on the decision on the location and the proposed “*accord de siège*”, the ReSPA team at the OECD and the Steering Committee Members will have to agree on the final text of the ReSPA Phase 2 MoU. While most of the drafting and quality control work will be done by Email, it might be useful to convene a short session of the Steering Committee on the terms of the MoU.

8th session, Maastricht, 23 – 24 April 2007. In accordance with Art 17 of the Rules of Procedure, this session will mainly focus on the cooperation with institutions sharing the same objectives. A meeting with the EU schools of public administration and other stakeholders will take place. Signatories of the ReSPA protocol of cooperation will be invited to sign bilateral agreements with EIPA in view of being granted an observer status to EIPA’s Board of Governors as of 1 January 2009.

9th Session, Sarajevo, November 2007. (Precise date to be decided at the 6th Session). 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.

2. Institution Building

Following the decision on the future location of ReSPA, and in anticipation of the gradual handing over to EIPA the support function to ReSPA in the second half of 2008, the ReSPA team at the OECD will launch a number of activities in cooperation with the European Commission, the host country, EIPA and the necessary experts: this will include, for instance, experts mission to the future location of ReSPA to evaluate the need for technical equipment, joint work with EIPA and the Steering Committee Members to draft the ToR and recruit the future ReSPA management and Senior Staff, etc.

3. Networking

When ReSPA is granted a legal personality in its host country, the ReSPA team at the OECD will take the necessary steps to gain membership of NISPAcee, EGPA, etc. At the April Session of the Steering Committee, a meeting with the EU Schools of Public Administration will take place. As suggested by the chair at the 5th session of the Steering Committee, meeting with the prominent networks will also be organised on that occasion.

4. ReSPA Website

Following the decision at the 2nd session of the Steering Committee in Skopje, Nov 2006, the ReSPA Team at the OECD has put the ReSPA website online in January 2007. The web site is regularly updated by the ReSPA team, and in particular with the contributions of the Option B resources. In 2008, the ReSPA website will be updated regularly. The Steering Committee Members are therefore asked to commit themselves to ensuring a supply of material from their countries.

5. Ordinary Training.

Recruitment and Profiles of Trainees

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

Unless specified otherwise, a maximum of three trainees per session and per ReSPA signatory can participate to each event (co-)organised by ReSPA. For each module, the ReSPA team at the OECD will provide Steering Committee members with a short profile of the expected participants. Most of the ReSPA training is targeted to senior civil servants.

If and when interpretation is not foreseen, participants are expected to master the (foreign) language in which the course is delivered. Unless specified otherwise, the training will take place in English.

Finally, it is recalled that the quality of training depends on the match between need and supply, the timing of the training delivery, the match between training objective, target population and training methods, and finally, on the quality of the trainees.

This last item is fully in the hands of **the steering committee members who are invited to pay special attention to the selection and recruitment of the trainees representing their government in ReSPA events.**

The contractual relation between the OECD and the European Commission foresees that ReSPA training activities will be initiated during Phase 1. In 2006, 40 man/days of training could be delivered and in 2007, 5000 man/days of training have been delivered.

The Regional training needs analysis compiled by the ReSPA team at the OECD, as well as the guidance received by the Steering Committee Members during the 5th Session of the SC, have been the basis upon which the 2008 programme of work is developed.

The ReSPA team at the OECD proposes that the following modules are delivered in the course of the year:

a. The European civil servant (Caserta)

- i. **Description.** This project, launched in 2006, is an initiative implemented within the framework of the Agreement between the Dipartimento della Funzione Pubblica (Department of Public Administration) and the Scuola Superiore della Pubblica Amministrazione - SSPA, entitled “The promotion of coordinated initiatives to implement the Lisbon 2000 objectives for training senior civil servants from the Italian State and other European Union countries”. It follows the positive experience of the Patent Project (Public Administration Training European Network for the Harmonization of Training Approach) funded by the Leonardo Da Vinci programme of the European Commission.
- ii. **Method.** The pilot training course will combine 24 hours of e-learning (in February 2008) and 27 hours (one week) of class work (in March 2008). For each didactic module, the e-learning preparation dealing with general training parts should provide the necessary background for in-class sessions. Residential training will be on some advanced and country-specific parts.
- iii. **Objectives** The training programme has been defined to reach the following learning outcomes:
 1. Shared knowledge, key skills and competences to collaborate with EU colleagues
 2. Specific knowledge of the destination country. The first pilot course will be focused on 4 countries (IT, PL, UK, F).
- iv. **Calendar.** E-learning in February 2008, class work in March 2008.
- v. **Costs.** Fees and costs are covered by ReSPA. So are the costs of participation of ReSPA members. Standard OECD rules and rates will apply.
- vi. **Venue.** Caserta, Italy

b. Policy-adviser training.

