



Regional School of Public Administration (Phase 1)

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



ReSPA/SC(2008)M2

RESPA LIST OF DECISIONS
7TH SESSION OF THE RESPA STEERING COMMITTEE
MAASTRICHT
24 APRIL 2008

7th ReSPA Steering Committee, 24 April 2008

Headquarters of the European Institute for Public Administration, Maastricht

According to art 14 of the Rules of Procedure, the Secretary submits to the Members of the Steering Committee the list of decisions within 7 days after the Session. If no objection is made during the following 2 weeks, the list of decisions is considered informally approved.

Art 14 of the Rules of Procedure stipulates that formal approval should take place at the beginning of the following session.

Committee action

The Steering Committee is invited to:

- **Approve** the list of decisions of the 7th Session of the Steering Committee.

All signatories and parties of the ReSPA protocol of cooperation were present at the 7th Session of the Steering Committee. ¹,

In its 7th session, the Steering Committee Chaired by the EC, took the following decisions:

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| 1. Adoption of the Agenda | ReSPA/SC(2008)A2 |
| The agenda of the meeting was adopted . | |

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| 2. Approval of the list of decisions, 6th session of the Steering Committee, Paris, January 2008 | ReSPA/SC(2008)M1 |
| The List of decisions of the January 2008 Steering Committee Meeting was adopted and it was decided to post it on ReSPAweb. | |

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| 3. Presentation of networking institutions | |
| <p>Pursuant to Article I of the ReSPA Protocol of Cooperation, the ReSPA team at the OECD has initiated cooperation with a number of training institutions, such as EIPA (European Institute of Public Administration), the ILO-ITC(International Labour Organisation-International Training Centre), the ENA (Ecole Nationale d'Administration), the EKKDA (National Centre for Public Administration and Local Government), the SSPA (Scuola Superiore della Pubblica Amministrazione), and CEF (Centre for Excellence in Finance).</p> <p>ReSPA has moreover requested membership to IIAS (International Institute of Administrative Science), IASIA (International Association of Schools and Institutes for Administration) and EGPA (European Group for Public Administration) as well as to NISPAcee (Network of Institutes and Schools of Public Administration in Central and Eastern Europe).</p> <p>Further to these requests, the representatives of IIAS, IASIA, EGPA (Dr. Rolet Loretan), NISPAcee (Ms. Ludmila Gajdosova) and EUPAN (Mr. Tore Malterud) presented their organisations to the Steering Committee. The Steering Committee took note of the information provided, and in particular, of the fact that full membership to those networks could be granted to ReSPA once ReSPA is legally established with its own budget. The SC also extended the mandate of the ReSPA team at the OECD to continue the development of institutional cooperation.</p> | |

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| 4. Institutionalisation | ReSPA/SC(2008)2/001 |
| <p>Article V(1) of the Protocol of Co-operation (signed May 2006) states that “within two years from the entry into force of this Protocol, the Parties will consider further institutionalisation of their co-operation, including participation by all Parties in the funding arrangements...”. Considerable progress has been achieved on further institutionalisation. Following the decision of the 6th Steering Committee (30-31 January 2008), ReSPA should become an international organisation based in Danilovgrad (Montenegro).</p> <p>In this context, the Steering Committee addressed the following issues:</p> <p>a) Site development</p> <p>Ms. Jadranka Djurkovic, briefed the Steering Committee on progress achieved to date in Montenegro. The Steering Committee noted the progress made by the Montenegrin Authorities, though expressed certain concerns with respect to the very tight deadlines for implementation of the site project.</p> | |

¹ For list of participants, please see Annex 1

b) Action plan (as presented by the delegates of Montenegro)

Mr. Ivica Ivanovic, consultant representing the Norwegian bilateral assistance to Montenegro, presented the Action Plan for implementation of the remaining activities leading to institutionalisation of ReSPA on the ground. The Steering Committee **requested** that it be revised in cooperation with the ReSPA team at the OECD in order to better focus the plan on the activities pertaining to the site development in Montenegro.

c) Budget (as presented by the delegates of Montenegro)

The Steering Committee **noted** the budget estimates presented by Ms. Jadranka Djurkovic. Most ReSPA representatives noted they would require more detailed consultations with the responsible bodies back at home, and stressed the delays necessary for in-country procedures for consultation and decision-making. In general the Steering Committee recognised the need for the budget to clearly differentiate between the investment, maintenance and training-related costs, as well as the need for a business plan for ReSPA. The Chair **charged** the OECD team with the task of deploying relevant experts to revise the proposed ReSPA budget and propose alternative scenarios for its financing.

