

## Editorial

ENA, the French government's School of Public Administration, is best known in France and abroad for its training of a large proportion of French public figures during an extremely selective course of studies based on administrative practice.

Less well known perhaps is ENA's international cooperation program, though it has been in existence since 1949, shortly after ENA's creation. Indeed, in the past six decades, thousands of foreign executives, some at the highest levels of their respective countries, have taken advantage of the many training cycles, seminars, internships and study visits that ENA organizes for its foreign partners.

In 2002, the government decided to boost France's international administrative cooperation by making it one of ENA's core missions. In keeping with this mission, in 2004, ENA instituted the publication of an electronic newsletter, sent out five times a year and in French.

Today, we would like to make this same information in the form of a yearly synthesis available to our many English-speaking partners. We are thus happy to present you with this summary of our international activity in 2007.

**Philippe Bastelica**

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## International Happenings

### ■ AFRICA

#### SOUTH AFRICA

On September 25th and 26th Mr. Philippe Bastelica, director for international relations, was in Pretoria, where he met with Mrs. Geraldine Fraser-Moleketi, minister of public service and the administration, and with Mr. Mark Orkin, general director of the South African Management Development Institute (SAMDI). Mr. Bastelica also met with Mrs. Mxalato-Diseko, president of the public service commission and with Mrs. Maud Dlomo, director of the Foreign Service Institute. They all expressed their interest in a cooperation programme with ENA.



#### ANGOLA

May 29-June 1st. Mrs. Hélène Gadriot-Renard, consultant at the Cour des comptes (Audit Office) carried out an expert mission at Angola's Institute of International Relations, directed by Ambassador Pedro Nsinguí Barros.



#### DJIBOUTI

In November the head of the Africa desk was in Djibouti for the closing of a seminar series organized by ENA following a bid for tender by the ACBF (African Capacity Building Fund) on the subject: "Management, follow-up, audit and evaluation of development projects". The ceremony took place in the presence of the prime minister's cabinet director. This first operation with Djibouti enhanced contacts between ENA and the state general inspectorate, ENA's main partner in Djibouti for this programme.



At the same time, Mrs. Combarrous met with the foreign affairs minister, who expressed interest in developing a cooperation programme in the field of training for diplomats and administrators in his ministry, whose working language is French.

#### ETHIOPIA

Following on ENA's positive response to an invitation to participate in the organization of a training programme for senior administrative officials, Mr. Philippe Bastelica, director of international relations, and Mrs. Isabelle Combarnous, head of the Africa desk, were welcomed by the French embassy in Addis Abeba for a preparatory mission, December 10th-14th. During this mission the Ethiopian prime minister, Mr. Meles Zenawi, confirmed Ethiopia's desire for the programme to begin as soon as possible.



ENA's representatives were also welcomed by Mr. Ato Tefara, minister for the strengthening of capacities, and Mr. Ato Siraj Fegata, minister of federal affairs, as well as by Dr. Tewkik Hakim, vice-minister of justice, Prof. Andreas Eshete, president of the University, and Dr. Hailé-Michael Abera, president of the Ethiopian civil service college.

Lastly, they were also welcomed by Mr. Ato Muktar Kedir, vice-president of the Oromo region and by the representative in residence of the UNDP (United Nations Development Programme), Mr. Fidele Sarassoro.

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## **GHANA**

From September 24-26, in the context of the support project for Ghanaian public sector reform, ENA organized a seminar on the subject of decentralisation. The mission was undertaken in view of the gradual installation of decentralisation in Ghana, which hopes to learn from the French experience in this phase of its administrative evolution. From October 8-12, a training mission for GIMPA trainers (General Institute Management for Public Administration) took place in Accra in the framework of the same project.



## **MAURITANIA**

On November 30th, ENA in Nouakchott organized an international meeting of national administration school directors of the Maghreb and French-speaking Africa on the theme "The role of ENAs faced with the challenges of good governance in the 21st century". Mr. Bertrand Leveau, associate director of international relations, represented ENA France on this occasion.



Participants were welcomed by the prime minister, Mr. Zeine Ould Zeidane, and by the minister of civil service and the modernisation of the administration, Mr. Aziz Ould Dahl, both of whom are very much involved in renewing interest in Mauritania's national school of administration.

Following on-site discussions, the Mauritanian school plans to call on ENA's pedagogical expertise in the field of human resource management in the civil service.

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## **MOZAMBIQUE**

On September 27th and 28th, ENA's director of international relations took part in the 35th meeting of deans and directors of diplomatic academies and international diplomatic relations institutes, at the international forum on diplomatic training in Maputo.



## **NAMIBIA**

On December 12th in Paris, Mr. Bertrand Leveaux, associate director of international relations, welcomed a delegation of senior administrators of the Namibian prime minister's office, accompanied by Mr. Laurent Contis, head of the FSP (priority solidarity fund) support project for Namibian decentralisation. The delegation was in Paris as part of a project for the creation of a training institute for high-level administrators of the Namibian civil service.



## **NIGER**

During her trip to Niger in May for the selection of candidates for ENA cycles, Isabelle Combarous, head of the Africa desk, met with the new director of Niamey's ENAM (National school of administration and the magistrature of Niger), Mr. Mamadou Djibo.



On October 10th and 11th, ENA received his visit, accompanied by ENAM's head of training, Mr. Abba Kaka Boucar. This visit enabled Niger's ENAM to seek out the expertise needed in the present phase of reform, essentially in the field of trainer training, but also for the setting up of a training programme in territorial administration.

## **SENEGAL**

Mr. Bertrand Leveaux represented ENA at the Dakar colloquium on public aid to development, organized on December 7th and 8th by ASENSA, the Senegalese association of former students of ENA France. The event brought together representatives of various African associations of former ENA students on the occasion of the creation in Dakar of the Association ENA Afrique.



## **SUDAN**

On February 26th, Mr. Philippe Bastelica welcomed Mrs Primerose Otend, United Nations representative in Darfour, in the context of the future personalities programme of the ministry of foreign affairs.



## **ZAMBIA**

On June 26th, in the context of the future personalities programme of the ministry of foreign affairs, Mr. Pascal Vagogne, former associate director of international relations, welcomed Mr. Hakainde Hichilema, president of the UPND (United Party for National Development) to discuss the French training procedure for high-level civil servants.



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## International Happenings

### ■ NORTH AFRICA – MIDDLE EAST

#### ALGERIA

From March 26th - April 13th in the framework of the cooperation agreement between the general directorate of the Algerian public service (DGFP) and the French general directorate of the administration and civil service, ENA welcomed 15 administrators of the Algerian DGFP for a tailor-made training programme on the theme: "Human resource management in the public service". Participants then spent a two-week period in various ministries.



#### SAUDI ARABIA

From April 2nd-4th, Mr. Philippe Bastelica, director of international relations, participated in a symposium organized by the Institute of Public Administration in Ryad on the theme: " Comparison of practices in the training of high-level civil servants". This symposium was an occasion to renew contacts with the Ryad Institute of Public Administration and to plan the setting up of new actions for the end of 2007.



#### UNITED ARAB EMIRATES

On October 18th ENA welcomed Mr. Al Shihii, vice-president of the Sorbonne in Abou Dhabi. This first meeting enabled the two institutions to learn more about each other, in view of possible future cooperation.



#### LEBANON

On April 19th the head of the North Africa -Middle East desk of ENA made a trip to Beirut to meet with the director of ENA Lebanon and discuss the possible continuation of a cooperation programme in the context of the training of Lebanese diplomats, for which the school is now responsible.



From November 26th-30th 2007, ENA welcomed a delegation of 6 Lebanese high-level civil servants – three magistrates from the Lebanese Cour des comptes, two civil servants from the finance ministry and one administrator from the Institut des Finances – for a study visit devoted to budgetary reform in France.

#### GIFT MENA

From January 22nd -24th the head of the North Africa - Middle East desk was in Amman to participate in the third meeting of the GIFT MENA network (Governance institutes forum on training in the Middle East and North Africa), of which ENA has been a member since its first meeting in March 2006, in Beirut. The aim of this cooperation network is to develop training capacities in public administration in the field of governance in North African and Middle Eastern countries, particularly through expert exchanges and trainer training.

