



Regional School of Public Administration (Phase 1)

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INSTITUTIONALISATION OF ReSPA

3rd ReSPA Steering Committee, 31 January 2007

Headquarters of Human Management Resource Authority, Podgorica, Montenegro.

In its second session, held in Skopje, 20 November 2006, the Steering Committee discussed two options for the staffing and the institutionalisation of ReSPA in Phase 1.

The Steering Committee asked the Secretary to explore the feasibility of 2 options:

- **Option A:** limited staff from the region contracted to work in Paris
- **Option B:** one person per beneficiary country/entity to be contracted to work in the relevant Schools of Public Administration/Civil Service Agency in the Region. While the team in Paris will be reinforced by one more OECD staff.

Steering Committee action:

- The Steering Committee is invited to **decide** on the option to be implemented by the ReSPA Secretary.

In its second session¹, the Steering Committee asked the Secretary to produce 2 scenarios for the Rulebook, the job descriptions of the staff, contracting process and induction for ReSPA Staff in Phase 1. In addition to the current staff, **Option A** should propose a small number of staff of the region contracted to work in Paris, **Option B** should propose one person per beneficiary country/entity to be contracted from the relevant Schools of Public Administration/Civil Service Agency in the Region to work for ReSPA in his/her home organisation.

Before developing the specificities of Option A & B, it is to be noted that both options have a degree of commonality: Under both options, ReSPA staff, based in Paris, in Phase 1 is:

- **One Secretary** (OECD Principal Administrator),
- **One assistant** (OECD Administrative Assistant),
- **Half-time Web / communication assistant** (OECD Web / communication assistant).

The 2 options are elaborated below:

1. Possible options

Option A:

This option was the recommendation of the Consultant of ReSPA “phase zero” and was also the basis upon which the contribution agreement between the EC and the OECD was designed. All ReSPA contracted collaborators would be stationed at the ReSPA secretariat location. Under this option, it is envisaged that the above mentioned staff will be complemented by the contracting of a **maximum of three consultants**² originating from the Western Balkans region.

The indicative profile of those colleagues would be:

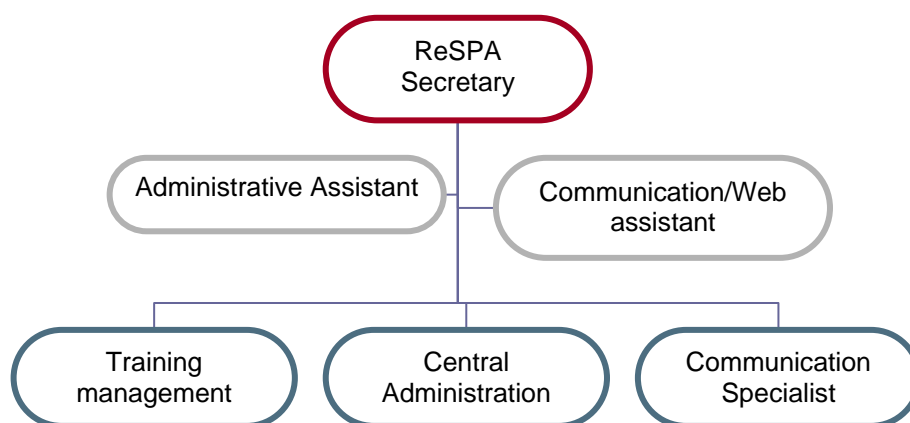
- **Central administration.** Under the supervision of the ReSPA Secretary, and after the necessary training, the consultant will study and report on the administrative and managerial set-up of similar network institutions based in Europe, and develop and prepare the necessary administrative supervisory structures for

¹ See “List of Decisions, 2nd Steering Committee Meeting, Skopje, 20 November 2006 », Document N° RESP/SC/(2006)M2

ReSPA in Phase 2. He/she will also participate in ReSPA Phase 1 administration as required.

- **A Training manager.** Under the supervision of the ReSPA Secretary, and after the necessary training, the consultant will work on the preparation and management of the ReSPA training. His/her task will consist of developing and managing training and advisory activities, including the preparation of Terms of Reference and the guidance of Training Providers; participation in the implementation and follow-up of selected ReSPA activities;
- **A Communication specialist.** Under the supervision of the ReSPA Secretary, and after the necessary training, the tasks of the consultant will include the production of a periodic newsletter (generating and writing articles), the establishment of a virtual library that takes in the existing electronic knowledge bases in Public Administration in Europe of potential use to the Members of the ReSPA network. He/she will also be responsible for ensuring that the information on ReSPA's website is up to date.

