

Recruiting and training the men and women who will make public service a living institution and enable it to adapt to ever-changing times. Passing on the ethics of government service based on the values of responsibility, neutrality, high performance and selfless service.

ÉCOLE NATIONALE D'ADMINISTRATION



A PROFESSIONAL SCHOOL FOR TRAINING IN PUBLIC SERVICE

Created by General de Gaulle in October 1945, the founding principles of the Ecole nationale d'administration are to broaden access to the highest executive levels of government service, and to provide professional training for senior civil servants.

ENA'S AREAS OF EXPERTISE

A core curriculum for high-level civil servants, from France and abroad;

Continuing education programmes and advanced training for French and overseas civil servants through short and long training courses;

Bilateral European and international relations in the areas of governance and public administration;

Training in European issues and preparation for the competitive civil service examinations for the European community institutions.

THE CORE CURRICULUM

ENA is a professional, trans- and multi-disciplinary school. It has adapted to new national, European and international challenges, and prepares its graduates for service by training them in two key areas:

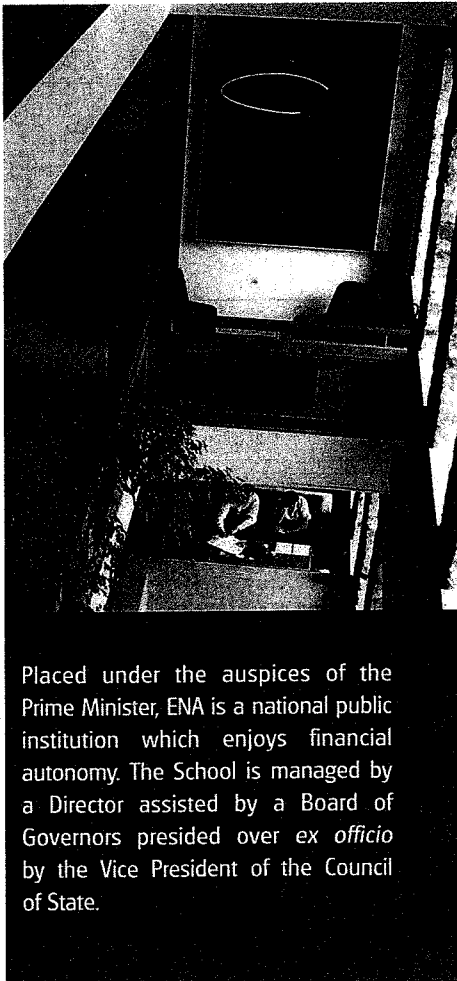
- General and inter-ministerial expertise in all the essential areas of government operations (European and international issues, the administration of government policy in domestic regions, and e-government);
- Public management (team management, project management, monitoring and evaluating collective performance, cost control and human resources management, all in a constantly-changing environment).

The training delivered by ENA alternates between periods of study and internships. The curriculum is delivered by professionals who work in the public and private sectors. The aim is to train the students to work together to foster an inter-ministerial approach to the senior civil service.

Access to the basic training is through competitive examinations, of which there are three categories. These have been open to citizens of European member states since 2004.

Due to its specific position as a professional school specialising in comparative administration, ENA has become a recognised and much-solicited model of educational engineering.

In sixty years of existence, ENA has trained more than 6 500 French senior civil servants and more than 3000 foreign nationals. More than a hundred nationalities are represented at ENA each year, and in addition to these 1300 people make study visits to the school.



Placed under the auspices of the Prime Minister, ENA is a national public institution which enjoys financial autonomy. The School is managed by a Director assisted by a Board of Governors presided over *ex officio* by the Vice President of the Council of State.

ONGOING TRAINING: HIGH-LEVEL PROFESSIONAL PROGRAMMES

As well as the core course, the School offers a great variety of training programmes for public service and private executives.

MASTERS COURSES

These programmes are accredited by a Masters Degree. Some are offered in partnership with other schools, training institutes or universities in France and abroad.

