



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 WORK ReSPA PROGRAMME 2007

(Pending approval by the Steering Committee)

3rd ReSPA Steering Committee, 31 January 2007

Headquarters of Human Management Resource Authority, Podgorica, Montenegro.

In accordance with Art. 18 of the Rules of Procedure, in its 2nd Session, the Steering Committee provided guidance to the Secretary on ReSPA's 2007 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 2007, containing elaborations on the different items:

- Ordinary sessions of the Steering Committee;
- Ordinary Training;
- Public Sector Ethics Resource Development;
- Annual Conference;
- Annual Meeting of the Heads of School of Public Administration in the Region

Committee action

The Steering Committee is invited to:

Adopt the 2007 Work Programme

1. Steering Committee Meetings

3rd session, Podgorica, 31 January 2007. The ReSPA Secretary will report on 2006 and Steering Committee Members on their regional cooperation efforts. The agenda of the session will contain discussion on the 2007 work programme that will be adopted, discussion on the Rulebook, the job descriptions of the staff, the recruitment process and induction for ReSPA Staff in Phase 1. The ReSPA Secretary will report on its activities

4th session, Brussels, 25 – 26 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 public administration and other stakeholders will take place on the second day.

5th Session, Pristina, November 2007. (Precise date to be decided at the 3rd Session). During this session, the Steering Committee will review the 2007 activities and progress, give guidance for the 2008 work programme, and decide on the dates and locations of the 2008 Steering Committee Sessions.

2. ReSPA Website

Following the decision at the 2nd session of the Steering Committee in Skopje, Nov 2006, the ReSPA Secretary has developed a first version of the website. See point 6 of the agenda of the 3rd session of the Steering Committee, Jan 2007, Podgorica. (RESPA/SC(2007)A1). The web site will be only as useful as the information it contains, and this will come above all from Member and associated institutions. The Steering Committee Members are therefore asked to commit themselves to ensuring a supply of material from their countries. Once established, the ReSPA Secretary will be responsible for the regular update of the information put on the website.

3. Ordinary training (2 to 4 sessions a year) Training of Trainers: European Negotiation Seminars (in Cooperation with [Institution to be confirmed] and with the European Institute of Public Administration).

The ReSPA Secretary proposes to deliver in cooperation with both the European Institute of Public Administration and the (Institution to be confirmed), during the course of 2007, a series of training of trainers modules dedicated to develop a critical mass of trained negotiators in a European context the region. The trainees will gain a better understanding of the practice of negotiation within the political and technical processes of decision-taking in the European Union.

Description

This 2-day seminar aims at guiding the participants to apprehend and acquire the essential knowledge and practice of negotiation within the political and technical processes of decision-taking in the European Union. The seminar will, in particular, laser beam the negotiations and bargaining processes shaping the decision-taking among Member States within the preparatory bodies of the Council of the European Union.

Content

The seminar starts by offering a practical method to grasp the institutional and procedural context of the European Union. A check-list of 'things to do' will be presented with a view to prepare the national representative to the institutional and procedural context of any dossier before going to Brussels. The rest of programme is dedicated to bargaining and negotiation within the various levels of the Council of the European Union, the rules of procedure, and the philosophy, as well as group dynamics of multilateral negotiations within the European Union.

Method

The method followed is multidisciplinary, analytical, interactive and practical; it combines theoretical and formal technical presentations, empirical knowledge, a learning-by-doing approach through case studies and simulations of genuine negotiations. Role-plays and targeted debriefing sessions will notably render the training an experimental laboratory; participants will be able to experience and analyse EU decision making by practicing the method and procedures to come to a decision, combining the contrasted interests of numerous Member States.

Objectives

At the end of this programme, the participants should have a clear perspective of the challenges for any national representative and how to best deal with them. Participants will have not only greater insight into the practical procedures involved but also a deep understanding of the complexities and dynamics of the Council of Ministers' system.

All in all, the programme aims at exploring, analysing and advising the national representative on how to efficiently approach, apply and use the rules and practice of internal diplomacy in the European Union, whether technical or political.

Calendar

The ReSPA Secretary proposes that 4 of such sessions should be delivered in the course of 2007. Two sessions could take place before summer, and two sessions in the autumn.

If successful in 2007, advanced EU negotiation seminars focusing on the training of trainers will be proposed to the same target audience in 2008.

Recruitment and Profiles of Trainees

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

A maximum of three trainees per session and per country/entity can participate.

Trainees should be senior civil servants interfacing with international partners in the perspective of EU accession. Trainees are expected to become trainers on EU matters at a later stage.

Trainees should be fluent in the language of the module. Unless specified otherwise, the training will take place in English. However, should there be enough demand from Steering Committee Members, some modules can be delivered in French.

Costs

EIPA fees and costs are covered by ReSPA. So are the costs of participation of ReSPA members. Standard OECD rules and rates will apply.

Venue

All 4 sessions of 2007 will take place at (location to be confirmed)

4. PSER (Public Sector Ethic Resource)

The aim of this section is to provide the Steering Committee Members with an overview of the process of developing interactive CD/DVD based training materials for Public Sector Ethics training. The method described here was actually implemented (though not in all details) by Sigma in Estonia, Latvia, Lithuania and Bulgaria in the course of the Public Sector Ethics Resource Series project over the last 2 years.

