



european administrative school  
director

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## FINAL EVALUATION REPORT OF THE "ERASMUS FOR PUBLIC ADMINISTRATION" PILOT PROJECT

### SUMMARY

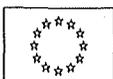
This pilot project ran between December 2008 and October 2010 and consisted of 8 two-week training programmes for young civil servants working on EU issues in the Member States. Its purpose was to increase understanding about the way the institutions and EU decision-making procedures work and to foster administrative cooperation between the institutions and Member State administrations. Accordingly, the programme comprised visits to all the institutions, training sessions, and a short period of "job-shadowing" in a department of interest to the participant.

A total of 451 civil servants from 25 Member States took part in the programme. Their average age was just over 30 and 11% of them came from regional or local administrations. The average cost per session was € 195.000.

Feedback from the participants and the Member States' Permanent Representations (who coordinate the proposals of candidates) was very positive. 97% of participants awarded a rating of 4 or 5 on a scale of 5 when asked about their overall satisfaction with the programme. 87% of them gave the same rating when asked whether it had increased their knowledge of EU decision-making procedures.

A questionnaire sent to past participants showed that they continued to make use of what they had learned. 93% of respondents said they used the knowledge acquired during the programme in their day-to-day work. 86% of them were still dealing with EU affairs. And just over half of them had kept in touch with EU officials they had met during the programme.

4 sessions of this programme are scheduled for 2011 as a preparatory action.



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## 1 Background

During the 2008 budget procedure, the European Parliament adopted a resolution designed to fund a pilot project whose aim was

*"to help national public administrations to learn about EU-decision-making procedures. It will involve providing new recruits to posts directly linked to Community policies within public administrations with access to traineeships within the European institutions."*

€ 1.000.000 in both commitment and payment appropriations were made available under title 15 – education and culture in the 2008 Budget. A similar level of appropriations was included in the 2009 Budget by the European Parliament but this time under title 26 – administration.

The Commission decided to implement the pilot project by organising four two-week training programmes per year for a maximum of 60 civil servants employed in the Member States' administrations. Due to a number of factors, the first of these programmes only took place in December 2008, so in practice, the pilot project was implemented with a time-lag of one year, with the final session funded by the 2009 Budget taking place in October 2010.

The Commission decisions for both years of the pilot project can be found in annexes 1 and 2 of this report.<sup>1</sup>

This report sets out briefly the content of the training programmes and the mechanisms for selecting participants. It then analyses the programme's success from the point of view of the Member States, the participants and the institutions.

## 2 Content and organisation of the training programmes

From the outset it was agreed that this training programme had to be distinct from the existing 5-month traineeships in the Commission and that in order to fulfil its objectives completely, a number of features had to be included:

- participants should be introduced to the work of all the institutions
- there should be some training sessions covering one or two general EU themes, in particular the decision-making procedures
- participants should spend part of their time in a department dealing with issues in their field of professional activity (so-called "job-shadowing").

A copy of a typical programme is attached by way of example (annex 3).

Initially, DG HR and the European School of Administration shared responsibilities for organising the programme. The former set up the presentations of the Commission's work and

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<sup>1</sup> As a result of the success of the pilot project, the European Parliament included 2 MEUR and 1 MEUR respectively in commitment and payment appropriations in the 2010 Budget for the scheme to continue as a preparatory action.

organised the job-shadowing in the Commission DGs. The School organised the visits and presentations in all the other institutions as well as the training sessions.

At the request of DG HR, the School took over responsibility for organising the whole programme from October 2009. At the time, the financial management remained in DG HR but the separation of responsibilities proved inefficient in practice and gave rise to duplication of effort. Accordingly, it was decided in the first part of 2010 to transfer responsibility for the financial management of the programme to the School through a cross-delegation of authorising officer powers.

### 3 Selection of participants

The principal eligibility criteria laid down in the Commission decisions were that candidates must:

- have been working in their administration for a minimum of 6 months and a maximum of 5 years
- deal with EU issues in their work
- have never worked or undertaken a traineeship in the EU institutions.

In order to avoid a cumbersome selection procedure, it was decided that the Member States' Permanent Representations to the EU would be asked to propose the names of candidates. They were free to decide how they organised the selection of candidates but they were encouraged to send names from as wide a range of departments as possible, including those at regional and local level, and to maintain gender balance. They could also submit an order of priority if they so wished.

Applications were examined by DG HR and the School to check that they met the eligibility criteria. Very few applications were turned down on these grounds. Where a Member State had not indicated an order of priority, the choice of candidates was made taking into account the degree of involvement in EU affairs, diversity in the departments from which candidates were selected, and, if necessary, gender balance.

Several statistics are worth quoting about participants' profiles. Their **average age was just over 30**, which means that the potential return on investment is long-term. They came from a wide variety of departments and about **11% came from regional or local administrations**. Moreover, not all of those employed at the federal level worked in their country's capital city. Finally, there was a distinct gender imbalance with women outnumbering men by 2 to 1 over the course of the 8 sessions.

### 4 Views of the Member States

The data supporting the assessment of the Member States' view of the pilot project comes from three sources.

*a) The number of participants*

451 participants attended the 8 editions of the pilot project, meaning that only 29 places were unused, always because of drop outs that occurred too late for a replacement to be selected. Only two Member States did not send candidates.

Places were allocated to Member States under an informal quota system which worked smoothly. In general, they used up their quota of places and many reported having waiting lists. When a Member State did not fill its quota, the spare places were distributed to other countries who had asked for an additional allocation.

A table showing the number of participants per Member State can be found in annex 4.

As the programme progressed, some Member States used it as a preparation for civil servants who would be involved in future Presidencies and where possible, additional places were offered to them.