Under this option, the organisation chart of ReSPA Phase 1 will look as follows:



Option B:

This option emerged from the discussion amongst Steering Committee Members at the second session in November 2006. (See list of decisions, 2nd Steering Committee Meeting, Skopje, 20 November 2006, Document N° RESPA/SC/(2006)M2). Under this

² For administrative, legal and statutory reasons, the OECD cannot have a direct employment relationship with citizens of non-Member countries. Therefore the individuals will have the status of salaried consultants, and will not be covered by OECD employment benefits and protections.

option, it is envisaged that the above mentioned staff will be complemented by the contracting of resources in local institutions in each country/entity.

The rationale of the Steering Committee for this alternative option was threefold: it was perceived as a way to increase regional ownership and visibility of the project, it could accelerate the institution building phase of the project since most of the local staff would already be in place in the respective Schools of Public Administration, and finally, the Steering Committee thought it could be a less expensive alternative to Option A thus releasing more resources for activities.

Within Option B, two contractual modalities are feasible within the OECD administrative framework. Those modalities are discussed below.

It will be for the OECD to decide which modalities would be applied to which country/entity based on the country/entities legal and administrative framework.

Under option B, the following additional resources would be contracted:

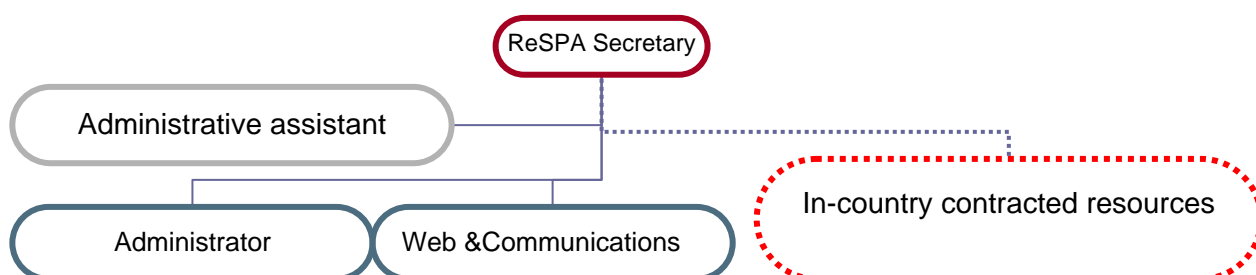
- **Seven resources contracted locally**³ in each of the signatories (but the State Union of Serbia and Montenegro) to work in close cooperation with the Domestic ReSPA Steering Committee Members and under the direction of the ReSPA Secretary. The indicative tasks would be: participating in the design of ReSPA's programme of activities; contributing to its strategic positioning and domestic visibility; ensuring its promotion and organising communications relating to the implementation of its training programme at the national level; participating in the preparation and organisation of training, advisory and policy dialogue activities; developing contacts with governments, the EC and other international organisations, NGOs, academia and think-tanks working domestically; establishing and consolidating relations with networks of experts, consultants and think tanks, which could contribute to the ReSPA training, research and advisory projects/activities; contributing to the promotion in the media and on the web of ReSPA's activities; contributing to the maintenance of the database, agendas, and list of participants in liaison with relevant government representatives, research institutions, and civil society organisations.

³ For administrative, legal and statutory reasons, the OECD cannot have a direct employment relationship outside of the OECD's Headquarters with citizens of non-Member countries. Therefore the individuals will have the status of intermittent consultants.

In order to assist in the management of this decentralised model, OECD would appoint one additional administrator to work in Paris.

- **Administrator:** The indicative job description would be, under the responsibility of the ReSPA Secretary and in close co-operation with the local resources, to prepare and manage the ReSPA training, training management and advisory activities; prepare Terms of Reference and supervise consultants; participate in the implementation and follow-up of selected ReSPA activities which are defined on an annual basis, such as steering committee meetings, donor coordination missions, and others; develop and update the ReSPA website, and produce substance for the newsletter; prepare periodic and ad-hoc progress and administrative reports.

Under Option B, the ReSPA organisation chart would show that the majority of the work will be performed in the Western Balkans Region and would look as follows:



For administrative, legal and statutory reasons, the OECD cannot have a direct employment relationship with citizens of non-Member countries. The ResPA Secretary has identified the following possibilities for Option B:

Option B-1: Service Contracts with Institutions.