## MOROCCO

Mr. Philippe Bastelica made a trip to Morocco from June 12th- 15th to participate in the Euromed conference of training schools and institutes, as well as for the selection of Moroccan students wishing to participate in ENA international cycles. The trip was also the opportunity for discussion with the Moroccan home minister on the continuation and strengthening of ENA's role in the Decentralisation support project (Projet d'appui à la décentralisation, PAD Maroc), financed by the priority solidarity fund of the foreign affairs ministry.



From October 15th -26th ENA welcomed for a two-week training session the third class of the Rabat National Institute of Administration, which trains Moroccan high-level civil servants recruited at the 3rd cycle level.

Along with this now yearly session, ENA was host to Mr. Abdelahed Fassi-Fehri, International School of Administration director of studies and his associate Mrs. Meriem Aboulethar, for a study visit. Their presence was also an opportunity to define various ways of strengthening the already existing ties between ENA and the ISA.



## SYRIA

On September 26th the department welcomed a delegation led by M. Sam Dalla, Dean of Syria's National Institute of Administration, as well as two new members of the institute's direction. Mr. Bernard Boucault, director of ENA, welcomed the delegation and expressed his satisfaction at the continuation of the cooperation programme with the Syrian NIA. As in 2007, the programme should materialize in 2008 by the organization of training missions in Syria, as well as with various custom-made actions for the training of high-level Syrian civil servants.



## TUNISIA

On June 4th, ENA welcomed a delegation composed of the general director of training, the general director of the civil service, and the general director of reform and administrative prospects to discuss setting up specialized training seminars for administration directors. On October 30th came to a close the annual two-month end-of-studies internship in French administrations, in which 12 third-year students of the Tunisian ENA had taken part.



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## International Happenings

### ■ AMERICAS

#### ARGENTINA

On May 10th, H. E. Mr Eric Mailman y Calcagno, Argentinian ambassador to Paris and former ENA student (long international cycle 1992), spoke at ENA Strasbourg on "Changes in the situation in Argentina since the 1990s". The audience was composed primarily of students from the various cycles, but was also attended by personalities from the academic and diplomatic world posted in Strasbourg. His clear and dynamic speech, punctuated with humour, was followed by a lively discussion with the public.



From May 28th – 31st, Mr. Philippe Bastelica, ENA's director of international relations, participated in the ECON 2007 international congress of the faculty of economic sciences at the University of Buenos Aires and delivered an address on the subject: "The new challenges of public management". During his stay in Buenos Aires, he met with Mr Horacio Basabe, director of the National Institute of External Affairs (ISEN), Mr Juan Manuel Abal Medina, under-secretary of public management, Mr Christian Asinelli, director of the state modernisation programme, and former ENA students.

Various delegations visited ENA during the year:



- On May 24th a delegation from the Bicameral committee for the supervision of intelligence agencies was welcomed by the head of the Americas department. The delegation was led by Ms Stella Maris Cordoba, deputy, president of the committee.

- On October 11th the director of international relations welcomed a delegation from the National health and food safety service, led by Ms Rafaela Liliana Esber, national director of the administration.

## BRAZIL

Since February 2004, ENA has coordinated the European EuroBrazil project, "Modernisation of the state apparatus", with a total budget of 2.2 million euros. At the request of the beneficiary, the ministry of planning, management, and the Brazilian budget, the project was extended one more year, to December 2007.



On May 24th, Mrs Hélène Mazeran, head of the Americas desk, welcomed Mr Vinicus Lummertz Silva, secretary of international relations of the Santa Catarina Province, in view of the creation of a school of public administration within the Santa Catarina University.

On November 12th, Mrs Elena Kerr do Amaral, director of ENAP (National School of Public Administration), and Ms Claudia Conde, in charge of international relations at ENAP, were welcomed by Mr. Philippe Bastelica, director of international relations and his collaborators. Administrative cooperation will probably be on the agenda for "the year of France in Brazil", planned for 2009, in which case ENA will take part in the meeting of Brazilian schools for public administration, followed by that of Latin-American schools.

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## CANADA

Mrs Hélène Mazeran, head of the Americas desk, made a trip last spring to Ottawa and Quebec, where she met with Mr Vincent Klassen (long international cycle 2005), who had just created the Canadian ENA Alumni Association, and also with Mr Benoît-Jean Bernard (long international cycle 1987), general director for Europe, Africa and the Middle East at the ministry of international relations, president of the Quebec ENA Alumni Association, AquaEna.



On October 25th, after a visit to Strasbourg on the 24th, Mr McRoberts, director of the School of Public Affairs in Glendon, was met by Mr. Philippe Bastelica, director of international relations. Prospects for collaboration could include encouraging Glendon students to participate in the Long International Cycles, the organisation by ENA of study visits in France and Europe, as well as sending representatives of French institutions to Canada.

**Quebec Province** : From December 16th – 18th, ENA took part in a Franco-Quebec roundtable organized at ENAP (National School of Administration) Quebec on the subject: "Is the concentration of executive structures a tool of state reform?"

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## CHILE

On May 24th and 25th, Mr. Philippe Bastelica, director of international relations, was in Chile for discussions aimed at giving new impetus to ENA's cooperation with Chile. He met with Ms Rossana Perez Fuentes, director of the civil service (finance ministry), and Mr Pedro Barros Urzua, director of the diplomatic academy, as well as with former ENA students.



## COLOMBIA

Mr. Philippe Bastelica traveled to Colombia May 14th – 16th to follow up on exchanges held at ENA during the visit of a Colombian delegation on March 22nd. He visited ESAP (Superior School of Public Administration), where he met with Mr Fernando Grillo, minister of civil service, and Mr Honorio Henriquez, director of ESAP. He also met and spoke with numerous administrators and dignitaries at the constitutional court, state council, presidential residence and diplomatic academy, also at Externado, Rosario and Los Andes Universities, and had the pleasure of meeting with many former students.



## DOMINICAN REPUBLIC

The cooperation agreement signed in 2006 between ENA and the National Office of Public Administration (ONAP) with the support of the president of the Dominican republic and the FUNGLODE foundation made possible 10 training missions in 2007-2008 for the benefit of 38 young Dominican civil servants. The programme was inaugurated with due solemnity on July 13th 2007 by President Leonel Fernandez, in the presence of Mr. Philippe Bastelica, ENA's director of international relations and Mrs Cécile Pozzo di Borgo, French ambassador. In his address, the Dominican president stressed the fact that the ongoing reform in Dominican public service was based on meritocracy.



Five missions were carried out in 2007:

- Mrs Cristina Diaz, head of the "Public policy assessment" desk at the French observatory of drugs and drug addiction, on the theme "Formación y evaluación de políticas públicas", August 6th – 8th;
- Mrs Hélène Gadriot-Renard, assistant judge at the Cour des Comptes, on the theme «Presupuesto por resultados», September 10th-15th;
- Mr. Jean-Yves Lauruol, Associate head of the European and international affairs desk of the Institute of public management and economic development (IGPDE) of the ministry of economy and finance, on the theme: « Gobierno electrónico », October 8th – 12th;
- Mr. Noël Pons, Consultant for the Central service for the prevention of corruption at the ministry of justice, on the theme "« Controles anticorrupcion », November 12th – 16th.
- Mr. Gilles Barouch, Consultant in quality management in the public and private sectors, on the theme "Calidad en la gestion", November 26th – 30th.

These training programmes for young Dominican civil servants will continue in 2008.

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## URUGUAY

A study visit in Paris and Strasbourg was organized by our services, from July 2nd – 6th 2007 for a Uruguayan delegation. Members of the delegation were: Mr Humberto Ruocco, assistant director of the national bureau of the civil service, Mr Sergio Villanueva, director of the school for civil servants, and Mr Carlos Faroppa, assistant director.



This visit was a follow-up to ENA's various expert missions carried out in 2006 and 2007. It gave our Uruguayan partners the opportunity to learn more about the functioning and work methods of ENA.

Possible prospects for cooperation between ENA and Uruguay's future municipal school for administration and management were brought up during the visit to Paris of Mr Ricardo Ehrlich, mayor of Montevideo, on November 22nd, in the presence of Mr Fernando Olivan, lawyer, president of UIBA (Iberian-American Union of Lawyers) and member of the executive committee of the network of Iberian-American cities. This operation could be coordinated with the cooperation programme led by ENA with the Montevideo school for civil servants.

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## VENEZUELA

A series of meetings with Mr Antonio Morillo, vice-president of the Gran Mariscal de Ayacucho foundation and Ms Ruth Font, head of the foundation's international division, resulted in the elaboration of a draft agreement. This agreement concerns the training at ENA of 25 Venezuelan civil servants every year. Customized programmes in France, as well as French expert missions to Venezuela are also envisaged.