*b) Live feedback from meetings with the Permanent Representations*

During the course of the pilot project, two information and feedback meetings were held with the contact points in the Permanent Representations and it was clear from the views expressed during these that there was a high level of satisfaction with the programme. The following two comments were typical:

*"These evaluations [from participants] reflect the views expressed by participants to their PR. The programme is highly appreciated. We have had waiting lists from the outset."*

*"One of the greatest advantages of such an initiative is the networking possibilities it offers both among participants and between them and staff of the Institutions."*

These meetings also offered the opportunity to exchange views about the content of the programme and to refine the selection process.

*c) Results of an on-line questionnaire*

To reinforce the evaluation process, the School sent a short questionnaire at the beginning of 2011 to their contact points in order to receive more formal feedback. 19 Permanent Representations out of the 25 participating Member States replied. 13 of the respondents reported receiving feedback from participants about the programme and that this was always positive. Two examples are typical of the comments made by the Permanent Representations:

*"It would be nice to have the numbers of candidates per session extended.....we have received 160 applications for 4-5 places."*

*"Very high quality course, very useful, keen to continue."*

Furthermore, some of the replies explicitly confirmed the usefulness of the programme for preparing the Presidency. Thus:

*"Ireland has the EU Presidency in 2013, we would welcome additional places in 2012".*

Less satisfactory, even if not entirely unexpected, was that only 6 reported receiving feedback from the national administration, although in all cases where feedback was provided, it was

positive. On the other hand, satisfaction rates were high as regards the selection process itself and, more especially, their dealings with the School.

The results of this survey can be found in annex 5.

Whilst it would have been surprising to find Member States critical of a programme that is of direct benefit to them and is fully funded from the EU budget<sup>2</sup>, their high level of commitment could not have been so easily foreseen. The various elements mentioned above are testimony to a very positive assessment of the programme by the Member States.

## **5 Participant feedback**

There are two main sources of data for assessing participants' views of the programme.

### *a) end-of-course evaluation sheets*

Immediately after the end of a session, participants received an e-mail containing a link to an on-line questionnaire asking them to rate various aspects of the programme on a scale of 1 (lowest rating) to 5 (highest rating). 409 of the 451 participants completed the questionnaire. The response rate of nearly 91% is extremely high (the School's normal training programmes attract a rate of about 65%), which is a sign of the importance participants attached to expressing their views. It also reinforces the statistical reliability of the feedback.

Of particular note are the replies to the following questions:

- *Relevance of programme to participants' day-to-day work: nearly 75% of 4 and 5 ratings*
- *Increase in understanding of EU decision-making: nearly 87% of 4 and 5 ratings*
- *Overall satisfaction with the programme: over 97% of 4 and 5 ratings (69% 5 ratings)*

Whilst these data are not conclusive proof of the impact of the programme they do nonetheless provide a very strong indication that participants themselves feel they have gained considerably from the training programme.

The complete results of these evaluations can be found in annex 6

### *b) a questionnaire sent to participants on the first 7 editions of the programme*

In an attempt to assess the usefulness of the programme over time in the participants' daily work a questionnaire was sent at the beginning of 2011 to those who had taken part in one of the first 7 sessions (the 8<sup>th</sup> session was not included as it had only taken place two months before the despatch of the questionnaire).

The results of this survey were encouraging. The response rate was nearly 32%, a more than respectable figure for this kind of ex-post questionnaire. The responses to the following questions are especially worthy of note:

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<sup>2</sup> Except for the participants' salaries that Member States continued to pay during the programme.

- *Use of knowledge acquired during the programme in participants' day-to-day work:* nearly **93% of respondents answered positively**
- *Maintaining contact with job-shadowing officials and with other participants:* **over half** were still in contact (a surprisingly large percentage) with people they had met during their **job-shadowing** and nearly **three-quarters** were in a network of participants
- *Positive appreciation by hierarchy:* **83% of respondents** stated that their hierarchy had found their participation useful
- *Continuing to deal with EU affairs:* **Over 86% of respondents** were still dealing with EU questions in their work.

Although information from these types of questionnaire can never be regarded as absolute proof, they do show a strong positive tendency. They also show that the investment seems to be worthwhile in that the vast majority of participants were still in EU-related jobs and that they were applying what they had learned. The strong correlation in the percentages between the first and last questions quoted above support this conclusion. Finally, the fact that the percentages of participants replying varied little depending on the edition of the programme they followed is reassuring because it would seem to underline that the benefits are long-lasting. Indeed, the highest percentage of respondents was from the second edition which took place almost two years before the survey was sent to them.

The full results of the survey can be found in annex 7.

## 5 The institutions' views

As can be seen from the level of the speakers on the programme, the institutions were highly committed to ensuring that it was a success and that participants were indeed able to receive information that increased their real understanding of the way in which the EU functions.

From the outset, institutions other than the Commission were interested in participating in the job-shadowing part of the traineeship. As a result, the Commission's decision of 2009 included this as a possibility and in the four sessions in 2010, 29 participants undertook their job-shadowing elsewhere than the Commission.

As regards Commission services, nearly all DGs received at least one participant over the course of the 8 editions, although obviously a number of them were much more highly sought-after than others. In order to avoid placing too heavy a burden on a small number of DGs it was decided half-way through the pilot project to ask participants to indicate three preferences for their job-shadowing. This gave the School more flexibility when seeking to place them.

It is true – almost in the nature of things – that the job-shadowing was the most challenging part of the programme and that on occasions there was disappointment on the part of participants. This is borne out by their feedback where the positive responses, although still very satisfactory, were lower than for the rest of the programme. In many cases, there were unavoidable last-minute changes to job-shadowing programmes on account of workload. In a very small number of cases there was a certain reluctance to be actively involved on account

of general pressure of work but these were few and far between. Overall, the School encountered very few instances of on-going resistance.