d) Draft International Agreement (presented by Chair)

The Chair presented the draft International Agreement and first **comments** on it were offered by the Steering Committee Members. The Chair **charged** the OECD team with the task of deploying relevant experts to revise the draft International Agreement for further consideration by the ReSPA Members. A revised draft International Agreement was to be resubmitted to the SC Members on 30/04/08 for their internal consultation procedures to be held before the next SC meeting, planned for 26-27 May 2008 in Podgorica, Montenegro.

e) Process (presented by Chair)

The Chair presented the main milestones and assumptions of the signatory process of the ReSPA statutory documents. The signatory process of the International Agreement constituting ReSPA will have to take into account the several signatories' formal administrative considerations. It was unanimously agreed to have a signatory ceremony as soon as possible in order to confirm political support for ReSPA establishment, and formal signatory/ratification of the Agreement latter in the year once signatories' administrative considerations had been fulfilled. Following discussions, the main milestones of the process were agreed upon. The ReSPA team at the OECD has as a result prepared a note on the process annexed to this LoD (to be circulated to the SC Members on 08/05/08).

5. Training activities 2008

ReSPA/SC(2008)1/002-1

The Steering Committee adopted the Work Programme for 2008 at its January session asking to increase, if possible, the number of training days in 2008 so as to reach the same level of training activities as in 2007. At the 7th session the ReSPA team at the OECD reported on implementation of the 2008 Programme up to the end of March. The ReSPA team at the OECD has analysed the scope for additional training within the constraints of the budget available and shortly summarised the findings at the meeting. The summary provided took note of the EU Member State Schools presentations heard by the Steering Committee on 23 April and the SC Members were requested to reflect on the suitability and prioritisation of these proposals for implementation in 2008 and 2009, subject to the availability of funds. It was **decided** to present the information in writing in follow-up to the meeting. The respective note is annexed to this List of Decisions **for final confirmation at the next Steering Committee meeting**.

Regarding the analysis of the cost drivers of past training activities, the first findings were presented at the meeting. Due to insufficient time available for a thorough presentation and discussion, the Steering Committee **requested** that they be refined and presented as a SC document at its next session.

The SC did not have sufficient time to discuss the EC decision on financing of the Public Procurement Project, and of the regional networking seminar. However the Steering Committee

Members are invited to **note** that in the follow-up to the 6th session the relevant EC units were consulted for the possibilities of funding and implementation of the project and the Commission has agreed that a regional networking seminar for public procurement officials would take place financed under Sigma.

6. Training evaluation guidelines

ReSPA/SC(2008)2/002

Following the Chair's request at the 6th Meeting of the Steering Committee, the representative of Serbia, supported by the representatives of Croatia and of Montenegro, prepared a training evaluation guideline for discussion and approval at this Steering Committee session. The Steering Committee **received** the material developed by the representative of Serbia in advance of the meeting. The Chair subsequently **requested** the ReSPA team at the OECD to develop the document into a ReSPA working tool by the SC meeting planned for Sarajevo in November.

7. Regional cooperation activities – reports from Steering Committee Members

At the 6th session of the Steering Committee the Chair asked the Members to submit written reports covering issues and activities of regional cooperation. One such report was submitted by Serbia to the January 2008 Steering Committee meeting. The Steering Committee Members had interpreted that the reporting obligation mentioned in the Rules of Procedure referred to the internal reporting. This interpretation of Article 4 of the Rules of Procedure and on the ensuing reporting obligations was **confirmed** by the Steering Committee in its 7th session.

8. Any other business.

The Chair **recalled** the EC monitoring mission planned by the EC external monitors team for May. The Monitors have already contacted the SC Members directly to set appointments in the region. The Chair asked the Steering Committee to support the exercise.

The Chair also **updated** the Steering Committee on progress of the preparations for supporting the next phase of RESPA. A Financing Proposal would be presented to the IPA Committee in mid May, on which basis financing would be mobilised. Preliminary discussions had taken place with EIPA regarding EIPA's further involvement in ReSPA. The Chair informed the participants to the meeting that EIPA has undertaken to identify a project manager to work with ReSPA under the future planned cooperation arrangement. The Chair informed the Steering Committee of the selection panel to be organised for this project manager and proposed that a representative of the Steering Committee takes part in the selection. Ms. Tatjana Corlija-Milivojevic (Substitute SC Member for Croatia) volunteered to take part.