### **ON THE REGIONAL LEVEL**

The annual colloquium of the Latin-American Centre of administration for development (CLAD) was held in San Domingo from October 30th – November 2nd 2007, with 1,200 participants. All the countries of Latin America were represented, as well as Spain, Portugal, and several North American universities. ENA was represented by Mrs Hélène Mazeran, head of the Americas desk.

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## International Happenings

### ■ ASIA - OCEANIA

#### AUSTRALIA

##### Queensland Government Office of public service

Following a request by the commissioner of public service of the Queensland Government in the context of a review of its training system for civil servants, ENA welcomed Ms Jennifer Reid, advisor to the Office of the commissioner of public service of the Queensland Government, from April 12th-17th.



##### Cooperation mission

Mr. Philippe Bastelica, director of international relations at ENA, was in Australia from November 19th - 23rd to meet with several potential ENA partners and establish contacts for future cooperation projects.

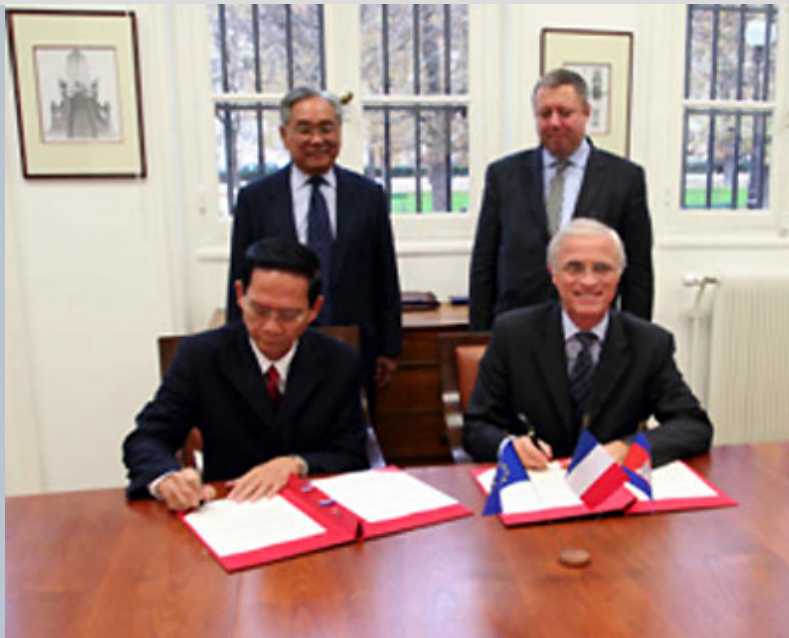
He held discussions with representatives of the Australian civil service commission, the ministry of foreign affairs and trade, the National Institute of Governance in Canberra, the Crawford School of Economics and Government, the Asia Pacific College of Diplomacy in the Australian National University, and the School of Government of Australia and New Zealand (ANZSOG). Mr. Bastelica was also welcomed in Melbourne by the permanent secretary of the prime minister of the state of Victoria, Mr Terry Moran. Mr George Brouwer, a former ENA student, ombudsman for the state of Victoria, invited several former students to join them for lunch.

#### CAMBODIA

##### The Royal School of Administration

From October 12th – 26th, in the context of the long-time cooperation between ENA and the Cambodian Royal School of Administration, ENA welcomed His Excellency Mr Sum Manit, advisor to the government for legal and judicial reform and representative of the president of the RSA administrative board, Mr Ly Kimsock, director of the Royal School of Administration, and Mr Chhiv Yiseang, director of studies of the Royal School of Administration and former student of the 2003-2005 ENA Long Cycle. In addition to a series of discussions on public management and the training of civil servants, ENA and the RSA signed a cooperation agreement.





Signing the cooperation agreement between ENA and the RSA

## CHINA

### Cooperation with the central institutions

#### Ministry of foreign affairs



On March 17th in Strasbourg, Mr. Antoine Durrleman, director of ENA, welcomed Mr Dai Bingguo, Chinese vice-minister of foreign affairs.

During his visit, Mr Dai Bingguo expressed the wish to know more about ENA. He was also able to meet Chinese students currently following ENA programmes.

#### Ministry of personnel

From May 9th-18th ENA hosted a delegation of 14 high-level civil servants from the Chinese ministry of personnel.

The aim of the visit was to give members of the delegation who had followed a similar seminar in China organized by the French ministry of civil service in China earlier in the year, a fuller understanding of the French civil service, in particular aspects linked to the training of civil servants.



Ms Chantal Sevrin, head of the Asia-Oceania desk,  
Mr. Patrick Noddings, territorial administrator,

On August 31st, Mr. Philippe Bastelica, director of international relations, welcomed Mr Jia Zhongjie, general director of the training centre for high-level civil servants of the ministry of personnel, heading a delegation of 11 persons.

### Central School of the Chinese Communist Party

In the context of cooperation between France and China, every year ENA receives a delegation from the Central School of the Chinese Communist Party (CSCCP) for a study visit of two weeks, financed by the French embassy.

From October 1st-12th, ENA organized a programme of visits for a delegation of 12 CSCCP administrators led by Mr Kang Shaobang, professor and director of the Institute of Research on International Strategy.

The main theme of the programme was training on international issues and European affairs in France and European institutions.



The CSCCP delegation and Ms Chantal Sevrin.

### National Academy of Education

On April 10th 2007, Mrs Chantal Sevrin, head of the Asia-Oceania desk, met with a delegation of high-level civil servants led by Mr Li Wenchang, vice-rector of the National Academy of Education. The aim of the meeting was to present the French training system for high-level civil servants.

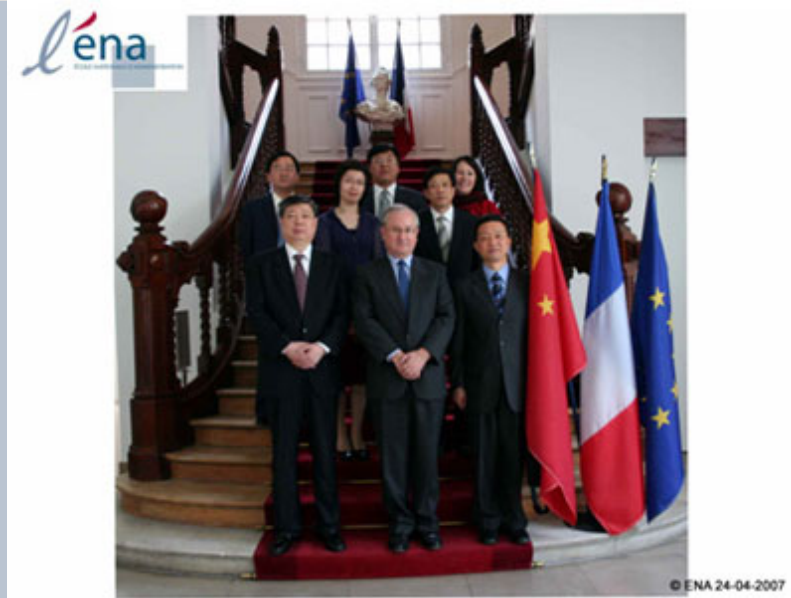
### ENA in China

From April 23rd-25th ENA welcomed Mr Jiang Yikang, executive vice-president of ENA in China.

The aim of the visit was the renewal of the cooperation agreement between ENA France and ENA China.

During the visit, Mr Jiang Yikang also met with Mr. Paul Peny, general director of the administration and the civil service.

ENA also organized a series of interviews for Mr Lu Linxiang, director of international relations at ENA China, from September 3rd-5th.



Mr. Antoine Durrleman, director of ENA,  
Mr Jiang Yikang, vice-president of ENA China (1st row, left)  
and Mr Lu Linxiang, director of international relations, ENA China (1st row right).

### Chinese International Centre for Economic and Technical Exchanges (CICETE)

In the context of its cooperation with the CICETE, ENA welcomed for the third consecutive year a delegation of 21 high-level Chinese civil servants, from May 21st to June 8th.

The CICETE is a privileged partner of the Chinese ministry of trade, coordinating and setting up for the latter cooperation programmes between the Chinese government and international organizations such as the UNPD (United Nations Programme for Development).