## **7 Financial considerations**

The Commission decided that to encourage the widest possible participation in the programme it was appropriate to bear the cost of all travel, accommodation and subsistence expenses. The Commission's framework contract with its travel agency was used for the travel and accommodation arrangements. Participants' living expenses were reimbursed at the daily flat-rate applicable for missions in Brussels. The average cost for the 8 sessions was €195.000, of which about 95% was accounted for by travel, accommodation and subsistence. The remaining costs related to the training sessions and other ancillary expenses.

From the outset, both DG HR and the European School of Administration made it clear that it would not be possible to use up all the available commitment and payment appropriations, given the format adopted for implementing the pilot project. In fact, just over 25% of the appropriations remained unused.

It would not have been feasible to run additional session(s) in order to spend the full amount available for a number of reasons. Firstly, it would have been difficult to mobilise speakers of the necessary level on a more frequent basis, so attempting to organise more sessions would have risked compromising the quality of the programme. Secondly, it was extremely unlikely that the institutions would have felt able to organise further job-shadowing. Finally, deadlines for various practical aspects of the programme (travel, accommodation, room space etc) were such that the organisation of even four sessions a year meant that there was already an overlap in the planning of some of the sessions.

The average participant cost during the lifespan of the pilot project was about € 3400. Without embarking on unjustifiably costly impact measurements – which in any case may not be feasible given the nature of the programme – it is clearly not possible to come to any firm conclusions about the cost-effectiveness of the pilot project. However, by way of comparison, if the School were to run a management training programme of equivalent length, the cost per participant would be € 3200 on a non-residential basis. Taking into account the various evaluation data presented in this report, it is not unreasonable to conclude that the pilot project represented value for money.

## **8 Conclusion**

The overall conclusion is that the pilot project was highly successful in the eyes of the Member States, the participants themselves and the institutions. It was clearly considered important by the European Parliament in view of the decision to transform it into a preparatory action, the first year of which is being implemented in 2011<sup>3</sup>, along the same lines as the pilot project. Although it remains to be seen whether benefits accrue over the medium and long-term, the first evaluation is positive and the initiative can be regarded as a successful example of cooperation between the institutions and Member State administrations that should contribute to improving mutual understanding, particularly of the way in which EU decision-making policies function in practice.

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<sup>3</sup> Commission Decision C(2010)7073 of 18 October 2010.



COMMISSION OF THE EUROPEAN COMMUNITIES

Brussels, 16 July 2008  
C (2008) 3733

**COMMISSION DECISION**

**of 16 July 2008**

**on short-term traineeships for national civil servants (pilot project)**

## COMMISSION DECISION

of date 16 July 2008

## on short-term traineeships for national civil servants (pilot project)

THE COMMISSION OF THE EUROPEAN COMMUNITIES,

Having regard to the Treaty establishing the European Community,

Having regard to Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities<sup>1</sup>, and in particular Article 49(6)(a) thereof,Having regard to Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002 laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities<sup>2</sup>, and in particular Article 90 thereof,

Whereas:

- (1) Under Article 49(1) of Council Regulation (EC, Euratom) No 1605/2002 (hereinafter referred to as "Financial Regulation"), a basic act shall first be adopted before the appropriations entered in the budget for any action by the Communities or by the European Union may be used.
- (2) Under Article 49(6)(a) of the Financial Regulation, by way of derogation from paragraph 1, appropriations for pilot schemes of an experimental nature designed to test the feasibility of an action and its usefulness may be implemented without a basic act, provided the actions which they are intended to finance fall within the powers of the Communities or the European Union.
- (3) This Decision constitutes a financing decision within the meaning of Article 75 of the Financial Regulation and Article 90 of Commission Regulation (EC, Euratom) No 2342/2002, and is applicable to the funds allocated by the Budgetary Authority in the 2008 budget to the pilot project.

HAS DECIDED AS FOLLOWS:

*Article 1*

The annexed work programme is hereby adopted as the work programme for the pilot project of short-term traineeships for national civil servants. It will serve as the financing decision for expenditure associated with this project.

One million euro is allocated to this work programme from budget line 15.06.08 from the General Budget of the European Union 2008.

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<sup>1</sup> OJ L 248, 16.9.2002, p. 1. Regulation as last amended by Regulation (EC) No 1525/2007 of 17 December 2007 (OJ L 343, 27.12.2007, p. 9).

<sup>2</sup> OJ L 357, 31.12.2002, p. 1. Regulation as last amended by Regulation (EC, Euratom) No 478/2007 of 23 April 2007 (OJ L 111, 28.4.2007, p. 13).

*Article 2*

Scale of unit cost regarding the daily allowance identified in the work programme (point 5.1.7.) is authorised.

Done at Brussels,

*For the Commission*

*Member of the Commission*

**DG ADMIN 2008 WORK PROGRAMME****ON SHORT-TERM TRAINEESHIPS FOR  
NATIONAL CIVIL SERVANTS****1. BUDGET LINE**

BGUE-B2008-15.06.08- Erasmus public administration programme

**2. BASIC ACT**

Pilot project within the meaning of Article 49(6)(a) of the Financial Regulation

**3. DESCRIPTION OF THE MEASURES FINANCED UNDER THE BUDGET LINE**

To organise a short-term traineeship (approx. 2 weeks) for national civil servants to help national public administrations learn about EU decision-making procedures. The pilot project is expected to consist of four sessions (up to 60 participants per session) at a cost of €250 000 each, amounting to a total of €1 000 000.