FULL-TIME COURSES

These courses in ongoing education can be either short or long (from two weeks to several months). They are aimed at French and overseas civil servants.

WEEK-LONG AND MONTH-LONG COURSES

The principal objective is to foster the professional mobility of executives who wish to access high-level positions of responsibility (public management course; parliamentary assistants' course).

COURSES WITH A SPECIFIC THEME

Every year, a wide-ranging offer of specialist training courses is available for individual registration. These sessions are generally held in Paris and mainly tackle themes from current practical realities in public policy.

TAILOR-MADE COURSES

ENA organises tailor-made programmes for private and public organisations, both French and overseas. Some of these are set up in response to calls for tender. The content and format are drawn up in association with the client organisation. Variable in length, from one day to two months, these sessions and courses can include study visits and internships. They can take place at ENA or in premises chosen by the client, in Paris, elsewhere in France, or abroad.

JOBS AND CAREERS IN PUBLIC SERVICE

ENA offers a remarkable diversity of careers at the heart of public service, in France and abroad. Students at ENA are prepared particularly to take up careers in the following corps:

ADVISORS TO ADMINISTRATIVE JURISDICTIONS AND TO REGIONAL COURTS OF ACCOUNTS

- Administrative tribunals
- Regional courts of accounts

DIPLOMATIC AND CONSULAR CORPS

- French diplomatic representations abroad
- Central administration in the Ministry of Foreign and European Affairs

ADMINISTRATORS OF THE CORPS OF THE CITY OF PARIS

- Executive corps of the City of Paris

MEMBERS OF SUPREME JURISDICTIONS

- The Council of State
- The Court of Accounts

ADMINISTRATORS AND SUB-PREFECTS

- Posts in various ministries

MEMBERS OF AUDITING BODIES

- Inspectorate-General of finances
- Inspectorate-General of the administration
- Inspectorate-General of social affairs





INFLUENCE AND PRESTIGE

Since the creation of the first international courses in 1949, the influence of ENA has grown ever greater, and now extends a long way beyond courses for overseas students.

PARTNERSHIPS

ENA, through its campaigns and its international prestige, works with training and research institutes in France and abroad.

INTERNATIONAL RELATIONS AND CO-OPERATION

ENA received its first foreign student in 1949. International administrative co-operation is one of the principal missions of the School. Its activities concern geo-strategic priorities, particularly in Europe, the Mediterranean region, developing countries and the French-speaking world. Every year, the School hosts around a hundred foreign delegations on official visits. It also organises short training courses, chosen from a prospectus or tailor-made, in France and abroad. It answers the specific needs of high-level executives or foreign experts, for whom it organises study visits, bringing them into contact with their peers in France and in the rest of Europe.

Finally, ENA is currently called upon more and more often as a provider of services for clients who buy its services in expertise and training, and performs competitively in the international arena. ENA also works with both public and private partners, in France and abroad, to win calls for tender launched by major multilateral donors (the European Union, the World Bank, the United Nations Development Programme, regional development banks, and so on).

COURSES IN EUROPEAN STUDIES

The specific courses in European studies offered by ENA are prepared and organised by the European Studies Centre (Centre des études européennes de Strasbourg - CEES).

Integrated into ENA in 2005, the CEES is a centre of expertise in European affairs. Its tailor-made courses are structured around three areas of competence: European careers, European governance and European policies. They are aimed at both French and overseas civil servants.



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PRINCIPAL ACTIVITIES

- postgraduate courses in European studies,
- preparing candidates for the competitive examinations of the European Institutions,
- initial and ongoing training on the governance of the European Union (presidency of the European Union, negotiation, lobbying, and so on) and its sectoral policies,
- lectures, colloquia, seminars and news about the European Union.

THE INTERNATIONAL CYCLES

The Ecole Nationale d'Administration (ENA) was founded by a government order of 9th October 1945, under the auspices of General de Gaulle. ENA is a state administrative establishment which trains top level civil servants, preparing its students for careers in the highest ranks of the French administration: the Conseil d'Etat (State Council), the Cour des Comptes (Court of Auditors), the Inspectorates (General Inspectorates for Finance, for Administration, and for Social Affairs) and the prefectural, diplomatic, and overseas trade promotion services. ENA also trains civil administrators and counsellors in administrative tribunals and regional courts of auditors, as well as administrators for the City of Paris.