### **Cooperation with local authorities and other institutions**

#### Fujian Province

At the request of a group of nine magistrates from the Fujian Province, ENA organized a day-long presentation of the French judicial system on January 22nd.

#### Personnel Service of the Hubei Province

On January 18th, Mrs Chantal Sevrin, head of the Asia-Oceania desk, welcomed a delegation led by Mr Zhang Zhaoben, director of the personnel service of the Hubei province.

#### Governor of Jiangsu

On May 22nd, in the context of a visit organized by the Alsace Region, Mr. Colin Miège, general secretary of ENA, welcomed Mr Liang Baohua, governor of the province of Jiangsu.

#### Renmin University

On September 13th, with the aim of learning more about ENA and of planning future cooperation projects, Mr Dong Keyong, dean of the school of administration at Renmin University, was welcomed by Mr. Philippe Bastelica.

#### Shanghai Institute of Administration

From September 24th to October 5th, ENA organized a study visit for a delegation of 19 administrators from the Shanghai Institute of Administration (SIA) led by Ms Wang Qiayun, associate director of the finance department. This visit, funded entirely by the Chinese side, concerned the training of French civil servants and managers.



The delegation of the Shanghai Institute of Administration and Mr. Philippe Bastelica

### Cooperation mission

On the occasion of the close of the European CEPA support programme for ENA China (ENAC) for the training of high-level civil servants, Mr. Bernard Boucault, director of ENA, went to China from November 11th – 14th to attend the last annual forum organized in this context by ENAC.

Parallel to the forum, bilateral discussions were held with some of ENA's important partners, thus indicating the school's interest in cooperation with China.



Discussion between Mr. Bernard Boucault, director of ENA, and Mr Jiang Yikang, vice-president of ENAC.

Mr. Bernard Boucault was thus welcomed at the Central School of the Chinese Communist Party (CSCCP) by Mr Wang Weiguang, vice-president of the CSCCP. The meeting was devoted to the signing of the renewal of the cooperation agreement and gave new impetus to this already solidly established relationship.



Signature of the cooperation agreement between ENA and the CSCCP

The director also visited the ministry of personnel (MOP), where he was welcomed by Mr Wang Xiaochu, vice-minister of personnel. Cooperation between ENA and the MOP is part of a mixed convention between the MOP and the DGAFP, which gives rise to a considerable number of exchanges between the two countries.

Mr. Bernard Boucault took advantage of this opportunity to express his determination to actively pursue the cooperation begun with the MOP and proposed to extend it in future to other types of projects.



Luncheon with Mr. Bernard Boucault, director of ENA and Mr Wang Xiaochu, vice-minister of personnel

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## SOUTH KOREA

### National Assembly

Mr Sang Deuk Lee, president of the council at the National Assembly, was welcomed in Strasbourg on June 20th 2007 by Mrs Françoise Camet, director of continuing education and research. The aim of the visit was to learn more about ENA and the way it functions.



### - Pukyong University

On June 20th, Mr Jae Chul Kim, honorary president of Pukyong University, met with Mr. Emmanuel Vergne, head of the section in charge of multilateral relations. Mr Jae Chul Kim expressed great interest in the French system of grandes écoles and wished to learn more about ENA.

## **INDIA**

### ENA-IIPA Seminar

At the request of the ministry of foreign affairs, ENA organized a regional seminar in English at the IIPA (Indian Institute for Public Administration, Dehli) from March 14th-16th 2007 on the subject of e-administration.



This seminar, which followed on a first seminar in June 2006 at the Academy of Leadership in Pudong (China), was funded by the ministry of foreign affairs.

The aim was to foster exchanges on specific themes between civil servants from various Asian countries and French civil servants so as to learn more about the national programmes put in place by those countries and thus develop a network of experts in Asia enabling the ministry of foreign affairs to envisage bilateral cooperation programmes.

This seminar, inaugurated by the French ambassador, His Excellency Mr. Dominique Girard, brought together 17 Asian participants from Bangladesh, China, India, Indonesia, South Korea, Thailand and Vietnam.



The participants and organizers of the seminar in front of the IIPA entrance.

### Indian Commission for Administrative Reforms

On November 13th, Mr. Renaud Dorandeu, director of studies at ENA, welcomed a delegation led by Mr Veerappa Moily, president of the Indian commission for administrative reforms.

## **INDONESIA**

## Preparatory visit for the training programme on leadership for Indonesian high-level civil servants



Continuing its action aimed at developing links in Asia and cooperating with partners interested in the French system of selecting and training elites, this year, with the support of the French embassy in Jakarta, ENA entered into a cooperation programme with Indonesia.



Presentation by Mr Syahril Loetan, head of the Indonesian delegation (right), with Mrs Chantal Sevrin, head of the Asia-Oceania desk of ENA, and Mr. Alexandre Tran-Chuong, associate head of the desk.

In the past few years, Indonesia has embarked on a policy of administrative reform and hopes to modernize the training of its high-level civil servants.

Supported by the various Indonesian institutions involved – the civil service ministry, the LAN (Institute of Public Administration), the ministry of planning, Jakarta University and the city of Jakarta – ENA will participate in the process of updating the LAN curriculum.

With this in mind, ENA met for discussion with a delegation of 15 Indonesian high-level civil servants in Paris and in Strasbourg, from February 24th – March 3rd.

### Planning ministry

In the context of the training programme for Indonesian high-level civil servants drawn up jointly by ENA and the Indonesian planning ministry (BAPPENAS), ENA organized a study visit on planning policies in France for 15 Indonesian high-level civil servants from July 16th - 20th. A second visit on the same topic was organized from November 19th - 23rd.



The Indonesian delegation during the distribution of certifications by Mr. Bertrand Leveaux, associate director of international relations at ENA.

## JAPAN

### Gifu Province

On June 1st 2007 in Strasbourg, Mr. Pascal Vagogne, former associate director of international relations, welcomed Mr Hajime Furuta, governor of the prefecture of Gifu. Mr Hajime Furuta, a former ENA student of the "Guernica" class, wished to update his knowledge of the school.



### - Marubeni Group

In the context of an agreement signed in 1981 between ENA and the Marubeni Group, one of the five leading Japanese groups (along with Mitsui, Mitsubishi, Itochu and Sumitomo), the latter agreed to grant scholarships annually to ENA students wishing to do internships at the group's parent company in Japan.

On November 22nd, Mr. Bernard Boucault, director of ENA, and Mr. Bertrand Leveaux, ENA's associate director of international relations, participated in an informal cocktail party held by the Marubeni group in honour of former ENA students who had done internships with the group.

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## LAOS

### National Organization of Political and Administrative Studies (NOPAS)

ENA welcomed Mr Mangnonmer Thongsalith, vice-president of NOPAS, and Mr Chanthaphasouk Champathong, associate director of the NOPAS desk of administrative sciences, in the context of a study visit from April 19th – 27th.



Mr. Antoine Durrieux, director of ENA,  
Mr Mangnonmer Thongsalith, vice-president of NOPAS,  
and Mr Chanthaphasouk Champathong, associate director of NOPAS's desk of administrative sciences

In the context of the NOPAS modernization programme, which aims to adapt the organization to changes in the Laotian economic and administrative context and to modernize its training procedures, ENA organized several expert missions to Laos, one of which was led by Mrs Chantal Sevrin, head of the Asia-Oceania desk, from May 14th – 18th and another, led by Mr. Alain Billon, general inspector of the education and research administration, from October 3rd – 10th.

Following on the assessment of the support mission for strengthening the Laotian state in the fields of state sovereignty and the rule of law carried out in 2007 (a project of the priority solidarity fund of the French ministry of foreign affairs), ENA organized a mission to Laos aimed at studying the conditions for putting in place an Official Gazette. Mrs Pascale Gonod, university professor, was in charge of this mission, which took place October 30th – November 10th.

### Ministry of foreign affairs

From May 21st – 25th ENA welcomed a delegation of three diplomats from Laos led by Mr Phongsavanh Sisoulath, associate general director of the ASEAN desk at the ministry of

foreign affairs, in the context of a series of meetings and discussions on French interministerial coordination in European affairs.

The visit was financed by the French embassy in Laos in the context of a priority solidarity fund for Laos.



Mr. Philippe Bastelica, ENA director of international relations and the delegation from Laos.