**4. MOBILISATION OF AVAILABLE APPROPRIATIONS**

The European Parliament decided to fund a pilot project in order to help national public administrations learn about EU decision-making procedures. The Commission therefore intends to introduce and finance short-term traineeships for national civil servants. The total budget for 2008 is €1 000 000. These appropriations may also finance the payment of default interest in accordance with Article 83 of the Financial Regulation except for payments made to the Member States.

**5. TYPE OF ACTION****5.1 Short-term traineeships for national civil servants***5.1.1. Call for applications*

- a) A call for applications will be sent to the Member States via their Permanent Representations by 30 September 2008 at the latest.
- b) The Member States should submit via their Permanent Representations, within a deadline specified in the call for applications, lists and CVs of candidates meeting the eligibility requirements, with an order of priority reflecting the selection criteria mentioned below.
- c) Candidates will be informed about their acceptance/non-acceptance via the Permanent Representations of the Member States by 31 December 2008 at the latest.

### 5.1.2. Objectives of the programme

Objectives sought by this pilot project:

- strengthen knowledge and understanding of the European Institutions and their policies, with particular reference to the policy areas in which participants work;
- improve mutual understanding of different administrative approaches in the Member States;
- learn about EU decision-making procedures;
- foster administrative cooperation between Member States and the European Institutions and thereby contribute to the development of a joint European Administrative Space;
- create contacts and a network among participants.

The programme contributes to these objectives by:

- covering all the major Institutions (Commission, Council, European Parliament, Court of Justice, European Economic and Social Committee, Committee of the Regions);
- allowing the national civil servant to shadow a Commission official operating in the former's field of work (if possible) during his/her stay in the Commission for one week (5 days);

### 5.1.3. Potential participants in a traineeship

The pilot project is limited to recently-recruited civil servants in national public administrations, who should have been recruited within the five years preceding the deadline specified in the call for applications.

### 5.1.4. Eligibility requirements

- a) To be eligible to participate in this pilot project, the candidate must be a national of one of the 27 Member States of the European Union, have completed at least six months of service in the national public administration (central, local or regional), and have been recruited within the five years preceding the deadline specified in the call for applications.
- b) Lists and CVs of candidates must be submitted in accordance with the requirements and within the deadline specified in the call for applications.

### 5.1.5. Selection criteria

- a) Professional skills and qualifications:
  - occupying a 'European desk' or working in a European policy sphere in national public administration (administrator level with university background);
  - relevance of work experience.
- b) Languages: good working knowledge of English and/or French and/or German (no interpretation will be available in the course of the pilot project).
- c) Gender balance.

#### 5.1.6. *Award criteria - Processing of lists transmitted by the Member States and decision on participation*

DG ADMIN, taking into account the order of priority submitted by the Member States on the basis of the selection criteria set forth in point 5.1.5. and having examined the relevant CV and the geographical and gender balance, will decide on the list of participants and will inform the Member States of the acceptance/non-acceptance of candidates for a traineeship.

#### 5.1.7. *Maximum level of support and payment schedule*

Amount of costs to be reimbursed (travel expenses and daily allowance): €480 000.

This amount only covers part of the costs involved in the action. One of the most significant costs of the action is the trainee's salary that will be paid by the Member State. Thus, the principle of co-financing and the non-profit rule are respected.

Actual travel expenses will be reimbursed in full to the participants according to the rules set out in Article 3 of the "Commission Decision on Rules on the reimbursement of expenses incurred by people from outside the Commission invited to attend meetings in an expert capacity" (Commission Decision C(2007)5858 of 5 December 2007).

The participants will also be entitled to a daily allowance as specified in Article 4(2) of the above-mentioned Commission Decision (€92 per day and per participant).

Public procurement:

The total budgetary envelope reserved for the procurements for this action is €520 000.

For the accommodation expenses, pricing agreements with local hotels will be used.

For the expenses connected with transport to the Institutions located outside of Brussels, with lunches, dinners and coffees provided to programme participants during meetings occasionally, and with the accompanying programme (sightseeing in Brussels), and when framework contracts do not already exist, a negotiated procedure will be used taking into account the low value of such contracts. Depending on the value of a particular contract (max. €60 000 / €25 000 / €5 000) or payment (max. €500), the appropriate procedure specified in Article 129 of Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002 laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities will be used.

## 6. EXPECTED RESULTS

Meeting the objectives of this pilot project. The pilot project will also allow the Commission to gauge the level of interest in such a scheme in the Member States.

## 7. BUDGETARY IMPACT

The implementation of this work programme is covered by the appropriations of budget line BGUE-B2008-15.06.08 Erasmus public administration programme.

## 7.1. Overall figures for the financial year (euros)

### 7.1.1. Current financial year (euros)

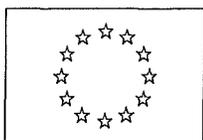
|  |                           | CE        |
|--|---------------------------|-----------|
| Initial appropriation for the financial year (2008 budget) | Amount in the 2008 budget | 1 000 000 |
| Transfers  |                           | 0         |
| Additional appropriations (Estimated revenues)             |                           | 0         |
| <b>Total appropriation</b>                                 |                           | 1 000 000 |
| Appropriations already reserved by another work programme  | N/A                       | 0         |
| Balance available  |                           | 1 000 000 |
| <b>Amount for the proposed action</b>                      |                           | 1 000 000 |

7.1.2. Carried over to the financial year (euros): N/A.

7.1.3. Succeeding financial year (euros): N/A.

## 7.2. Description of the action

The available appropriations will be used to provide the support described in 5.1 during the traineeship.



