



MINISTRY FOR STATE REFORM,
DEVOLUTION AND THE CIVIL SERVICE

INTERNATIONAL

The DGAFP and international administrative cooperation



REPÈRES DGAFP



DIRECTION GÉNÉRALE DE L'ADMINISTRATION ET DE LA FONCTION PUBLIQUE

The DGAFP and international administrative cooperation

The Directorate General for Administration and the Civil Service is strategically placed to handle all central government, government modernisation and governance matters.

The DGAFP's in-depth knowledge of its principal activity (central government human resource management (HRM)) means that many countries request information and feedback on our policies and reforms.

Through a wide range of partnerships, the DGAFP is looking to implement major initiatives internationally, by bolstering cooperation with its key partners including the ENA (French National School of Administration), the IRAs (Regional Administration Institutes), the ADETEF (the French international technical assistance agency) and the Ministry of Foreign Affairs.

Aims

- To address technical support requirements pursuant to administrative governance programmes managed together with French and foreign partners.
- To provide ministries with an HR best practices knowledge base covering the public and private sectors as well as the international sphere.
- To leverage French governance know-how, particularly as regards public-sector HR management.
- To discuss HR best practices and topical HR issues with French and foreign partners.
- To foster internationally-orientated careers.

Stakes

- The DGAFP's contribution to national and European working parties and to international expert missions needs to be consolidated.
- France's expertise in human resources and institutional capacity-building should be publicised and external influence should be heightened by rolling out this know-how for multilateral projects

The DGAFP's International Expertise, Forecasting and HR Policies Benchmarking Bureau:

- Is responsible, in concert with the Interministerial Directorate for Government Modernisation, for administrative cooperation in the areas of governance and human resources.
- Acts as a watchdog for changes in public-sector employment trends and for innovation.
- Monitors news concerning the civil service in France and abroad.

Presentation of HR best practices benchmarking in the public and private sectors in France and internationally



DGAFP international administrative cooperation initiatives

Bilateral cooperation

• Cooperation agreements

Depending on the scenario, these administrative cooperation agreements, under which the DGAFP makes commitments, may be executed by the Minister of Foreign Affairs, the Minister responsible for the Civil Service or the DGAFP.

• Hosting foreign delegations

The DGAFP hosts foreign delegations, either following requests from partners or at its own initiative.

This allows it to address the widespread interest in the government reform and modernisation carried out in France as well as our HRM.

Multilateral cooperation

• Twinning (EU)

Twinning is a cooperation vehicle overseen by the European Commission which is materialised by the Instrument for Pre-accession Assistance (IPA) and the European Neighbourhood and Partnership Instrument (ENPI). The ultimate aim is to step up institutional-capacities in the target countries. The DGAFP should make full use of the possibilities offered by twinning as it provides tangible advantages to the beneficiary countries and the Member States involved in the projects alike.

• Consortiums

The DGAFP forges public and private sector partnerships to respond to invitations to tender launched by international donors.

• Other initiatives

The DGAFP is sporadically involved in cooperation initiatives funded by international bodies such as the World Bank or the European Bank for Reconstruction and Development (EBRD).

A salient example of this was the 2011 expert mission in the Republic of Congo concerning the Interministerial Directory of Central Government Jobs (RIME).

350
delegations hosted from **30**
different countries

40
foreign delegations currently in France to study or train

Leading to agreements with **15**
countries and sustained collaboration

With almost **50** countries worldwide

Involved in **2** civil servant exchange programmes

1 special newsletter
« La lettre de l'Ecole de la GRH-Ressources »

Partner to the **39**
colleges in the French Civil
Service Colleges Network (RESP)

2012 figures

Quelques chiffres

The DGAFP's key partners

- ENA
- The IRAs
- The Ministry of Foreign Affairs
- ADETEF
- France expertise internationale (FEI)
- EU Member States
- The European Public Administration Network (EUPAN)
- The European Commission's Directorates-General
- The Sectoral Social Dialogue Committee (SSDC) for central government administrations
- The Organisation for Economic Cooperation and Development (OECD)

The OECD's Public Employment and Management Network

The DGAFP works closely with the OECD (particularly with the Public Employment and Management Network) by sitting on the Public Governance Committee.

It is thus able to conduct benchmarking of countries with development levels similar to France.

Involvement in the European Public Administration Network (EUPAN)

The DGAFP is France's representative in the EUPAN in which all 27 EU Member States participate. It is a strategic venue for trading best practices. By its involvement in the EUPAN, the DGAFP is able to promote French central government HR policies and receive more feedback from its foreign counterparts.