- i. **Description.** This module was delivered with NISPAcee for the first time in September 2007 in the ReSPA framework. This module is the repetition of the same module with only marginal adjustments. It aims at responding to the demand from Steering Committee Members to offer the same

module to a second group of trainees. The module was developed within the NISPAcee / UNDP project “Building advisory capacities” (2001 – 2003) by team of NISPAcee international experts and trainers. The rationale for the development of this training course was based on a NISPAcee survey which provided insights into the realities of policy making in the region. Advise that the governmental officials receive comes from several sources, but the available capacity of local public administration experts is used little, because they are not trained to be policy advisors. Within this project the manual for advisors and also manual for trainers were developed and team of experienced NISPAcee trainers trained.

- ii. **Objectives.** The course is focused on fostering successful implementation of public administration reforms in transition countries through the development of the indigenous advisory capacities. This specially designed training will help participants to better prepare themselves for interactions with the government officials. The training will help them to develop a product that meets the needs of policy makers and to provide them with an advice on how to market themselves and their services to these officials. The course is designed according to the needs of those who are beginning or plan to be involved in policy planning and advice provision to their governments.
- iii. **Calendar.** The first policy adviser’s module in 2008 will take place on 26-29 February, while one more, should there be sufficient demand, can be held towards the end of the year in the region..
- iv. **Costs.** Fees and costs are covered by ReSPA. So are the costs of participation of ReSPA members. Standard OECD rules and rates will apply.
- v. **Venue.** The first policy-adviser’s training module will take place in Zagreb, in the facilities of the Croatian School of Public Administration.

c. Public finance for non budget specialists (CEF)

- i. **Description.** The objective of the course is to give a broad understanding of the Public Finance Management function and its main sub-activities to non budget specialists. Main topics of the course refer to public expenditure management which covers the preparation, management,

and execution of the budget. The national budget is the main instrument through which the government (a) collects resources from the economy, in a sufficient and appropriate manner and (b) allocates and uses those resources responsively, efficiently, and effectively, in order to perform the roles assigned to it by its people. Public expenditure management refers only to the second item (b). All budget systems need to achieve three basic objectives: (a) to maintain aggregate fiscal discipline, (b) to allocate resources according to the government priorities, and (c) to promote the efficient delivery of services.

- ii. **Method.** In-class sessions complemented with on-site visits to the MoF, oversight institutions, spending units, etc.
- iii. **Objectives.** The objective of the course is to provide non-budget specialists with a systemic understanding of the budgetary aspect of policy delivery.
- iv. **Calendar.** October 2008
- v. **Costs.** Fees and costs are covered by ReSPA. So are the costs of participation of ReSPA members. Standard OECD rules and rates will apply.
- vi. **Venue.** The module will be delivered in the premises of the CEF in Ljubljana.

d. Training Management (EKKDA).

- i. **Description.** This one week course at EKKDA in Athens is a repetition of the same 2007 course for which demand exceeded the capacity of the host institution. The ReSPA team at the OECD and the EKKDA management are also exploring the possibilities to complement the module with short “stages”/internships in EKKDA regional offices. Alternatively, we shall also explore stage possibilities in other EU schools of Public administration.
- ii. **Objectives.** The objective of this Module is to contribute to the development of training management capacities and skills in the Governments of the Western Balkans region. This module will also serve the purpose of establishing professional cooperation between ReSPA and Greek Civil Service training system: cooperation with other institutions

sharing the same objectives being one of the priority activities listed in the protocol of cooperation.

- iii. **Calendar.** First half of 2008. Dates to be confirmed.
- iv. **Costs.** Fees and costs are covered by ReSPA. So are the costs of participation of ReSPA members. Standard OECD rules and rates will apply.
- v. **Venue.** The module will be delivered in the premises of EKKDA in Athens.

6. Summer School. European Integration, College of Europe.

- i. **Description.** The Intensive Seminar on the European Union is a three-week training programme which takes place every summer on the campus of the College of Europe in Bruges. It aims to provide trainees with a general and up-to-date overview of European affairs, as well as a specific understanding of EU structures, policies and working practices. Over the course of the Seminar, trainees will be guided by high-level experts from the College of Europe's extensive network of EU specialists through a series of tailor-made modules which will enable trainees to:
 1. Acquire state-of-the-art knowledge of the EU, its institutional framework and latest policy developments (including visits to EU institutions in Brussels);
 2. Experience how the EU works in practice and enhance your professional skills through exercises and simulations;
 3. Debate about the EU and exchange views on different aspects of European integration and EU policy-making in a multicultural environment.
- ii. **Content.** The programme will offer a comprehensive analysis of the EU, its institutional and decision-making framework and of its policies. Week 1 will focus on the key aspects of the European integration and the EU decision-making process. Week 2 and 3 will 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.
- iii. **Methods.** In addition to the traditional training methodologies used by the College of Europe, the participants will have access to an interactive extranet site – information and communication platform of the Seminar. A

visit to Brussels is a regular feature of each Seminar. It's designed to enable the participants to 'experience' the Brussels EU scene – to give a 'face' to the subject of their focus during the Seminar. The visits are normally organised around meetings and discussions with EU officials and guided tours of institutions open to public access. Finally, one of the Seminar's essential features is its highly international character. The setting offers a unique opportunity to each participant to extend his/her network of professional and personal contacts. Moreover, the programme includes several organised social events offering participants also a chance to meet in an informal atmosphere.

iv. Calendar. 30 June – 18 July 2008

v. Costs. Fees and costs are covered by ReSPA. Standard OECD rules and rates will apply.

vi. Venue. The course will take place in Bruges, Belgium.