COMMISSION OF THE EUROPEAN COMMUNITIES

Brussels, 12 August 2009  
C (2009) 6259

**COMMISSION DECISION**

*of 12 August 2009*

**on short-term traineeships for national civil servants (pilot project)**

## COMMISSION DECISION

of 12 August 2009

**on short-term traineeships for national civil servants (pilot project)**

THE COMMISSION OF THE EUROPEAN COMMUNITIES,

Having regard to Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the General Budget of the European Communities<sup>1</sup>, and in particular Article 49(6)(a) thereof,

Having regard to Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002 laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the General Budget of the European Communities<sup>2</sup>,

Whereas:

- (1) Under Article 49(1) of Council Regulation (EC, Euratom) No 1605/2002 (hereinafter referred to as 'Financial Regulation'), a basic act must first be adopted before the appropriations entered in the budget for any action by the Communities or by the European Union may be used.
- (2) Under Article 49(6)(a) of the Financial Regulation, by way of derogation from paragraph 1, appropriations for pilot schemes of an experimental nature designed to test the feasibility of an action and its usefulness may be implemented without a basic act, provided the actions which they are intended to finance fall within the powers of the Communities or the European Union.
- (3) This Decision constitutes a financing decision within the meaning of Article 75 of the Financial Regulation and Article 90 of Commission Regulation (EC, Euratom) No 2342/2002, and is applicable to the funds allocated by the Budgetary Authority in the 2009 budget to the pilot project,

HAS DECIDED AS FOLLOWS:

*Article 1*

The annexed work programme is hereby adopted as the work programme for the pilot project on short-term traineeships for national civil servants. It will serve as the financing decision for expenditure associated with this project.

EUR 1 million is allocated to this work programme from budget line 26.03.02 from the General Budget of the European Union 2009.

*Article 2*

The scale of unit costs for the daily allowance identified in the work programme (point 5.1.7.) is authorised.

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<sup>1</sup> OJ L 248, 16.9.2002, p. 1.

<sup>2</sup> OJ L 357, 31.12.2002, p. 1.

**ANNEX**  
**DG ADMIN 2009 WORK PROGRAMME ON SHORT-TERM TRAINEESHIPS FOR NATIONAL CIVIL SERVANTS**

**1. BUDGET LINE**

BGUE-B2009-26.03.02- Erasmus public administration programme

**2. BASIC ACT**

Pilot project within the meaning of Article 49(6)(a) of the Financial Regulation

**3. DESCRIPTION OF THE MEASURES FINANCED UNDER THE BUDGET LINE**

Short-term traineeships (approx. 2 weeks) for national civil servants to help national public administrations learn about EU decision-making procedures. The pilot project is expected to consist of four sessions (with up to 60 participants per session) at a cost of €250 000 each, amounting to a total of €1 000 000.

**4. MOBILISATION OF AVAILABLE APPROPRIATIONS**

The European Parliament decided to fund a pilot project in order to help national public administrations learn about EU decision-making procedures. Having introduced and financed short-term traineeships for national civil servants in 2008, the Commission intends to do the same in 2009. The total budget for 2009 is €1 000 000, i.e. the same as in 2008. These appropriations may also finance the payment of default interest in accordance with Article 83 of the Financial Regulation, except for payments made to the Member States.

**5. TYPE OF ACTION**

**5.1. 5.1 Short-term traineeships for national civil servants**

*5.1.1. Call for applications*

- (a) A call for applications will be sent to the Member States via their Permanent Representations by 30 September 2009 at the latest.
- (b) Via their Permanent Representations, and by the deadline specified in the call for applications, the Member States should submit lists and CVs of candidates meeting the eligibility requirements, with an order of priority reflecting the selection criteria mentioned below. Member States may be asked or might opt to present separate lists for the different sessions.
- (c) Candidates will be informed of their acceptance/non-acceptance via the Permanent Representations of the Member States in due time before each session.

*5.1.2. Objectives of the programme*

The objectives of this pilot project are to:

- strengthen knowledge and understanding of the European institutions and their policies, with particular reference to the policy areas in which participants work;
- improve mutual understanding of different administrative approaches in the Member States;
- learn about EU decision-making procedures;
- foster administrative cooperation between Member States and the European institutions and thereby contribute to the development of a joint European Administrative Space;
- create contacts and a network among participants.

The programme contributes to these objectives by:

- covering all the major institutions (Commission, Council, European Parliament, Court of Justice, European Economic and Social Committee, Committee of the Regions);
- allowing the national civil servant to shadow a Commission official operating in the former's field of work (if possible) during the programme for up to five days. In a limited number of cases and where appropriate in the light of the person's background, a participant may undertake the job-shadowing in an institution other than the Commission upon agreement of the institution concerned.

#### 5.1.3. *Potential trainees*

The pilot project is limited to recently-recruited civil servants in national public administrations, who should have been recruited within the five years preceding the deadline specified in the call for applications.

#### 5.1.4. *Eligibility requirements*

- (a) To be eligible to participate in this pilot project, the candidate must be a national of one of the 27 Member States of the European Union, have completed at least six months of service in the national public administration (central, local or regional), and have been recruited within the five years preceding the deadline specified in the call for applications.
- (b) Lists and CVs of candidates must be submitted in accordance with the requirements and within the deadline specified in the call for applications.

#### 5.1.5. *Selection criteria*

- (a) Professional skills and qualifications:
  - occupying a 'European desk' or working in a European policy sphere in a national public administration (at administrator level with university background or equivalent);
  - relevant work experience;
  - as a general rule, no previous work or training experience in a European institution.
- (b) Languages: good working knowledge of English and/or French and/or German (no interpretation will be available in the course of the pilot project).

## (c) Gender balance.

5.1.6. *Award criteria — Processing of lists submitted by the Member States and decision on participation*

Taking into account the order of priority given by the Member States according to the selection criteria set out in point 5.1.5, and having examined the relevant CVs and the geographical and gender balance, DG ADMIN will decide on the list of participants and will inform the Member States whether the candidates have been accepted for a traineeship.