The creation of ENA had a dual purpose: to standardise the recruitment of civil servants destined for a wide variety of careers previously accessible via separate competitive examinations, and to ensure professional training of the highest quality for these civil servants, who generally rise to the highest levels of public service.

In addition, the aim of the school is to become the **European school of governance**, at the crossroads of all new forms of public management. Europe now represents a civil servant's natural field of action, and it is for the purpose of emphasising this European dimension that the major part of ENA's activities have been grouped together in Strasbourg.

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The recruitment of the French students is carried out through three competitive examinations:

- the "external" competition, open to students under 28 who already hold a university degree or equivalent;
- the "internal" competition, open to civil servants or public sector employees with a minimum of four years service, and under 35 years of age on January 1st of the year they sit for the competitive examination;
- the third competition, open to persons under 40 with at least 8 years of professional experience in any sector other than the administration, or who have held office for at least 8 years as a member of an elected regional body.

These competitive examinations are open to members of the European community.

About 80 places are offered each year for these three competitions combined (40 for the external competition, 32 for the internal competition, and 8 for the third competition). French students who were not civil servants prior to admission become so on entry.

ENA is a post-graduate school for practical training and its students are civil servants who in future will be **both experts and managers**. For this reason, a considerable part of the training consists in internships, with teaching centred on long-term professional experience in the field. Teaching staff are chosen for their expertise and experience in team management and change management. Students are helped with the preparation of their internships, and are thoroughly debriefed, notably by means of group work and simulations.

At the end of their course the French ENA students are assigned to a corps in one of the various institutions to which the school gives access, after being interviewed by employers.

Training at ENA aims at a specifically international outlook, in particular since the school has merged with the Institut International d'Administration Publique (IIAP) in January 2002.

The international dimension of the school takes various forms, in response to the needs of its overseas partners.

ENA training programmes for overseas students are complete and diverse, addressing the needs of both young students and experienced civil servants. **Three long courses** are proposed each year and take place mainly in Strasbourg. The long international course (16 months) and the short international course (9 months) encourage an exceptionally broad exchange among foreign students

from all continents and French students. Thanks to their diversity of their countries of origin, students on the international public administration course (7 months) also benefit from a similar exchange of knowledge and practices between administrative managers from different continents.

Finally, **short courses**, tailored to specific needs or chosen from the prospectus, take place in Paris and cater for civil servants who are currently employed.

These study programmes, as well as other international administrative co-operation programmes led by the School, cover all fields of administration and state policy: institutional reinforcement, reform and modernisation of the state, civil service status, human resources management in the state sector, relations with users, decentralisation and deconcentration, management and public policy assessment, change management, European and international affairs, judicial and legislative consultancy, good governance, budget and tax support, and so on.

ENA's bilateral and multilateral co-operation takes the form of training courses which can be chosen among those listed in the prospectus, or tailor-made. They may comprise high-level teaching or technical instruction, administrative theory and the provision of material.

ENA has established links with foreign partners all over the world, in particular with schools and institutions for administrative training. It supports its counterparts (schools or administrations in the process of being set up, or restructuring) and takes part in all the international networks for research in comparative administration.

ENA also has a Multilateral Affairs and Calls for Tender Department tasked with obtaining, managing, following up and implementing multilaterally financed projects. Thus the School has been called on to answer calls for tender financed by the European Commission, the World Bank, PNUD, and the Regional Development Banks.

This prospectus describes the principle international courses offered by ENA: the Long International Course, the Short International Course, the International Course in Public Administration, and the International Courses in Public Administration.

It describes the **programmes as of January 2010**, which may be subject to changes in the students' interest. ENA's international courses accept only overseas students, with the exception of the European Masters in Governance and Administration (MEGA), which is a joint French-German programme, with its own specific selection criteria.