The SC **agreed the date** for the 8th Steering Committee session on 26-27 May. The session will start with the site visit of the future ReSPA premises in Danilovgrad on 26/05 in the afternoon and resume for discussions on 27/05 at 0900. The discussions will concentrate on the draft International Agreement and the signing process, as well as outstanding items from the 7th session.

Finally, the Chair thanked the participants to the meeting for their contributions and **closed** the session.

Annex 1

List of participants of the 7th ReSPA Steering Committee Meeting Maastricht, the Netherlands, 24 April 2008

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Annex 2

| SIGNATURE PROCESS | |
|---------------------------------|---|
| TARGET | TASK |
| 02/05 | Circulation of revised IA text |
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| 12/05 | Circulation of Budget, Cost Model and revised Activity List |
| | Steering Committee Members discuss financing with key Ministries |
| 26/05 afternoon and 27/05 | Steering Committee Meeting <ul style="list-style-type: none"> • agreement on IA text for submission to formal government processes • Agreement on Budget and possible “cap” clause in the IA • Agreement on text of letter of intent |
| 02/06 | Circulation of revised text |
| 06/06 | Translation of text into local language(s) and checking |
| 06/06 | Submission to formal government process |
| Mid June | Ljubljana, Signature of letter of intent (tbc) Opening of signature process |
| Mid Oct | Finalisation of subsidiary instruments |
| End December | Close of Signature process |
| 01/01 | Formal opening ReSPA (assuming 5/7 have signed) |
| End March | Close of Ratification process |

TO DO LIST (Institutionalisation)

| DATE | RESPONIBILITY | TASK |
|------|-----------------|---|
| 2/5 | OECD | Hire accountant |
| 12/5 | EC | Confirm signature of letter of intent with Presidency |
| 12/5 | OECD | Revised Budget sent to SC |
| 12/5 | Montenegro/OECD | Revised Action plan sent to SC |
| 12/5 | OECD | Hire international Lawyer |
| 12/5 | OECD | Send out Agenda/documents for Podgorica |
| 1/9 | Montenegro/OECD | Draft HQ Agreement submitted to SC |
| 1/9 | OECD | Draft Diplomacy and Privileges agreement submitted to SC |
| 1/9 | Montenegro/OECD | Draft Letter ReSPA/Montenegro submitted to SC |
| 1/9 | OECD | Draft Governing Board Rules of Procedure submitted to SC |
| 1/9 | OECD | Draft Financial Regulation submitted to SC |
| 1/9 | OECD | Draft Staff Regulation submitted to SC |
| 1/9 | OECD | Draft submitted to SC <ul style="list-style-type: none"> • JD Director • Recruitment process Director • Org Chart and Recruitment need for International Secretariat |
| 1/10 | OECD | Advertise posts |
| Oct | SC | Selection process Director |
| Nov | SC | Selection Director |
| Dec | Director and SC | Select staff |

Annex 3

NOTE ON IMPLEMENTATION OF THE RESPA TRAINING AND NETWORKING ACTIVITIES IN 2008 PROGRESS TO DATE AND OUTLOOK

The Steering Committee adopted the Work Programme for 2008 at its January session. At its 7th session held on 24 April in Maastricht, the ReSPA team at OECD reported on the implementation of the 2008 Programme up to end March. In January, the Steering Committee also asked to increase, if possible, the number of training days in 2008 so as to reach the same level of training activities as in 2007. The amount of training is limited by budget considerations, and the priority given to institutionalisation. This note summarises the implementation issues to date and assesses the scope for additional activities in 2008, as per the Steering Committee request expressed in its 7th session (point 5 of the Agenda).

The Steering Committee is invited to:

- **Note** the progress in implementing the 2008 Programme of Work and **decide** on future implementation
- **Note** the scope for additional training activities and **decide** on additional training activities to take place in 2008

For approval at the 8th Steering Committee meeting.