5.1.7. *Maximum level of support and payment schedule*

The maximum amount to be reimbursed (travel expenses and daily allowance) is €480 000.

This amount covers only part of the costs involved in the scheme. One of the most substantial costs is the trainee's salary, which will be paid by the Member State. Thus, the principle of co-financing and the non-profit rule will be upheld.

Participants' actual travel expenses will be reimbursed in full according to the rules set out in Article 3 of the 'Commission Decision on Rules on the reimbursement of expenses incurred by people from outside the Commission invited to attend meetings in an expert capacity' (Commission Decision C(2007)5858 of 5 December 2007).

Participants will also be entitled to a daily allowance as specified in Article 4(2) of the Commission Decision C(2007)5858 (€92 per day and per participant).

Public procurement:

The total reserved for procurement for the scheme is €520 000.

For accommodation expenses, pricing agreements with local hotels will be used.

For expenses in connection with transport to institutions outside Brussels, any lunches, dinners and coffees provided during meetings, and the accompanying programme (sightseeing in Brussels), where no framework contracts currently exist a negotiated procedure will be used taking into account the low value of such contracts. Depending on the value of a particular contract (max. €60 000 / €25 000 / €5 000) or payment (max. €500), the appropriate procedure specified in Article 129 of Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002 laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the General Budget of the European Communities will be used.

6. **EXPECTED RESULTS**

Meeting the objectives of this pilot project. The pilot project will also allow the Commission to gauge the level of interest in such a scheme in the Member States.

7. **BUDGETARY IMPACT**

The implementation of this work programme is covered by the appropriations stated in budget line BGUE-B2009-26.03.02 Erasmus public administration programme.

**7.1. Overall figures for the financial year (euros)***7.1.1. Current financial year (euros)*

|  |                           | <b>CE</b> |
|--|---------------------------|-----------|
| Initial appropriation for the financial year (2009 budget) | Amount in the 2009 budget | 1 000 000 |
| Transfers  |                           | 0         |
| Additional appropriations (estimated revenues)             |                           | 0         |
| <b>Total appropriation</b>                                 |                           | 1 000 000 |
| Appropriations already reserved by another work programme  | N/A                       | 0         |
| Balance available  |                           | 1 000 000 |
| <b>Amount for the proposed action</b>                      |                           | 1 000 000 |

*7.1.2. Carried over to the financial year (euros): N/A.*

*7.1.3. Following financial year (euros): N/A.*

**7.2. Description of the action**

The available appropriations will be used to provide the support described in 5.1 during the traineeship.

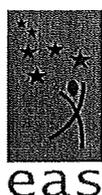


## ERASMUS FOR PUBLIC ADMINISTRATION

|   |   |
|---|---|
| <b>Sunday</b>   | 19.00 Arrival of Participants<br>19.30 Presentation of the programme  |
| <b>Berlaymont Building</b>                              | 20.00 Welcome cocktail + sandwiches   |
| <b>Monday</b><br><b>Centre Albert Borschette (CCAB)</b> | 08.45 Arrival in conference room, distribution of conference documents<br>09.00 Welcome - Daniel Jacob, Deputy Director General DG HR<br>09.15 The European Civil Service – David Walker, Director of European Administrative School<br><br>10.15 Coffee<br><br>10.30 "The European Dream: 25 years of history – Alfonso Mattera, former Deputy Director-General Internal Market; Special Adviser of Vice-President Viviane Reding, Scientific Director of the European College of Parma and Professor at the College of Europe, Bruges<br><br>12.00 Lunch and settling of financial issues!<br><br>14.30 The Commission Work Programme for 2011 – Emil Andersen , Commission Secretariat-General<br><br>15.15 Coffee<br><br>15.45 European Data Protection Supervisor – Peter Johan Hustinx<br><br>17.00 Commission Vice-President Šefčovič - Inter-Institutional Relations and Administration |
| <b>Tuesday</b><br><b>CCAB</b>                           | 9.00 Decision-Making Processes in the EU – theory – E. Best, European Institute for Public Administration (EIPA)<br><br>12.30 Lunch<br><br>14.00 Decision-Making Processes in the EU – theory   |

|  |  |
|--|--|
| <p><b>Wednesday</b></p> <p><b>Group 1 CCAB</b></p> <p><b>Group 2 European School of Administration</b></p> | <p>Parallel sessions</p> <p><b>09.00</b> Decision-Making Processes in the EU in practice (simulation exercise) – F. Lavadoux &amp; A. Guggenbühl, EIPA</p> <p><b>09.00</b> The history and stories behind European integration - Karine Auriol and Anna Smedeby</p> <p><b>12.30</b> Lunch</p> <p>Parallel sessions</p> <p><b>14.00</b> Decision-Making Processes in the EU in practice (simulation exercise)</p> <p><b>14.00</b> The history and stories behind European integration</p> |
| <p><b>Thursday</b></p> <p><b>Council – Lex building –</b></p> <p><b>CoR/EESC building</b></p>              | <p><b>09.00</b> Arrival</p> <p><b>09.15</b> "The European Council, one year after Lisbon" – André Gillissen – Directorate for General Political Questions</p> <p><b>13.00</b> Lunch with the participants' Permanent Representations</p> <p><b>16.00</b> The European Economic and Social Committee – Anna-Maria Darmanin , Vice President</p> <p><b>17.00</b> The Committee of the Regions – Reinhold Gnan, Head of the Secretary General's Cabinet</p>                                 |
| <p><b>Friday</b></p> <p><b>CCAB</b></p>  | <p><b>09-11.30</b> Lisbon Treaty – E. Best, European Institute for Public Administration (EIPA)</p> <p><b>10.15</b> Coffee</p> <p><b>12.00</b> Commission's Press Conference</p> <p><b>12.30</b> Lunch</p> <p><b>14-17.00</b> How to get the best out of multilingual meetings– Jose Ignacio Iturri Mugica, Interpreter DG Interpretation</p>  |
| <p><b>Saturday</b></p>   | <p>Free day</p>  |