Involvement in the Sectoral Social Dialogue Committee (SSDC) for central government administrations

The DGAFP also sits on the European Commission's Sectoral Social Dialogue Committee for central government administrations. The Committee, which was set up in December 2010, brings together employer representatives from ten Member States (within the European Public Administration Employers [EUPAE] - Belgium, France, Spain, Greece, Italy, Luxembourg, Romania, the Czech Republic, the United Kingdom and Slovakia) and trade union representatives from all 27 Member States (under the aegis of the Trade Unions' National and European Administration Delegation [TUNED]).

France is vice-chair of the employer section of the Committee (EUPAE) which is chaired by Belgium.

As a result of its involvement in this Committee, France is consulted on all draft EU regulations which could impact on French law.

One outcome of the Committee's work was the signing of a framework agreement in 2012 for a Quality Service in Central Government Administrations.

The DGAFP's Strategy

The DGAFP's cooperation initiatives vis-à-vis its key partners are aligned with the development policies of the EU and other donors with the medium-term goal of achieving multilateral partnerships. The initiatives have five main strands:

- Consolidating cooperation with France's traditional Mediterranean partners such as Algeria, Morocco and Tunisia.
- Nurturing the contact established with other important stakeholders in Euro-Mediterranean relations, particularly Egypt, Jordan, Lebanon and Turkey.
- Bolstering the special relationship with Sub-Saharan Africa.
- Guaranteeing the pursuit of collaboration with emerging countries, most importantly in South-East Asia.
- Keeping up ongoing dialogue with developed countries and regions, in particular Germany and Quebec.

Expertise and technical support

The DGAFP relies on its "business line" bureaus in the following areas:

- Reform of bylaws and new legislation concerning central government
- Recruitment policy
- Career advancement and ongoing training
- HRM performance
- E-government
- Social dialogue
- Code of conduct and transparency in central government
- EU integration assistance
- Occupations manual, skills manual and forward planning for staff and skills (GPEC)
- Compensation and performance-related bonuses

→ For hosting foreign delegations

- Overview of the reforms examined and implemented by the "business line" bureaus

E.g. In 2012, a delegation from Brazil was hosted by the HR2 bureau on the topic of the organisation of initial training and competitive examinations in the French civil service.

→ For missions abroad

- Missions to compile and assess cooperation requirements
- Technical support and expert missions

E.g. In 2012, staff from the HR1 bureau went on a technical support mission to Vietnam on skill profiling.

→ For cashing in on foreign experience

- Benchmarking

E.g. In 2012, in the context of France-Quebec administrative cooperation, an online module for raising civil servants' awareness of sustainable development issues was created by the HR4 bureau in coordination with the Ministry for Ecology, Sustainable Development and Energy.

→ For establishing an Interministerial and international expert network

E.g. In 2011, staff from the Payroll Policy (PSI) bureau went on an expert mission on the compensation system in Egypt.

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RAPPORT ANNUEL

The Rapport annuel sur l'état de la fonction publique sets out the main tenets of HRM in its "human resources policies and practices" section and contains a civil service employee review in its "facts and figures" statistics section, on which the "key figures" and "summary table" brochures are based.

OUTILS DE LA GRH

Geared mainly towards HR managers, this collection compiles a large number of steering support documents in daily use by HR departments. For example, the interministerial directory of Central Government jobs (RIME), the Dictionnaire des compétences, one-off guides and the "Démarches, outils et acteurs de la mobilité" kit are also part of the collection.

POLITIQUES D'EMPLOI PUBLIC

All this collection's publications address topics related to HR forward planning, from knowledge to skills management. It also contains memoranda of understanding drawn up following negotiations with representative civil service trade unions.

LES ESSENTIELS

This collection which is aimed at a wide audience and which is comprised of informative sheets or records, provides information on recruitment, competitive examinations, careers, training and, more broadly, all issues relating to civil servants' career advancement.

STATISTIQUES ET RECHERCHES SUR LA FP

This collection has four sub-collections and is destined for decision-makers, managers, statisticians and researchers: "Stats rapides" gives indicators and initial results; "Point Stat" briefly analyses the results of statistical surveys and studies; "Documents et méthodes" provides interim reports on research and methodology work; "Études, recherche et débats" contains in-depth quantitative and qualitative studies.

REPÈRES DGAFP

This collection compiles all documents, for either in-house or external use, which present and promote the DGAFP and its missions.