THE LONG INTERNATIONAL COURSE (CIL)

The Long International Course (16 months) is open to overseas civil servants beginning their careers, to overseas public sector agents, and in certain cases, to students who intend to become civil servants in their own countries. This course allows them to benefit from the same training as the French students at ENA, and in particular two internships, one based on European Affairs and one on Regional Affairs (France).

1 - ADMISSION REQUIREMENTS

The candidate must:

- be a civil servant, a public sector agent, or in certain cases, a student who will go on to join the civil service in his or her own country
- hold a university degree or equivalent
- be under 35 years of age
- have an excellent command of spoken and written French
- pass the school's entrance examinations.

2 - COURSE ORGANIZATION

The programme for foreign students begins in December. It initially takes place in Strasbourg, and comprises two internships, which may be based elsewhere. This course includes two optional months for students who choose to defend a Masters dissertation.

The preliminary one-month period in December consists mainly of classes in methodology, a review of basic subjects and group work. Use is made of distance-learning techniques.

After this initial period, students on the long international course join those admitted by competitive exam and, along with them, follow two of the three modules comprising the common core, **Europe (European Affairs)** and **Territoires (Regional Affairs)**, over the first fifteen months of a 24-month course. These two modules are built on the principle of complementarity between internships and academic classes. The schedule is as follows:

EUROPE (27 WEEKS)

► GENERAL ORIENTATION AND PREPARATION FOR INTERNSHIP (4 WEEKS)

- Negotiation seminar
- Orientation
- Acquisition of tools and methods (obtaining and analysing European documents), practical exercises in communication and negotiation (researching one's position as a negotiator; drawing up documents)
- Preparation directly linked to the internship posting: lecture on internships, meetings with mentors.

► INTERNSHIP ON EUROPEAN AFFAIRS (17 WEEKS)

Locations: European institutions, permanent representations, French embassies, overseas diplomatic services, international organisations.

► POST-INTERNSHIP COURSES (6 WEEKS)

- European and international affairs: theory and learning activities.
- Theory and learning activities on legal affairs in relation to the European theme (hierarchy of norms, transposition exercise, observation of the work of the European bodies: for example, the European Court of Human Rights, the European Court of Justice); financial affairs (budgetary procedures, taxation, the stability pact); economic issues (economic policy, competition).

► ASSESSMENT AND TESTING: 3 DAYS

TERRITOIRES (REGIONAL AFFAIRS) (32 WEEKS)

Joint course between ENA and INET

► PREPARATION FOR THE INTERNSHIP (2 WEEKS)

- Applied exercises in communication and negotiation (seminar on crisis management; chairing a meeting).
- Practical matters relating to the beginning of the internship; meetings before students leave for their internship.

► INTERNSHIP IN A PREFECTURE OR LOCAL AUTHORITY (22 WEEKS)

► POST-INTERNSHIP COURSES (7 WEEKS)

- Theory and learning activities, role plays based on dossiers, territorial administration (security, social affairs, contractualisation, etc);
- Theory and learning activities on legal issues (litigation, public procurement), financial issues (budgetary procedure and devolution of powers to the regions; local taxation, local authority budgets, financing local infrastructures), economic issues (economic intervention by local authorities, competitive clusters, evaluation of the profitability of an investment, etc).
- Human resources management (social negotiation, etc).

► ASSESSMENT AND TESTING: 1 WEEK

Internships have a special place at ENA, and students spend almost two thirds of the duration of their course on them. For all students, whether French or from overseas, these internships involve taking responsibility: they are not periods of observation.

Within the government department or organisation to which he or she is posted, the student is considered as a civil servant, with the duties and obligations pertaining to that status. He or she is put in charge of very varied jobs and missions, which will become more challenging as he or she gains the trust of his or her mentor.

Internship postings are decided by the Director of the School with input from the Director of Internships after an interview conducted by the Director of Internships, or one of his deputies, with the students.

The two internships provide an appropriate framework for the discovery of different aspects of Administration, at the level of Europe, the State or of local and regional authorities (regions, departments and municipalities).