In 2007, ReSPA will develop PSER in one country of the region. If successful, it is envisaged to develop in sequence PSER modules in all beneficiary countries and entities of the region.

The first PSER will be developed in cooperation with (Institution to be confirmed).

a) Description

The core resource in a PSER project is a suite of inter-related, themed, generic case-studies, which depict - but do not specifically identify - a range of ethics/professionalism issues, both positive and negative. These cases are rendered as video scenarios, in a local language and/or with subtitles.

The video-scenarios are set in a quasi-realistic workplace-based context, and are designed to promote discussion, problem identification, and problem solving. Video materials are supported by a large database of country-specific documents and texts – law, policy, guidelines, and codes of practice, cases, and training aids – which are selected or developed for the purpose as desired.

In the PSER approach the presentation of the materials promotes the detailed analysis of integrity/ethics/corruption issues, specifically in the context of the relevant law, anti-corruption policy, professional ethics standards, and applicable community values and more.

The development of the PSER training should be a collaborative process, relying on the inputs of local participants, especially experienced civil servants, academic specialists, and community leaders.

The prospective PSER projects must be located within the country/entity's Civil Service HRM strategy.

The implementation of the PSER project follows the project cycle management approach.

b) Content

The implementation of the project could be quite straightforward if the set of the training/reference materials are developed and if the right contractors deliver a quality product. To ensure the smooth implementation of the project, however, it is important to have a person on the ground that will oversee the activity of the movie company (dubbing), the resource integrator and the process of compiling the resource/training materials. Locally, at least three teams / persons must be involved in the project implementation, apart from the contractors - one responsible for the training/reference materials; one responsible for the movies / script etc; and one on the technical side of the resource integration.

It is important to have in mind that the PSER is a training tool; and as any tool it needs skilful trainers to use it. Training of trainers is an important component of the PSER project. The initial group of trainers to be trained may be composed of either content experts in the area of Public Sector Ethics / Anti-Corruption (PSE/AC); or of experienced trainers. Obviously, a combination of the two is the best case scenario; it is unlikely however that such a combination will exist in a country where PSER is being introduced. Two distinctly different approaches must be employed depending on the composition of the group of trainers. The first approach would be to teach the experts to train others; the second approach would be to teach the trainers what is PSE/AC. In each case though, the training must involve a part devoted to using the PSER tool. It is likely that very few of the initially trained trainers will actually work on PSER training in the future – this is why it is important to have many Training of Trainers sessions that would create a critical mass of local experts/trainers. The training must be carried out through the local Schools of Public Administration/Civil Service Agency – it helps build ownership and capacity and makes it more likely that the trainers trained in the course of the Training of Trainers sessions will actually be used later on.

c) Calendar

The localisation of a Public Sector Ethics Resource takes, on average, six working months. Initial meetings of the Focus Group could start in February 2007, pending project approval by the Steering Committee and EC.

d) Recruitment and profiles of participants

In order to successfully complete this project it is necessary to establish a core project team, including the project leader/consultant from the ReSPA side; a local project manager; stakeholder's

representatives (Government Officials, Officials of the local AC/Ethics institutions trainers; etc.). In a series of focus groups the issues should be identified and ideas for new scripts should be developed. The core project team will be responsible for the identification of the issues; training materials etc.

The selection of the team that will actually write the script; complete the training/reference materials and do the final integration of the resource is crucial for the success of the project. The very concept of video-based interactive training is new for public administration in the Western Balkans and will be met with suspicion; if it is poorly implemented it may lead to a project failure.

e) **Costs**

All project costs are covered by ReSPA. Standard OECD rules and rates apply.

5. **ReSPA Annual Conference**

The organisation of the 2007 ReSPA annual conference will be modelled on the 2006 ReSPA annual conference that took place in Skopje on 21 & 22 November 2006.

Steering Committee members are invited to suggest themes as well as location for the second 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

a) **Calendar**

October or November 2007, to be decided in consultation with the co-organiser and host country.

b) **Costs**

All project costs are covered by ReSPA. Standard OECD rules and rates apply.

6. **First Annual meeting of the Schools of Public Administration in the Western Balkans.**

The ReSPA convention between the OECD and the EC specifies that a first meeting of the heads of School of public Administration of the region should take place in the course of 2007. **Steering Committee members are invited to coordinate with their respective Heads of Schools and suggest possible themes as well as location for the first annual meeting of Heads of School of Public Administration in the Western Balkans.**

It is to be noted that the University of Ljubljana, Faculty of Administration, together with the University of Belgrade, are planning to organise conference on the development of Public Administration in South-East Europe (Western Balkans) in June 2007. The First Annual meeting of the Schools of Public Administration could be organised in this context.

a) **Calendar**

June or July 2007, to be decided in consultation with the co-organiser and host country.

b) **Costs**

All project costs are covered by ReSPA. Standard OECD rules and rates apply.