## SINGAPORE

### Cooperation Mission

On November 15th and 16th Mr. Philippe Bastelica, ENA's director of international relations, visited Singapore, where he met with Mr Stavros Yiannouka, vice-dean of the Lee Kuan Yew School of Public Policy, Mr Koh Tin Fook and Ms Ng Soh Eng, directors of cooperation and human resources at the ministry of foreign affairs, as well as Ms Toh Su Fen, director of international relations at the public service division of the prime minister's office. Mr. Bastelica was welcomed by Mr Alan Chan Heng Loon, head of the Singapore Press Holdings group.



## THAILAND

### - Bangkok Metropolitan Administration

On July 30th in Strasbourg, Mr. Alexandre Tran Chuong, associate head of the Asia-Oceania desk, welcomed Mr Vongvichien Prapon, associate permanent secretary of the Bangkok metropolitan administration and a delegation of 28 high-level civil servants.





The delegation of the Bangkok metropolitan administration and Mr. Alexandre Tran Chuong

#### National Civil Service Commission

At the request of the Thai embassy in France, on February 12th 2007, Mr. Philippe Bastelica, director of international relations, welcomed a delegation of Thai high-level civil servants in the context of a training programme for managers in the civil service.



Mr. Philippe Bastelica and the Thai delegation

This visit was followed by a discussion on February 27th between Mr. Philippe Bastelica and a delegation of four high-level civil servants led by Ms Sripanom Bunnag, associate secretary general of the civil service commission.

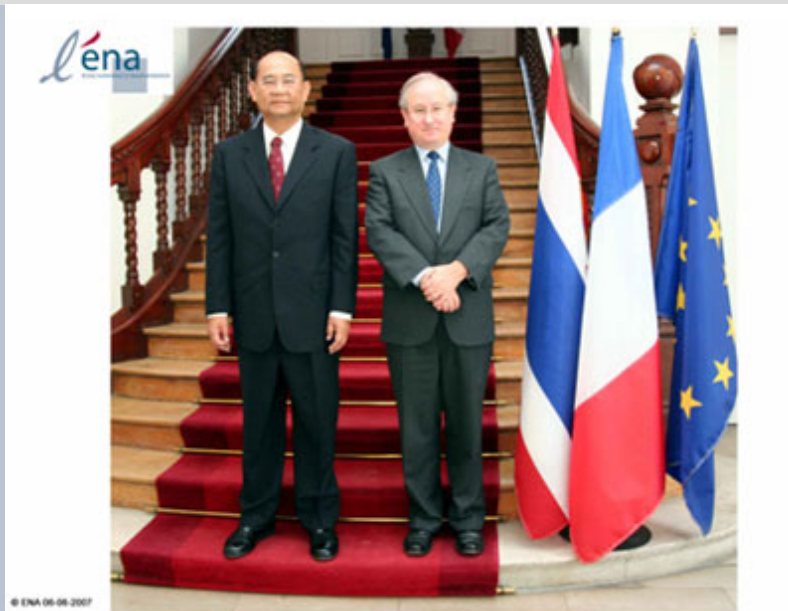
#### Institute of Public Law

On April 24th, Mr. Philippe Bastelica, director of international relations at ENA, welcomed a delegation of five high-level civil servants from the Institute of Public Law, led by Mr Vishun Varunyou, vice-president of the central administrative court.

#### Vice-Prime Minister

On June 6th, Mr. Antoine Durrleman, former director of ENA, welcomed Mr Kosit Panpiemras, vice-prime minister and minister of industry.

Mr Kosit Panpiemras was accompanied by H.E. Mr Thana Duangratana, Thai ambassador to France, Mr Thosaporn Sirisumphand, secretary general of the Office of the public sector development commission (OPDC), Mr Chartchai Na Chiang Mai, director of the Institute for the Promotion of Good Governance and Mr Nantawat Boramanani, professor at the faculty of law of Chulalongkorn University.



Mr. Antoine Durrleman, director of ENA, and Mr Kosit Panpiemras, vice-prime minister and minister of industry.

## VIETNAM

### Central Committee of Personnel Management

From April 16th – 27th 2007, ENA welcomed a delegation of 18 Vietnamese high-level civil servants from the Central Committee of Personnel Management. The visit was part of a study visit for the purpose of getting to know various aspects of human resource management in France.



The success of this first study visit, funded by our Vietnamese partner, enabled us to envisage a continuation of this cooperation with other study visits in futur Mr Nguyen Dinh Bin, Vietnamese Ambassador to France (1st row center) and the Vietnamese delegation.

### Ho Chi Minh National Academy of Politics and Administration

On November 14th and 15th ENA welcomed a delegation of 8 high-level civil servants from the Ho Chi Minh National Academy of Politics and Administration, led by Mr Le Huu Nghia, president of the academy. A cooperation agreement was signed between ENA and the Ho Chi Minh Academy.



Signing the cooperation agreement between ENA and the Ho Chi Minh National Academy.

### - Ministry of Home Affairs (MOHA)

The Vietnamese ministry of home affairs called on ENA to organize a study visit from December 3rd – 14th for a delegation of 20 high-level civil servants.



The MOHA delegation during its reception in Strasbourg.

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## International Happenings

### ■ EUROPE

#### GERMANY

From May 9th– 12th Mr. Pascal Vagogne, associate director of international relations, attended the 9th French-German dialogue, held in Saarbrücken.



The meeting of the directors of Institutes and schools of public administration (DISPA) took place on May 29th and 30th in Brühl, in accordance with the tradition that the meeting be held in the country that holds the presidency of the European Union. Mr. Antoine Durrleman, director of ENA, and Mr. Pascal Vagogne attended.

The annual meeting between ENA and the Federal academy of public administration (BAKÖV) took place on December 13th in Strasbourg and was an opportunity for ENA and its German partners to review actions carried out in common during 2007 and discuss plans for actions in 2008. Possibilities for cooperation in the context of France's future presidency of the European Union (July-December 2008) were also discussed.

#### ARMENIA

At the request of the General directorate of the administration and civil service, who organized their stay in France, ENA welcomed a five-member delegation from the Armenian civil service board, led by Mr. Vahan Mamikonyan on March 20th 2007. The visitors were hosted by the director and associate director of international relations, and the head of the Europe desk. The delegation was interested in learning more about ENA, and the theme of their study visit was the recruitment and training of high civil servants.



#### AZERBAIJAN

Mrs Claude Trupin, senior consultant at the Cour des Comptes in Paris (Audit Office) visited the Azerbaijani Academy of Public Administration in Baku from the 25th-29th of September. She led two seminars, one on the subject of the preparation of the state budget, the other on public contracts.



ENA also welcomed Mr. Seyfaddin Gandilov, rector of the Academy of Public Administration, Mr. Alikram Abdullayev, vice-rector, Ms Lala Ahmadova, director of international relations, Ms Chahla Agalarova, interpreter and professor of French, during a study visit organized from October 8th-12th 2007 on the theme "Training methods in schools of administration".

From November 7th-11th, Mrs Jacqueline Repellin, head of the Europe desk, was in Baku at the Academy of Public Administration to review the training programme put in place since

2003 and define the main lines of future cooperation. Mrs Repellin also gave two lectures during her visit, one at the Civil Service Academy and the other at the Slavic University, on the subject of civil servant training in France.



In the centre, Mr. Gandilov, rector of the Academy of Public Administration in Baku, on his right Jacqueline Repellin, head of the Europe desk.

## BOSNIA-HERZEGOVINA

From April 15th – 21st a study visit was organized for a delegation from the high council of the magistrature of Bosnia-Herzegovina on the subject of management (Human resource management and project management). This action was led in partnership with the French ministry of justice. It is the second consecutive year that the American “World Learning” programme has solicited ENA to organize a training programme in modern public management techniques for high-level civil servants of the Bosnia-Herzegovina ministry of justice.



The Bosnia-Herzegovina delegation

## CROATIA

In the context of the future personalities programme of the foreign affairs ministry, Mr. Philippe Bastelica met with Mr. Gordan Jandrokovic, deputy and president of the foreign affairs commission of the Croatian parliament.



## FINLAND

On October 9th 2007, Mr. Bernard Boucault welcomed Mr. Christian Sundgren, culture and press advisor at the Finnish Embassy in France.



## GREECE

On February 12th 2007, Mr. Antoine Durrleman, director of ENA, and Mr. Georges Voutsinos, general secretary of E.K.D.D.A. signed a cooperation agreement. The cooperation programme materialized as of March 12th, when the first seminar for Greek civil servants began, on the subject of economic intelligence. During the months of April, May and June, other training seminars took place in Athens and Salonika on the subjects of, "International negotiation", "The fight against corruption", and "Crisis management and prevention".