In a more general way, these periods allow the student to understand the life of the organisations in which he or she is posted and to establish contact in social and professional settings which are as diverse as possible.

After the internship, the student is required to write a five-page report which aims at the evaluation of the quality of his or her work and the lessons which the trainee has learned from it.

Following a viva on the content of the internship and what the student has learned, a mark for the internship is awarded is by an examining board.

3 - ASSESSMENT OF THE COURSE

Other than the marks for the internships, each module comprises marks for individual and group exams, written and oral, with evaluation in tabular form, or in the form of comments. Emphasis is placed in the exams on using **complementary competences to resolve complex problems**. Thus a single exam may call upon several distinctly-taught subjects.

Diversity of practical action is the aim in drawing up the exam papers, so that the various kinds of theoretical knowledge and practical know-how to be acquired can be assessed in an appropriate way.

4 - MASTERS OFFERED TO CIL STUDENTS

CIL students who wish to do so may register for one of the three Masters programmes which have been set up with prestigious universities (CELSA, Paris 4 and Paris Dauphine): a professional Masters in **Communication in Public Institutions**, a professional Masters in **Public Affairs**, and a Masters delivered by ENA in **Public Administration** (*). These optional specialist courses, which result in the award of a "Masters 2" (the equivalent of a two-year Masters degree) can usefully complete the initial training given by the School.

These Masters operate on the basis of the validation of all or a part of the taught course and the internships comprised in the initial training period, to which are added teaching modules which are specialised according to the thematic orientation of the chosen Masters. The viva for the Masters dissertation takes place at the end of the two optional extra months of the course.

(*) For more information, cf. card-index #5 and the details of the Masters programme on www.ena.fr

THE SHORT INTERNATIONAL COURSE (CIC)

The short, nine-month international course allows civil servants holding positions of responsibility to familiarise themselves with all facets of public management in France and in Europe. The aim of the course is to favour comparative approaches and pool experience, particularly during the core course of five months with the French administrators. This course offers an overview of the French administrative organisations, the reforms and modernisation of the State and the implementation of public policy. It fulfils training needs identified by overseas Administrations which wish to task their executives with missions linked to France or to the European Union.

1 - ADMISSION REQUIREMENTS

The candidate must:

- be a civil servant or public sector employee;
- hold a university degree;
- have a sufficient professional background to share experience with French and foreign colleagues;
- hold a position of responsibility;
- speak and write **fluent French**;
- pass the school's entrance examinations.

The minimum age required is 30.

2 - COURSE ORGANIZATION

The course lasts **9 months**, and, includes:

A PREPARATORY PERIOD (7 WEEKS)

This part of the course aims to update and consolidate participants' knowledge of contemporary France (institutions, politics and administrations; social affairs; basics of economy and public finance; important issues in current affairs), and also their knowledge of Europe and of fundamental geopolitical issues. The teaching of French, which is directly linked to the themes covered during the course, also plays an important part, as does methodology. Emphasis is laid on an intercultural approach, which must allow students to get to know each other better and to share their experiences. Study visits are also organised. This period thus has twin objectives: to constitute a common framework, and to work in conjunction with the French students.

AN INTERNSHIP IN A CENTRAL OR DEVOLVED ADMINISTRATION (APPROXIMATELY 10 WEEKS)

Overseas students are placed in a sector of the French administration, the functions of which are similar to those of their home administration. Internship locations are thus diverse. The aim of this part of the course is for students to compare working methods and decision-making procedures in an administration parallel to their own and to participate directly in administrative work. Training is not limited to simple observation, but takes the form of an **active internship** requiring adaptability, analytical capacities, and an aptitude for inter-personal relations.

Postings are decided by the Director of the School, with input from the Director of Internships.

At the end of the internship each student submits a report approved by his or her mentor. Assessment is based on the marks

provided by mentors, the report itself and a viva. Marks are attributed by an examining board appointed by the Directorate of the School.