In this option, Terms of Reference for service delivery are drafted by the ReSPA Secretary, and the OECD issues service contracts with a domestic public institution. The domestic institution receives payment against delivery (reports, etc.). Such service contracts have a maximum duration of 6 months. The institution will nominate the individual to work with the Project.

Option B-2: Service Contracts with individual consultants

In this option, Terms of Reference for service delivery are drafted by the ReSPA Secretary. Steering Committee Members will identify domestically a specialist employed

by a Public Institution responsible for Civil service training or European Integration. The OECD will issue service contracts⁴ with that employee who will be released by his/her employer on a part-time basis to work on the project.

Under both Option B1 & B2, Steering Committee Members will be asked to provide the ReSPA secretary with a written statement of principle stipulating that Option B is legal in the country/entity in question.

2. Implications

| | Option A | Option B |
|------------------------|------------------|------------------|
| 3 consultants | 130.000,- | 0,- |
| 1 OECD administrator | 0,- | 65.000,- |
| 7 in-country resources | 0,- | 42.000,- |
| Totals | 130.000,- | 107.000,- |

These figures are indicative budget estimates that approximate the costs of both options. The table is meant to provide the Steering Committee with an order of magnitude of the budgetary impact of both options. They do not, for instance, incorporate additional costs such as induction, missions, etc.

3. Pros and Cons

In terms of resources, the contracting and briefing of Option B will be more time and resource intensive than Option A. Coordination (including coordination meetings locally and in Paris) and communication with 7 colleagues posted in the region will be more difficult and costly, especially in the first years, than working with 3 colleagues located in the ReSPA offices, etc. On the other hand, the appointment of an administrator at ReSPA in Paris will increase the capacities of ReSPA.

In Option A, the fact of having the entire workforce, including regional staff, at the ReSPA central office could contribute to the development of a corporate identity, cohesion and “*esprit de corps*” which could be useful in the perspective of the regional localisation in

⁴ Nota bene: OECD service contracts do not provide the contractor with pension contributions, nor with insurance

Phase 2 if there is continuity between Phase 1 & 2 and if the selected staff continues to work for ReSPA when the seat moves to Western Balkans.

In Option B, the fact of having the majority of ReSPA resource in the region will facilitate the transition to phase 2 and could facilitate the move to the future location of ReSPA; Furthermore, Option B will increase the visibility of the project domestically and in the region, will help adjust ReSPA's training activities to the actual needs of the region. It will facilitate the identification and recruitment of trainees, the identification and recruitment of potential contributors, speakers, etc. Should the need for more human resources emerge during a given period of time, in one or the other signatory country/entity, for example, on the occasion of a specific ReSPA activity, the group of consultants could be enlarged to a maximum of 9 for a short period of time.

4. Recommendation

It appeared from the discussion at the second Session of the Steering Committee in Skopje that the regional stakeholders expressed a clear preference for Option B.

If the Steering Committee Members accept the modalities suggested above, the Secretary recommends Option B.

5. Next Steps

For Option A:

Within 2 weeks after the 3rd session of the Steering Committee meeting, the ReSPA Secretary will produce and circulate the ToR for the 3 consultancy contracts and set-up a selection and induction process.

Budget allowing, and given the fact that the actual implementation of Option A will take some months, the ReSPA Secretary might envisage recruiting a temporary OECD administrator in order to advance the implementation of the 2007 Work Programme.

For Option B:

If the Steering Committee retains B as the preferred option, within 2 weeks after the 3rd session of the Steering Committee meeting, Steering Committee Members should

provide a written statement of principle on the legality of Option B-1 and B-2 in their respective country/entity.

After Option B is informally approved by the Steering Committee in its 3rd Session, Podgorica, 31 Jan 2007, the following steps will be taken:

- Based on the agreed programme of activities for 2007, the ReSPA Secretary will produce and circulate to the Steering Committee Members the ToR for the consultancy contracts.
- An OECD administrator will be appointed.
- Based on the information compiled, the OECD will decide on a case per case basis to trigger option B-1 or B-2.
 - **Under B-1**, and based on the ToR, the Steering Committee Members will inform the ReSPA Secretary of the coordinates of the contracting institution.
 - **Under B2**, and based on the ToR, the Steering Committee Members will inform the ReSPA Secretary of the identity of the domestic consultant and attest in writing of the legality in domestic law of the contractual relation of that individual with the project.
- The Secretary will issue the consultancy contracts;
- The ReSPA Secretary will organise a week of induction in Paris & Brussels for the consultants.