From October 15th—19th a study visit on the subject of international negotiation was organized for Greek civil servants by the continuing education department.



"International Negotiation" for Greek civil servants

## ITALY

On January 25th 2007, Philippe Bastelica, ENA's director of international relations, met with Mrs Mariasilvia Ciola, in charge of international relations and partnerships at LUISS University of Rome (Libera università internazionale degli studi sociali), and Mrs Isabel Violante, in charge of university cooperation at the French embassy in Rome, in view of a possible partnership with the LUISS.



Mr. Bastelica went to Italy from March 4th – 8th 2007. In Florence, he met with Professor Ennio Di Nolfo, vice-rector for international relations of the University of Florence and president of IRSI (Istituto di ricerche e studi internazionali). He visited the University of Bologna, where he was welcomed by Professor Roberto Grandi, vice-rector for international relations, and where he presented ENA. He also participated in a seminar on comparative training for high-level civil servants co-organized by the LUISS University in Rome and the French embassy in Italy, in the context of celebrations for the 50th anniversary of the Treaty of Rome. Mr Franco Bassanini, former minister of the civil service (and former member of the advisory board of ENA) mentioned that ENA was a reference for the civil service agency project adopted.

During his stay in Rome, ENA's director of international relations was also able to meet with the directors of the principal Italian schools specialized in training diplomats and high-level

civil servants, as well as those responsible for human resources in several ministerial departments. The aim of these meetings was to encourage the participation of Italian civil servants in ENA's international cycles. A reception at the French Embassy given by Mrs Florence Mangin, advisory minister, was an opportunity to see former Italian ENA students and their president Mrs Silvana Ceravolo (long international cycle 1994). The daily newspaper La Repubblica underlined ENA's European dimension and the opening of the school's competitive entry exams to European Union citizens.

On October 18th Mr. Philippe Bastelica welcomed a group of 18 officers, students of the Scuola Superiore di Polizia Tributaria, led by General Capolupo, the school's director. The institution trains the future directors of the Guardia di Finanza, a police corps under the ministry of economy and finance and in charge of the fight against economic and financial delinquency in Italy.

On November 23rd Mr. Bernard Boucault, director of ENA, attended the inauguration of the academic year of the Scuola di specializzazione in scienze amministrative di Bologna. (SPISA). On this occasion, he spoke about the specific role of ENA in the training of high-level civil servants.

On December 12th 2007, Mr. Philippe Bastelica welcomed Mrs Federica Mogherini, associate director of the department of foreign affairs and international relations of the Democrats of the left party.

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## **KAZAKHSTAN**

A training seminar with Mr. Marc Mandon of the Ethos Challenge Groupe Axxess was organized in Kazakhstan from May 28th–30th 2007, on the subject of human resource management.



A delegation of 20 civil servants from the Kazakhstan civil service was welcomed in Paris from July 16th-20th during a study visit on the subject: "Modernisation of the administration". On July 20th, as a follow-up to this visit, Mr. Philippe Bastelica, director of international relations and Mrs Jacqueline Repellin, head of the Europe desk, welcomed a delegation from the Civil Service Academy of Astana, composed of the rector of the academy, its vice-president and the head of international relations.

In the context of the future personalities programme, Mr. Bertrand Leveaux, associate director of international relations, welcomed Mr. Aryn Orsariyev, director of communication of the Astana Town Hall, on October 20th 2007.

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## **KOSOVO**

On January 16th 2007, the director of international relations welcomed Mr. Fitim Gllareva, head of the Office of coordination of international cooperation and regional dialogue, under the prime minister of Kosovo.



The agreement signed in 2006 between ENA and the Kosovar Diplomatic Academy resulted in ENA's participation, in 2007, in a training programme for high-level Kosovar administrators on the theme of good governance and public management. This seminar, which focused on human resource management, was held in Pristina on June 14th and 15th 2007 and was led by Mr. Jean-René Brunetière, coordinator at the general inspectorate territorial mission n°9 (Franche-Comté, Bourgogne), ministry of ecology, sustainable development and land use.

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## **FORMER YUGOSLAV REPUBLIC OF MACEDONIA**

Since its establishment in 2002, the FASP programme (High-level administrative training programme) has been organized every year for senior Macedonian civil servants. This year the first seminar on the theme of the electronic administration took place on March 29th and 30th. In April and June, five further sessions took place on various themes: administrative techniques, human resource management, new international environment, international negotiation, and general presentation of European issues.

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## **MOLDAVIA**

On July 20th the director of international relations welcomed Mrs Eugenia Kistruga, associate minister of European foreign affairs and the integration of the republic of Moldavia.

On April 12th and 13th Mr. Bastelica, accompanied by Mr. Emmanuel Vergne, head of the multilateral bureau, paid a visit to the Academy of Public Administration in Moldavia, in charge of the continuing training of high-level administrators.

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## **NETHERLANDS**

On February 22nd Mr. Philippe Bastelica welcomed Mrs Laetitia Griffith, deputy of the Dutch liberal party, in the context of the future personalities programme of the French ministry of foreign affairs.

In Strasbourg on December 3rd 2007, Mr. Bernard Boucault welcomed the Dutch ambassador in France, Mr Hugo Hans Siblesz.

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## **POLAND**

Like every year since 1992, in the context of administrative cooperation with Poland, ENA welcomed French-speaking students of the KSAP (Warsaw National School of Public Administration) for initial training during a two-month internship in French central or territorial administration.

In 2007, 8 KSAP students had the opportunity to work in a professional context (four regional prefectures, the Town Halls of Versailles and Paris, La Poste group and the home ministry).

This new class brings the number of KSAP students welcomed in France between 1992 and 2007 to 120.

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## **PORTUGAL**

The DISPA network (directors of institutes and schools of public administration) met in Lisbon, in accordance with the tradition that the meeting be held in the country that holds the presidency of the European Union. Mr. Bernard Boucault, director of ENA and Mr. Philippe Bastelica, director of international relations, attended this meeting on December 6th and 7th 2007.

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## **CZECH REPUBLIC**

ENA's director of international relations was in the Czech Republic on July 3rd and 4th on the invitation of the Czech home minister. He met with the dean and others in charge of the management and economics faculty of the University of Masaryk in Brno and with the director of human resources at the home ministry, in the aim of studying the possibility of a French contribution to the training of central high-level civil servants and territorial administrators.



## ROMANIA

From December 12th-14th 2007, the Europe desk held a training session in Bucharest on the theme: "Knowledge of European institutions and possibilities of access to European funds". The course was dispensed by Mr. Jean-Benoît Albertini, associate director of the delegate to the DIACT (Interministerial delegation for land planning and competitiveness of the territories), in charge of the coordination of inter-ministerial action and Mr. Gilles Pelurson, regional and departmental director at the regional directorate of agriculture and forests (Champagne-Ardenne).



On November 30th Mr. Emil Balan, vice-dean of the public administration faculty of the National School of Political and Administrative Studies was welcomed by Mrs Françoise Camet for a visit of the ENA documentation centre and Centre for administrative studies and research.

## RUSSIA

On March 21st 2007, Mr. Antoine Durrleman attended the inauguration of the Russian "École Supérieure d'Administration Publique" (ESAP). The ceremony took place in presence of Mr Serguey Naryshkin, deputy prime minister of Russia and government chief of staff, Mr Victor A. Sadovnichy, rector of Lomonosov University, Oleg Deripaska, president of the supervisory board of the Bazovyi Company, and H.E. Stanislas de Laboulaye, French ambassador to Russia. The inauguration of ESAP is the result of several years of cooperation between ENA and its Russian partners. ENA and ESAP drew up the main lines of their cooperation programme for 2007 around three seminars. The first took place from June 18th-20th on the theme of decentralisation and deconcentration and was led by Mr. Dominique Goepp, Senate consultant and Mr. Fabrice Hugot, Senate administrator for the territorial authorities. A second seminar on risk and crisis management was held from October 23rd-26th 2007 and was led by Colonel Jean-Yves Noisette, departmental director of the Vaucluse fire and rescue services and Mrs Sylvaine Astic, assistant prefect, cabinet director at the Champagne-Ardenne regional prefecture. Lastly, the third seminar on the subject of e-administration was organized for ESAP students December 5th – 7th, and was led by a French expert, Mr. Perica Sucevic, head of the legal expertise mission at the ministry of the budget, public accounts and civil service.