PERIOD IN COMMON WITH FRENCH CIVIL ADMINISTRATORS (20 WEEKS)

This 20-week period constitutes a phase of analysis of and reflection on the future challenges facing the civil service. Work takes place in small groups and essentially with non-ENA high-ranking French civil servants recruited by lateral entry. These are appointed by the government, on the recommendation of a selection committee, to a corps otherwise recruited among ENA graduates, in the proportion of 6 to 9. On appointment, they participate in an ENA training programme corresponding to their previous professional experience and to the special skills and aptitudes required by their new responsibilities.

This common study period allows students to acquire the practical knowledge necessary for exercising missions linked to high-ranking posts in the administration. It is a unique opportunity for the exchange and sharing of ideas and experience, in particular through group work.

This period includes:

► AN INTEGRATION SEMINAR

► GROUP WORK IN WHICH EACH STUDENT CONTRIBUTES TO:

- Seminars, the aim of which is to place the student in the situation of a civil servant whose mission is to analyse a problem, and to make proposals to the public authorities. This work is carried out in groups;
- Round tables on subjects chosen by the students;
- Team projects allowing students to gain an appreciation of the effect on the ground of the impact of a public policy, the management of an administration, etc.

► BROAD TEACHING MODULES, WITH A PARTICULAR FOCUS ON:

- European affairs;
- The modernisation of the State, and the tools used by management and public authorities;
- Territories and public policy;
- The position of France in the world;
- Public management and the specific responsibilities pertaining to senior management;
- Economic and legal affairs.

► A SOCIAL MODULE

Including a lecture and debates on the major issues and the means of applying public policy in the economic and social field, as well as a short internship in a social affairs organisation.

► LECTURES

On issues in current affairs by noteworthy speakers, both French and from overseas.

► THE COURSE ALSO INCLUDES CLASSES IN FRENCH AS A FOREIGN LANGUAGE AND IN THE METHODOLOGY OF DRAFTING ADMINISTRATIVE DOCUMENTS

3 - ASSESSMENT

An examining board, appointed by the Directorate of the School, interviews each student from the CIC at the beginning and end of the course in order to analyse his or her profile and to guide him

or her in his/her choices according to his/her competences, and to evaluate the correlation between the training project and its implementation.

Assessment is based on written examination (30% of the final mark), the mark awarded for the internship (20% of the final mark) and a viva with the examining board (50% of the final mark). Attendance is also taken into account.

For this training course students are awarded a CIC International Diploma in Public Administration.

This diploma is awarded by the Directorate of the School on the basis of all the tests and assessments undertaken by each student. The pass mark is 10/20.

Students who obtain an overall mark of 14/20 (known as "magna cum laude") are invited to apply for the **Masters in Public Administration**.

THE INTERNATIONAL COURSE IN PUBLIC ADMINISTRATION (CIAP)

The aim of ENA's international course in public administration, which lasts seven months, is to offer high-level civil servants from overseas intensive professional training in their specialist field. This course covers three specialist areas: Administration and Institutions, International Relations and Diplomatic Affairs, and the Economy and Public Finance.

The geographic and professional diversity of participants on the course is one of the major assets of ENA's CIAP. It encourages the sharing of personal and national experience and sparks group thought on ways of improving the efficiency of public administration. Thanks to the high quality of the lecturers (among whom are top-level civil servants, academics and French and European consultants), to the diversity of teaching methods (classes, seminars, case studies, simulations), to an internship in a French administrative service in France or abroad, and to the advantages of working in a multicultural environment, this programme constitutes a rich experience in a civil servant's career.

1 - ADMISSION REQUIREMENTS

The candidate must:

- be a civil servant or public agent;
- hold a university degree or equivalent;
- have significant professional experience;
- speak and write fluent French;
- pass the school's entrance examinations;
- be aged 25 or over.

Certain conditions may be waived according to individual circumstances.

2 - COURSE ORGANIZATION

The programme lasts **7 months**.

It consists of:

- an initial review period for all participants;
- study visits;
- a specialisation period;
- an internship in an administration.