|  |  |
|--|--|
| <b>Sunday</b>                                      | <p><b>15.00</b> Departure for Luxembourg</p> <p><b>18.00</b> Arrival</p>   |
| <b>Monday</b>                                      | <p><b>09.00</b> Arrival</p>  |
| <b>Court of Justice</b>                            | <p><b>09.30</b> Presentation of the Court of Justice – Advocate General Eleanor Sharpston</p>                                  |
| <b>Court of Auditors</b>                           | <p><b>11.00</b> Presentation of the Court of Auditors – Martin Weber, Head of Unit Structural Policies Division</p>            |
|  | <p><b>12.30</b> Buffet lunch</p>   |
|  | <p><b>14.30</b> Departure for Strasbourg</p>   |
|  | <p><b>18.00</b> Arrival in Strasbourg</p>  |
| <b>Tuesday</b>                                     | <p><b>08.15</b> Departure by bus from hotel to European Parliament</p>   |
| <b>European Parliament - Louise Weiss building</b> | <p><b>09.30</b> P. Nikiforos Diamandouros, European Ombudsman</p>  |
|  | <p><b>11.00</b> Visit to plenary session</p>   |
|  | <p><b>12.15</b> Presentation of the European Parliament – Alexandros Karides, DG Communication Visitors Service</p>            |
| <b>Visitors podium LOW -1</b>                      | <p><b>13.00</b> Lunch</p>  |
| <b>European Parliament</b>                         | <p><b>14.15</b> Group photo</p>  |
|  | <p><b>14.30</b> Inside view of the European Parliament – Markus Warasin, Adviser to the Director-General for Communication</p> |
|  | <p><b>15.30</b> Departure for Brussels</p>   |
|  | <p><b>20.00</b> Stopover for dinner</p>  |
|  | <p><b>22.00</b> Arrival in Brussels</p>  |
| <b>Wednesday</b>                                   | <p>Job Shadowing</p>   |
| <b>Thursday</b>                                    | <p>Job Shadowing</p>   |
|  | <p><b>19.30</b> Farewell dinner</p>  |
| <b>Friday</b>                                      | <p>Job Shadowing in the morning (except for participants undertaking job-shadowing in Luxembourg)</p>                          |



This programme is financed from the budget of the European Union. It is organised by the European School of Administration.

## Erasmus Public Administration - global overview 8 sessions

| PAYS         | PARTICIPANTS |
|--------------|--------------|
| AT           | 16           |
| BE           | 8            |
| CY           | 9            |
| CZ           | 16           |
| DK           | 17           |
| DE           | 37           |
| EE           | 8            |
| ES           | 32           |
| FI           | 15           |
| FR           | 18           |
| GR           | 15           |
| HU           | 15           |
| IE           | 14           |
| IT           | 30           |
| LT           | 16           |
| LV           | 16           |
| MT           | 8            |
| NL           | 18           |
| PL           | 29           |
| PT           | 16           |
| RO           | 24           |
| SE           | 16           |
| SI           | 16           |
| SK           | 16           |
| UK           | 26           |
| <b>TOTAL</b> | <b>451</b>   |

| Response statistics for ERASMUS PUBLIC ADMINISTRATION<br>EVALUATION FORM PERMANENT REP              |    |         |
|---|----|---------|
| 1. How do you rate your relations with EAS staff?   |    |         |
| 1 (Poor)  | 0  | 0,00%   |
| 2   | 1  | 5,26%   |
| 3   | 5  | 26,32%  |
| 4 (Excellent)   | 13 | 68,42%  |
| 2. How do you rate the selection procedure of participants to the programme?                        |    |         |
| 1 (Poor)  | 0  | 0,00%   |
| 2   | 1  | 5,26%   |
| 3   | 9  | 47,37%  |
| 4 (Excellent)   | 9  | 47,37%  |
| 3. How do you inform your national administrations about forthcoming sessions?                      |    |         |
| See annex page 2  |    |         |
| 4. Do you receive feedback from participants after the sessions? -single choice reply- (compulsory) |    |         |
| Yes   | 13 | 68,42%  |
| No  | 6  | 31,58%  |
| 5. Do you receive feedback from your national administrations?                                      |    |         |
| Yes   | 6  | 31,58%  |
| No  | 13 | 68,42%  |
| If yes, is it:  |    |         |
| Positive  | 6  | 100,00% |
| Average   | 0  | 0,00%   |
| Negative  | 0  | 0,00%   |

## Annex

## E-MAIL COMMUNICATION.

Web Site and contact point in Foreign Affairs Ministry

Send an official note.

Keep every day contact by e-mail or telephone.

By email to EU Division of Dept of Foreign Affairs who in turn circulate details to gov detps. DFA then short list applicants and submit this list for approval

The information about forthcoming session has been immediately sent to the Ministry of Foreign Affairs and has been forwarded by the Ministry to other offices of polish governmental administration.

Our Ministry of Foreign Affairs circulates mails to all relevant ministries.

We send the information regarding the competition to the Human resources division of each Government department

Information is spread to all national ministries and regional governments as soon as the data for the forthcoming sessions and the deadlines for applications are fixed. Furthermore, all HR departments involved on national and regional level are reminded to file their applications in time about two weeks prior to the deadline.

We have a network of contact persons who are responsible for European affairs in each department. In preparation of each session, we send them an email with information and ask them to distribute this further in their departments and related agencies.