Mr Eugene Strouzak, head of the training desk at the Tumen regional government, and fourteen professors, were welcomed at ENA on November 7th 2007.

## SERBIA

In November 2007, two experts from the Ethos Challenge Groupe Access Agency, Mr. Philippe Mazuel and Mr. Mihailo Petrovic, contributed to a training session on management organized by the National Human Resource Agency of Serbia.



## SPAIN

From March 28th – 30th , Mr. Philippe Bastelica, director of international relations, was in St. Jacques de Compostelle for a meeting of directors of schools and institutes of public administration. During his stay, he also met with partners of INAP and the Spanish diplomatic school.



On June 22nd he returned to St. Jacques de Compostelle where he gave the closing lecture of a training seminar for regional high-level civil servants organized by the Galician School of Public Administration.

Two experts, Mrs Maryse Darnaudguilhem, project leader at the ministry of the budget, public accounting and the civil service and Mr. Frédéric de Vaugiraud, assistant head of managerial planning of public employment at the DGAFP (Civil Service Administration Directorate-General), were sent to INAP (National Institute of Public Administration) in Madrid from December 10th – 11th 2007, to lead a seminar on the subject: "Main lines of the organization of the civil service and administrative reform in France".

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## **TATARSTAN**

A delegation from the Tatarstan Republic led by Mr Andrei Ershov, rector of the Presidential Academy of the Civil Service, was welcomed by the director of international relations on November 29th 2007.

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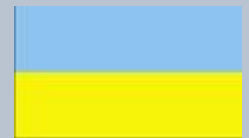
## **TURKEY**

Mr. Philippe Bastelica was in Ankara September 10th-12th for a cooperation mission with the heads of training at the home ministry, customs, and the Institute of Public Administration for Turkey and the Mid-East.



## **UKRAINE**

Following on the visit to ENA of Ms Nanivska, president of the National Academy of Public Administration of Kiev, and Mr Motrenko, general director of the Ukraine civil service (DGFP), a study visit was organized in France from November 20th-24th. After two days of meetings with the general directorate of the administration and civil service (DGAFP) in Paris, the delegation, composed mainly of members of the academy and of the DGFP, went to Strasburg on November 22nd and 23rd to meet heads of the main ENA departments and the training director of the National Institute of Territorial Studies. Their aim was to see how these two training schools for high-level civil servants functioned, in view of reorganizing the National Academy of Public Administration in Kiev.



A delegation of heads of training for Ukrainian civil servants on a study visit to France was welcomed at ENA on June 13th. The day was devoted to a presentation of the school, initial training, continuing education and pedagogical methods. Mrs Anne Azam-Pradeilles, advisor to the Ukrainian government for civil service and administrative reform, spoke on the methodology of case studies.



The Ukrainian delegation

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## **EUROPEAN MASTER OF GOVERNANCE AND ADMINISTRATION (MEGA)**

From January 8th to April 5th 2007, the 22 students of the second MEGA class pursued their curriculum during a practical internship in German, French and European administration. Beginning April 23rd the students followed the courses of the second MEGA module coordinated by the University of Potsdam and Humboldt University of Berlin.

May 31st was the final date for the recruitment of candidates for MEGA's third class. Pre-selected on the basis of an application file, the French candidates were interviewed at the Paris ENA site by a Franco-German jury. Successful candidates then joined MEGA's third class.

The opening ceremony of MEGA's third class, with its 21 students, took place on October 1st 2007, bringing to 67 the total number of present and past students of this new French-German curriculum. This third class is characterized by a diversity of nationalities – along with fourteen French and German administrators and executives, it includes 7 citizens of Austrian, Bosnian, Hungarian, Polish (two students), Romanian and Turkish nationality. There is also a growing interest in MEGA on the part of young executives with high potential from the private sector – this class includes 5 such executives.

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## **EUROPEAN RECIPROCAL TRAINING (ERT)**

This reciprocal training programme, designed for civil servants of member countries of the network, was initiated in 1973 following an agreement between President Pompidou and British Prime Minister Heath. Every year in alternation, the partner institutions propose a training seminar on a general or specific theme of their choice.

Thus from May 2nd – 4th, in partnership with the general directorate of the administration and civil service, ENA organized a training session on the subject: "The modernisation of human resource management in France". The participants, of British, German, Spanish and Swedish nationalities, were thus able to compare the efforts in the field of each other's administrations with that of their French counterparts.

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## International Happenings

### ■ 2007 ACTIVITIES WITH MULTILATERAL FINANCING

In 2007, ENA maintained its strong activity in international donors funded projects, with participation in a total of ten international cooperation programmes, three of which had been in place for several years and ended in 2007:

- The China/Europe Programme in Administration, initiated in 2002 and financed on European funds came to an end. It should receive new Community funding, enabling it to continue in 2009.
- The support programme for State Reform in Brazil, in place since 2004 thanks to EU financing, came to a close. New European funding should make it possible to maintain cooperation with Brazil in 2008.
- The TEMPUS programme for training in public management launched in 2004 in Algeria, ended this year. ENA could prepare a new proposal with Algeria in the field of public management in 2008 or 2009.

Two projects initially intended to end in 2007 were extended:

- The project with Tunisia initiated in 2007 will end in 2009.
- The project piloted by ENA since 2005 to support the process of State's administrative reform in Morocco will be continued until December 2008.

ENA awarded four new projects in 2007.

Of the four, two were awarded and carried out in 2007: one project for the strengthening of the capacities for financial governance and contracts of the members of the Djibouti general State inspectorate, financed by the World Bank, and the evaluation of an educational project set up by UNICEF in Moldavia.

The two other projects won in 2007 will be ongoing over several budgetary years:

- In Bulgaria, an institutional twinning for the strengthening of the Council of ministers, in the evaluation and analysis of public policy and strategic planning, financed by the European Union (1.5m€).
- A training project in leadership and management for the personnel of European institutions – with financing liable to reach 15m€.
- In all, ENA reinforced its presence on the five continents on the multilateral level, innovating in the sense of developing new links with new donors, in Moldavia and Djibouti in particular.

Thanks to the twinning in Bulgaria, ENA positioned itself for the first time as an operator on this type of procedure, aimed at public operators.

Over 50 training missions abroad were carried out, representing more than 240 training days for approximately 6,500 participants.

There were over 35 expert missions abroad, representing more than 270 expertise days.

More than 140 participants took part in 14 study visits organized by ENA in France and/or in 8 other countries of the European Union (Germany, Belgium, Bulgaria, Greece, Ireland, the Netherlands, Romania, the United Kingdom).

Throughout 2007, ENA maintained a careful watch aimed at ensuring the renewal of its projects, tendering for 10 international bids. As in preceding years, the School achieved a very high rate of shortlisting (88,89%). At the end of 2007, ENA was awaiting a decision for two new projects for which it had been shortlisted.

#### Answers to international bids for tender in 2007

N° of projects where interest was manifested	10	
<i>Shortlisted</i>	8	88,89%
<i>Not shortlisted</i>	1	11,11%
<i>Shortlist not yet published</i>	1	
Decision not to tender	1	
Tenders	7	
<i>Projects awarded</i>	4	80,00%
<i>Projects lost</i>	1	20,00%
<i>Projects not yet awarded</i>	2	

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## International Happenings

### ■ INTERNATIONAL CYCLES

#### LONG INTERNATIONAL CYCLES

#### **Long International Cycle (18 months) – Short International Cycle (10 months) – International Cycle of Public Administration (7 months)**

Every year, ENA provides more than 150 French embassies with a complete dossier for the pre-selection of candidates for the international cycles.

In 2007, thanks to the latter's active prospecting for candidates and examining of candidacies, ENA received 477 applications for these cycles from 62 different countries representing 66 nationalities. On the basis of written tests, 223 applications were pre-selected and interviews were held in 42 countries by the director, his representatives and/or embassy members; approximately 20 were organized by video-conference or face-to-face in Paris. Following these interviews, 136 applications were short-listed.

The final selection committee met on June 19th 2007 and chose 41 students for the 2007-2009 Long International Cycle, 33 for the 2007-2008 Short International Cycle, and 51 for the 2008 International Cycle of Public Administration.

#### 1) Cycles begun in 2007

Three cycles began in 2007: the 2007 International Cycle of Public Administration, the 2007-2008 Short International Cycle, and the 2007-2009 Long International Cycle.