Participation of ReSPA in networking activities in 2008

In view of the to date implementation of the 2008 Programme of Work, the following modifications are being proposed to the ReSPA networking activities:

| | event | Date and place | Action by the Steering Committee |
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| 1 | NISPAcee Annual Conference | 15–17 May Bratislava, Slovak Republic | It is proposed to cancel the participation of ReSPA in this activity. Several ReSPA SC Members have already planned to participate in the Conference within their bilateral cooperation framework with NISPAcee. The SC participants to this meeting will report back to the November SC meeting on their participation. |
| 2 | IASIA Annual Conference | 14-18 July Kampala, Uganda | It is proposed to cancel the ReSPA participation in this activity due to high costs and marginal utility of participation of one ReSPA representative. |
| 3 | EGPA Annual Conference | 3-6 September Rotterdam, Netherlands | ReSPA may finance one SC member to represent it in this conference and it is proposed that one of the SC members volunteers to participate. The delegated SC member will report back to the November SC meeting on her/his participation. |
| 4 | IIAS Annual Conference | 23-27 June Ankara, Turkey | This conference was not included in the original plans for 2008 but was presented in the April SC meeting with international professional networks. Croatia has already volunteered to take part in this event and will report back to the November SC meeting on her participation. |

Overview and outlook of the training activities

Training events organised so far under the 2008 Programme of Work included:

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| 5. | 26-29 February Zagreb | NISPAcee Policy Advisors | 20 participants took part in this training, with all ReSPA members apart from Kosovo (UNSCR 1244) represented |
| 6. | 3-7 March Caserta | ESCS European Civil Servant | Only 3 (out of seven invited) participants: from Albania, Bosnia and Herzegovina and former Yugoslav Republic of Macedonia took part in this training. |

Training events planned for implementation in 2008 include:

| | event | Date and place | Action by the Steering Committee |
|----|----------------------|---------------------------------|--|
| 7. | 17-20 June Athens | EKKDA Training Management | 21 participants (3 per country/entity) are to be selected for this training programme. It is a repetition of the last year programme for which the demand at the time was higher than the places available. A new selection of participants |

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| | | | is thus invited to apply. Deadline for applications is 30 May 2008. ReSPA selection procedure applies. |
| 8. | 28 June – 18 July Bruges, (3 weeks) | CoE European Integration | 7 participants (1 per country/entity) are to be selected for this training programme. The Steering Committee members are requested to pre-select the candidates meeting the eligibility criteria set out by the College of Europe, i.e. 1) good command of English, 2) a relevant university degree, and 3) several years of working experience. The pre-selected participants are then invited to register directly on the College website http://is2008.coleurope.eu , indicating in the “payment details” field the name of the sponsoring programme, i.e. ReSPA. Deadline for online registration is 1 June 2008. |
| 9. | 13-17 October Ljubljana | CEF Expenditure Management | No action required at this stage 21 participants foreseen |

Other ReSPA events planned for implementation in 2008 include:

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| 10. | 9 July Tirana | Meeting of the Schools of Public Administration | 7 participants foreseen Steering Committee Members are requested to note the proposed date of the event. No action required at this stage |
| 11. | 23-24 September Belgrade | Annual Conference | 28 participants foreseen Steering Committee Members are requested to note the proposed dates of the event. No action required at this stage |

Additional training proposals

In 2007 ReSPA (co)-organised 10 modules of training, for a total of 205 different trainees. 37 training days were delivered in total. Altogether, ReSPA has delivered **722 Man/days** of training in 2007. This calculation included not only the training modules per se but also other ReSPA activities where experiences of the participants from the region were exchanged.

In 2008, 85 Man/days of training have been delivered so far in 2 training modules, and 357 Man/days of training more are budgeted for at this stage (5 events), giving the total of **442 Man/days** of training planned for 2008.

In order to reach the same level of training than last year, an additional amount of **280 Man/days** would be required, whereas a standard 5 days training module for 21 persons is 105 Man/days.

Steering Committee members are invited to express their training interests, either from the proposals considered at earlier occasions, as well as these presented at the Meeting with the EU Member state Schools of Public Administration on 23 April 2008. These proposals are presented in the table below and are coupled with recommendations for implementation from the ReSPA team at the OECD.