Comment: In consultation with the College of Europe, a selection procedure will be established to select the participants to the European Integration Summer School in Bruges. Interviews between - on the one hand - a representative of the College of Europe, the Steering Committee Member, and - on the other hand - the candidates will be organised in the Spring 2008.

7. ReSPA Annual Conference

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

Steering Committee members are invited to suggest themes for the Third ReSPA annual conference.

The ReSPA Secretary 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

i. Venue: Serbia, Belgrade

- ii. **Calendar:** October or November 2007, to be decided in consultation with the Steering Committee Member of Serbia
- iii. **Costs:** All project costs are covered by ReSPA. Standard OECD rules and rates apply.

8. 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 meeting of the heads of School of public Administration of the region should take place annually.

At the fifth session of the Steering Committee held in Pristina, it was suggested that the **Regional Training Needs analysis** could be the basis for the second annual meeting of the ReSPA schools and Institutes of Public Administration.

- i. **Venue:** Tirana, Albania
- ii. **Date:** June
- iii. **Costs:** All project costs are covered by ReSPA. Standard OECD rules and rates apply.

9. Option B Activities.

In 2008 contractors deployed by ReSPA on the ground will contribute to the following tasks:


- Regional TNA; as agreed at the 5th SC meeting, the TNA provided by the ReSPA Team at the OECD should be regularly enhanced and updated as a basis for development of the ReSPA work programmes;
- ReSPA thematic publication; it will be the second ReSPA regional publication; subject to be determined at the Option B resources meeting in February;
- ReSPA Electronic Newsletter; in 2008 the Newsletter successfully launched in 2007 will move to its regular editorial cycle of 4 issues a year;
- ReSPA website updates; to serve its purpose the website needs to be kept up to date and reflect the developments in beneficiary jurisdictions, the region as a whole and other ReSPA pertinent information.

The following tables indicate the provisional calendar of the 2008 programme of training and networking activities.

List of events

	dates	venue	meeting	status
1.	16-17 January	Paris	Expert Meeting	done
2.	30-31 January	Paris	6 th Steering Committee meeting	done
3.	14-16 February	Paris	Meeting of Option B resources	Preparations launched
4.	26-29 February	Zagreb	NISPAcee Policy Advisors	Preparations launched
5.	3-7 March	Caserta	ESCS European Civil Servant	Preparations launched
6.	April	in the region	EKKDA Training Management	Details TBD
7.	23-24 April	Maastricht	7th Steering Committee meeting	Details TBD
8.	May 15 – 17	Bratislava, Slovak Republic	NISPAcee Annual Conference	SC Secretary to attend
9.	May	Ljubljana	Signature of the ReSPA Phase 2 MoU	Details TBD
10.	June	Tirana	Meeting of the Schools of Public Administration	Location confirmed
11.	28 June – 18 July	Bruges, (3 weeks)	CoE European Integration	Selection procedure in April
12.	14-18 July	Kampala, Uganda	IASIA Annual Conference	SC Secretary to attend
13.	3-6 September	Rotterdam, Netherlands	EGPA Annual Conference	SC Secretary to attend
14.	September	Belgrade	Annual Conference	Location confirmed
15.	October	Ljubljana, (1 week)	CEF Expenditure Management	Details TBD
16.	November	Sarajevo	8th Steering Committee meeting	Details TBD

Provisional calendar

<p><u>January</u></p> <p>Expert meeting, Paris, 16-17/01 6th SC, Paris, 30-31/01</p>	<p><u>February</u></p> <p>Meeting of Option B resources, Paris, 14-16/02</p> <p>NISPAcee, Policy Advisors, Zagreb, 26-29/02</p>	<p><u>March</u></p> <p>European Civil Servant, Caserta, 3-7/03</p>	<p><u>April</u></p> <p>7th SC, Maastricht, 23-24/04 Training Management, EKKDA</p>
<p><u>May</u></p> <p>Signature of the ReSPA Phase 2 MoU, Ljubljana</p> <p>NISPAcee Annual Conference, Bratislava, 15-17/05</p>	<p><u>June</u></p> <p>Meeting of Schools of PA, Tirana</p>	<p><u>July</u></p> <p>European Integration, CoE, Bruges, 28/06-18/07</p> <p>IASIA Annual Conference, Kampala, 14-18/07</p>	<p><u>August</u></p> 
<p><u>September</u></p> <p>EGPA Annual Conference, Rotterdam, 3-6/09</p> <p>ReSPA Annual Conference, Belgrade</p>	<p><u>October</u></p> <p>Expenditure Management, CEF, Ljubljana</p>	<p><u>November</u></p> <p>8th SC, Sarajevo</p>	<p><u>December</u></p>