Via email detailing procedures and requirements etc

We usually promote the scheme to a wide list of HR/Policy contacts in Departments for them to cascade it down to interested people. Whenever I am contacted for information on EU 'jobs' opportunities I always mention this scheme as well.

The information provided by you is passed to the national administrations

Send the information to the MFA, CIVIL SERVICE DEPARTMENT UNDER THE MINISTRY OF THE INTERIOR

Permanent Representation Web E-mail to the different Administrations

We inform line ministries through Senior officials council that consists of representatives of all line ministries and is responsible for co-ordination of EU issues. We are also sending official letter asking to nominate candidate to every line ministry.

Via the network of the training managers in the line-ministries and in addition the information is spread via Coordination Council of EU issues, which is comprised of representatives of all the ministries, Bank of Estonia and parliament.

Par email à toutes les administrations

Email to HR Depts, each individual Depts provides nominees (graded) and Dept of Foreign Affairs then makes selection of Ireland's nominees

## ERASMUS FOR PUBLIC ADMINISTRATION EVALUATION OF FIRST 8 SESSIONS

1) How relevant to your day-to-day work did you find the programme as a whole?

|   |     |        |
|---|-----|--------|
| 5 | 156 | 38.1%  |
| 4 | 150 | 36.67% |
| 3 | 90  | 22.00% |
| 2 | 11  | 2.69%  |
| 1 | 2   | 0.49%  |

2) To what extent did the programme increase your understanding of EU decision-making procedures and the roles of the different institutions?

|   |     |        |
|---|-----|--------|
| 5 | 194 | 47.43% |
| 4 | 160 | 39.12% |
| 3 | 54  | 13.20% |
| 2 | 1   | 0.24%  |
| 1 | 0   | 0.00%  |

3) To what extent did the programme improve your awareness of the interaction between administrations in the member states and the EU institutions?

|   |     |        |
|---|-----|--------|
| 5 | 129 | 31.54% |
| 4 | 192 | 46.94% |
| 3 | 78  | 19.07% |
| 2 | 10  | 2.44%  |
| 1 | 0   | 0.00%  |

4) How do you feel about the length of the programme?

|             |     |        |
|-------------|-----|--------|
| About right | 328 | 80.20% |
| Too short   | 67  | 16.38% |
| Too long    | 14  | 3.42%  |

5) How useful in terms of learning did you find the job shadowing exercise?

|   |     |        |
|---|-----|--------|
| 5 | 177 | 43.59% |
| 4 | 104 | 25.61% |
| 3 | 89  | 21.92% |
| 2 | 35  | 8.60%  |
| 1 | 4   | 0.98%  |

6) How useful in terms of networking and relationship building did you find the job shadowing exercise?

|   |     |        |
|---|-----|--------|
| 5 | 191 | 46.70% |
| 4 | 107 | 26.16% |
| 3 | 91  | 22.25% |
| 2 | 18  | 4.40%  |
| 1 | 2   | 0.49%  |

7) Please rate the organisation of the programme.

|   |     |        |
|---|-----|--------|
| 5 | 272 | 66.50% |
| 4 | 121 | 29.58% |
| 3 | 13  | 3.18%  |
| 2 | 3   | 0.73%  |
| 1 | 0   | 0.00%  |

8) Overall, how satisfied were you with the programme?

|   |     |        |
|---|-----|--------|
| 5 | 283 | 69.53% |
| 4 | 113 | 27.76% |
| 3 | 12  | 2.94%  |
| 2 | 1   | 0.29%  |
| 1 | 0   | 0.00%  |

*Response statistics for ERASMUS PUBLIC ADMINISTRATION  
EVALUATION FORM PARTICIPANTS*

|   |                             |                          |
|---|-----------------------------|--------------------------|
| 1. In which session did you take part?  |                             |                          |
| Dec 2008  | 17                          | 13,60%                   |
| Mar 2009  | 23                          | 18,40%                   |
| May 2009  | 16                          | 12,80%                   |
| Oct 2009  | 16                          | 12,80%                   |
| Feb 2010  | 18                          | 14,40%                   |
| Apr 2010  | 17                          | 13,60%                   |
| June 2010   | 18                          | 14,40%                   |
| 2. Have you been able to use in your day-to-day work the knowledge acquired during the session? |                             |                          |
| Yes   | 116                         | 92,80%                   |
| No  | 9                           | 7,20%                    |
| 3. Have you found the content of the programme relevant to your day-to-day tasks?               |                             |                          |
| Yes   | 106                         | 84,80%                   |
| No  | 19                          | 15,20%                   |
| 4. Has your participation in this programme improved your dealings with the EU institutions?    |                             |                          |
| Yes   | 110                         | 88,00%                   |
| No  | 15                          | 12,00%                   |
| 5. Have you kept in contact with officials you met during your "job shadowing"?                 |                             |                          |
| Yes   | 64                          | 51,20%                   |
| No  | 61                          | 48,80%                   |
| 6. Are you part of a network of participants?   |                             |                          |
|   | Number of requested records | % Requested records(125) |
| Yes   | 91                          | 72,80%                   |
| No  | 34                          | 27,20%                   |
| 7. What are the benefits of participation in such networks?                                     |                             |                          |
| Personal  | 21                          | 16,80%                   |
| Professional  | 9                           | 7,20%                    |
| Personal & professional   | 95                          | 76,00%                   |
| 8. Has your hierarchy found your participation in the programme useful?                         |                             |                          |
| Yes   | 104                         | 83,20%                   |
| No  | 21                          | 16,80%                   |
| 9. Are you still dealing with EU affairs?   |                             |                          |
| Yes   | 108                         | 86,40%                   |
| No  | 17                          | 13,60%                   |