| | event | Date and place | Action by the Steering Committee |
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| 12. | NISPAcee, Institution Building for EU membership – Training course for Advisors | Region 4 days | <p>This course constitutes a follow-up to the NISPAcee Policy Advisors course already successfully implemented for ReSPA twice (in 2007 in Sarajevo and in 2008 in Zagreb). The programme revolves around reform challenges to build a reliable and predictable, open and transparent, accountable and efficient as well as effective public administration in the context of approximation with the EU.</p> <p>Total estimated cost is EUR 50,000, including travel and per diem.</p> <p>Steering Committee Members may decide on implementation of this module under the 2008 Programme of Work.</p> |
| 13. | Project Management | 4-day seminar Berlin | <p>A detailed programme proposal from Baköv was presented at the meeting with the EU MS Schools of Public Administration. It concentrated on the project functions of project management, significance of project management and model of project management.</p> <p>Total estimated cost, including travel and per diem, is EUR 27,600.</p> <p>Given the budget constraints under the 2008 Programme of Work, it is suggested to postpone implementation of this module beyond 2008.</p> |
| 14. | Project steering and management | 4-day seminar Berlin | <p>A detailed programme proposal from Baköv was presented at the meeting with the EU MS Schools of Public Administration. This second project management proposal concentrates on the issues of the project control cycle, steps in project analysis and steering, contents of project analysis, cycle of project supervision, relationship to management and techniques (Summary of LD/E).</p> <p>Total estimated cost, including travel and per diem, is EUR 27,600.</p> <p>Given the budget constraints under the 2008 Programme of Work, it is suggested to postpone implementation of this module beyond 2008.</p> |
| 15. | Workshop on law drafting | 2x5 days with 1 month interval Berlin | <p>A detailed programme proposal from Baköv was presented at the meeting with the EU MS Schools of Public Administration. The programme can be organized to accommodate a comparative EU perspective (in cooperation with other EU MS). Laws and regulations pertaining to law drafting would have to be submitted in English to the</p> |

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| | | | <p>organizers first for the preparatory work to be done in advance of the workshop.</p> <p>Total estimated cost, including travel and per diem is EUR 54200.</p> <p>It is proposed to include this proposal in the 2008 Programme of Work.</p> |
| 16. | Multiple proposals, National School of Government, UK | London/or region | <p>The possible topics mentioned included: reform, strategic or change management, HRM, training design and management (please note this last topic is already covered by the cooperation with the Greek EKKDA). All possible modules would be tailored to the needs of ReSPA.</p> <p>Organising an event in London would entail additional costs for travel 12600 (21x600) + per diem 4368 (208x21) = EUR 16968. It would thus be advisable to consider implementing a possible joint event in the region.</p> <p>Details, including costs, of such cooperation would only need to be determined. It may then be advisable to consider future cooperation possibilities beyond 2008.</p> |
| 17. | Multiple proposals, Centre for European Perspective, Slovenia | Ljubljana | <p>The possible topics mentioned included: security, EU and NATO enlargement, good governance, and social and economic development. Courses can be provided in the “local language” with translation to/from Albanian. While the fees for the possible courses would have to be established on a case-by-case basis, the other ReSPA costs of per diem (OECD) and travel to Ljubljana are estimated at 6300 (21x300) + 3339 (159x21) = EUR 9639</p> <p>Details of contents and cost would only need to be determined. It may then be advisable to consider future cooperation possibilities beyond 2008.</p> |
| 18. | Europe in Action | The Hague/or region 5 months distance learning (1 day per week) + 5 meeting sessions (around 20 days in total) | <p>The proposal comes from the International Dutch Institute for Public Administration. Based on the “common competence frame for Europe” the programme is for senior civil servants to develop and strengthen the competencies which are needed to manage successfully and act effectively in the various EU fora and institutions and to be capable of shaping and implementing EU policies at the national level.</p> <p>More information on http://www.youtube.com, ROI Europe.</p> <p>The costs are 3600 per person (for negotiation) + travel expenses to 5 meeting sessions.</p> <p>Intake for the next cycle is open until 10 November 2008. It will run from 20 November 2008 through 26 March 2009.</p> <p>Given the budget and time constraints under the</p> |

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| | | | 2008 Programme of Work, it is suggested to consider future cooperation possibilities beyond 2008. |
| 19. | Good governance in managing public policies | Region, 5 days (any week between 15/09 and 15/12 2008) | The proposal was made by the French ENA and a detailed programme was distributed at the meeting with the EU MS Schools of Public Administration. The proposal covers the issues of strategic management and development of public policy, ministerial and international coordination in elaborating public policies, as well as their implementation. Total estimated cost is EUR 50,000, including travel and per diem. Steering Committee Members may decide on implementation of this module under the 2008 Programme of Work. |
| 20. | Multiple proposals, Austrian Diplomatic Academy | Vienna | Details, including costs, of possible cooperation would only need to be determined. It may then be advisable to consider future cooperation possibilities beyond 2008. |