- The 2007 International Cycle of Public Administration – the “Kofi Annan” class, recruited during the 2006 screening process, began in Strasbourg on January 29th 2007 after a three-week preliminary period devoted to intensive courses in French and methodology for non French-speaking students. The cycle grouped together 31 students from 25 different countries and a wide range of professional profiles.

Students of this 7-month cycle followed courses in three different areas: Administration and institutions, Economics and public finance, and International relations. They also followed two common core modules (The fight against corruption, Information & economic intelligence) and participated in the courses of the Advanced Career Development Cycle for French Administrators. A 10-week internship in French administrations was part of their curriculum.

At the end of the course, students obtained an international diploma in public administration and could also apply for admittance to the programme for a Master in Public Administration.

- The 2007-2008 Short International Cycle began on November 5th 2007 in Strasbourg. It welcomed 29 students admitted in June 2007, of 25 different nationalities and from all continents – experienced civil servants from various horizons: diplomats, legal advisors, economists, prefects, and for the first time, a former head of government.

The Short International Cycle lasts 9 months and familiarizes students with all facets of public management in France and in Europe. It favours comparative approaches, thanks to exchanges of experiences and the study of contemporary problems, in addition to the organization of debates and group work. From January on, students follow the same programme as civil administrators appointed by lateral entry, who also follow a 7-month training programme at ENA.

At the end of the course, students receive a diploma in public administration and, results permitting, can go on to obtain a Master in public administration if they wish.



Students of the Short International Cycle being welcomed on November 5th 2007 in Strasbourg

- The 2007-2009 Long International Cycle began on December 3rd 2007 in Strasbourg. This cycle brought together 39 students, half of them European, from 32 different countries. These students, recruited during the 2007 selection, were for the most part civil servants from various ministries; others were considering a career in the administration after their studies.

These students joined with the French students having entered ENA through the competitive entry exams and share the French students' curriculum – the integration period, the intensive training session in communication and negotiation, and the "Europe" (February-July 2008) and "Territories" (September 2008-April 2009) modules.

At the end of each of these modules they sit for the same examinations as the French students and obtain a diploma in public administration. They can also, if they wish, apply for a Master in public administration, which includes writing a short thesis.



Students of the 2007-2009 Long International Cycle being welcomed on December 3rd 2007 in Strasbourg.

## 2) Cycles that ended in 2007

In 2007, three ceremonies were held in Paris and in Strasbourg for the distribution of diplomas for the completion of four international cycles: the two Long International Cycles 2005-2007 (old and new regime), the 2006-2007 Short International Cycle, and the 2007 International Cycle of Public Administration.

a) On February 27th 2007, the ceremony for the distribution of diplomas for the students of the 2005-2007 Long International Cycle (old regime) took place, after considerable renovation work, in the historic building at N° 2 avenue de l'Observatoire in the 6th arrondissement of Paris. ENA's single site in Paris, this building houses the international

relations directorate and the services in charge of short-length continuing education training programmes, all other services now centralized in Strasbourg.

The 2005-2007 Long International Cycle old regime had begun in September 2006 and numbered 18 students, representing 15 different countries. Students followed a common curriculum with their French counterparts of the "République" class. Their studies lasted 18 months (from September 2005-February 2007), with a period of internship in a prefecture alternating with studies in Strasbourg. At the end of their studies, students received a diploma of public administration, and for those who had completed the requirements, a Master in public administration.

It was a pleasure for these students to end their studies in an atmosphere of warmth and conviviality during a ceremony which also inaugurated the newly renovated Alexandre Parodi amphitheatre. The evening was presided over by Mr Jean Cadet, senior consultant at the Cour des comptes and former French ambassador to Russia, in the presence of Mr Antoine Durrleman, director of the school, and several ambassadors.



Mr Jean CADET, Mr Antoine DURRLEMAN, Mr Arnaud TEYSSIER addressing the students.

A delegation of French students from their class, members of the school administration, as well as family and friends were in the audience to share with them this privileged moment. The Association of former ENA students (AAEENA), presided by Mr Arnaud Teyssier had invited the class to a reception that morning, duly welcoming the "new former students". The presence at the ceremony of former ENA foreign students evidenced the vitality of the alumni network and enhanced the success of the event. A few foreign press correspondents also attended.



Pavla Danisova, long international cycle student delegate, speaking at the closing ceremony

b) The distribution of diplomas to the 18 long international cycle 2005-2007 (new regime) students from 15 different countries took place at ENA in Strasbourg on April 27th 2007 and was presided by His Excellency Dr Wendelin Etmayer, Ambassador Extraordinary and Plenipotentiary, permanent Austrian representative at the Council of Europe, in the presence of the director of the school, Mr Antoine Durrleman. This class was the first to follow the new curriculum put in place according to the 2005 reform.

These students were thus able to follow the "Europe" and "Territories" modules in common with the French students of the "Aristide Briand" class. The curriculum spread over 18 months (from December 2005-April 2007), alternating internships with classes in Strasbourg.

At the end of their studies, students received a diploma in public administration, enabling them, if they so wished, to apply for admission to the programme for a Master in public administration, based on research and a short thesis.

The ceremony opened with a speech by Mr Antoine Durrleman, followed by an address to the students by Dr Wendelin Etmayer. French and foreign students spoke of the enrichment they had gained thanks to this programme of shared studies. Finally, diplomas were distributed in an atmosphere of solemnity, interrupted only by the hearty applause of those present, the many students, guests, representatives of the diplomatic corps and members of the school's direction and administrative staff.

c) On July 26th 2007 Mr Stéphane Hessel, French ambassador, presided over the distribution of diplomas for international public administration to the students of the 2007 International Cycle of Public Administration - the "Kofi Annan" class and to the 34 students of the 2006-2007 Short International Cycle - the "Francophonie" class, from 30 different countries. The ceremony took place in Strasbourg's Michel Debré auditorium, in the presence of Mr Antoine Durrleman and representatives of the diplomatic corps. In his speech, in the form of a *vademecum* for the new generation of civil servants, Mr Stéphane Hessel defended the essential values that should inspire public service, concluding with wishes of happiness, that happiness which, as he so well put it, can only be attained "if we are useful, and we are only useful if we are courageous".



### **LONG INTERNATIONAL CYCLES**

In 2007, ENA organized 24 international cycles specialised in public administration, two of which were in English and one in Spanish. In all, 480 participants were accepted. The programmes were held at ENA's Paris site.

The 480 participants (the highest number since 2000) were selected from among 780 candidates, and most often were recipients of French government grants. Nonetheless, many civil servants financed the cost of the training programme out of their own resources (600-800€ plus travel and living expenses) in order to take advantage of these programmes, thanks to which they not only broaden their knowledge, but also benefit from the sharing of experience with their counterparts from other continents. The most popular cycles were "Preparation and execution of the budget", "The supervision, evaluation and audit of public expenditure", "Diplomatic practices", "International cooperation and project leading" and "Human resource management and management in the civil service". The Spanish cycle "Evaluacion y transparencia administrativa" welcomed about 20 participants.



The last 2007 CISAP: "The state's role in economic intelligence" from December 3rd – 14th 2007

### **FOLLOW-UP OF FOREIGN ALUMNI**

#### **1) Seminar and get-together for former students of the 1996-1997 Short International Cycle**

On the initiative of Mrs Christiane Deussen, director of the Maison Heinrich Heine at the Cité Universitaire in Paris and former German student of the 1996-1997 short international cycle, the majority of former students of the class were able to get together in Paris for a seminar on October 25th and 26th 2007.

During this seminar, which featured a reception by the newspaper "Le Monde" and another at the CNIL (Commission Nationale de l'Informatique et des Libertés), they were welcomed to the school by the director, Mr Bernard Boucault. A visit to the newly renovated premises avenue de l'Observatoire was followed by a meeting on the subject of ENA's international activities, led by Mr Philippe Bastelica, director of international relations.



Former 1996-1997 short international cycle students in the library

ENA was happy to welcome these foreign alumni and hopes to have the opportunity to renew the experience in the near future.

#### **2) A new association of former students has been set up: the association of ENA Community students posted in Paris: AAECENAPP.**

At its General Assembly on December 5th 2007, the association elected its officers:



Martin Slabenak – president



Veronica San Vicente – secretary



Fausto Rotelli - treasurer

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2, avenue de l'Observatoire - 75006 Paris