THE INITIAL REVIEW PERIOD (5 WEEKS)

This part of the course aims to update and consolidate participants' knowledge of contemporary France (institutions, politics and administrations; social affairs; basics of economy and public finance; important issues in current affairs), and also their knowledge of Europe and of fundamental geopolitical issues. The teaching of French, which is directly linked to the themes covered during the course, also plays an important part, as does methodology. Emphasis is laid on an intercultural approach, which must allow students to get to know each other better and to share their experiences. This period thus has twin objectives: to constitute a common framework and a shared culture, and thus to prepare for the specialisation phase and the internship.

STUDY VISITS (PARIS AND BRUSSELS)

Study visits and lecture are organised to Assemblies, Ministries and European Institutions.

There are two objectives:

- to apply the theoretical knowledge acquired over the core course to the realities of French and European institutions;
- to discover the various aspects of their work (administrative, economic, political, cultural, etc).

THE INTERNSHIP IN AN ADMINISTRATION (10 WEEKS)

Students are posted to an internship in a French administration. This period of ten weeks allows them to apply the theoretical knowledge acquired over the core course to the daily realities of an administrative department. It also aims to test students' ability to adapt, to work in a team, and their motivation. The internship is an essential part of the ongoing training offered by the CIAP.

This internship may take place in France, in a central administration, a prefecture, a regional administration or a devolved administration, occasionally in French diplomatic or consular posts abroad, or in an international organisation.

The Directorate of ENA alone – advised by the administrative authorities concerned – decides on the posting of students according to their training, their professional background and their motivation.

At the end of the internship, each student submits a report approved by his or her mentor. Assessment is based on the marks provided by mentors, the report itself and a viva. Marks are attributed by an examining board appointed by the Directorate of the School.

THE SPECIALISATION PHASE (12 WEEKS)

Students are divided into three sections corresponding to their professional specialist option. The running of each of these specialist options depends on the number of candidates who get through the selection process. Students who gain a place in a specialist option which then does not run will be offered a place on another course.

► ADMINISTRATION AND INSTITUTIONS

Theoretical subject matter, but also practical tools relating to public policy, public management, and the functioning of French political, administrative, and judicial institutions.

► ECONOMY AND PUBLIC FINANCE

Broadening of knowledge in the fields of financial and budgetary management; the study of economic and fiscal policies using interactive teaching methods and the sharing of experience.

► INTERNATIONAL RELATIONS AND DIPLOMATIC QUESTIONS

An original approach to the important international questions and the acquisition of tools useful for leading international relations. This option is aimed at civil servants involved in their country's foreign affairs.

This period, during which students follow different courses according to the specialist option they have chosen, aims at reinforcing their knowledge and their professional skills. The ongoing training offered is based on an active teaching style: case studies, simu-

lations and role plays have an important place in the curriculum, in all specialist options. Group work is also offered, in which students are asked to carry out a project involving an administrative report.

3 - ASSESSMENT

The School awards an international diploma in public administration (entitled "International Course in Public Administration"), to students who satisfactorily complete the CIAP course and obtain the pass mark, ie, 10/20, in the various exams.

Assessment is based on written and examination oral examinations in the specialist option (15% of the final mark), in French and methodology (10%) and assessment of group work (15%). The internship counts for 20% of the final mark, and there is a final viva with the examining board (40% of the final mark). Attendance is also taken into account.

Students who obtain an overall mark of 14/20 (known as "magna cum laude") are invited to apply for the **Masters in Public Administration**.

MASTERS

I - STUDENTS ON THE LONG INTERNATIONAL COURSE (CIL)

Students on the Long International Course who wish to do so may register for one of the following Masters programmes. These optional specialist courses lead to the award of a "Masters 2" (equivalent to a two-year Masters course), awarded in association with prestigious universities (CELSA (Paris IV, and Paris Dauphine).

■ VOCATIONAL MASTERS IN COMMUNICATION IN PUBLIC INSTITUTIONS

This Masters, organised by CELSA (Paris IV, Sorbonne) includes modules on political and public communication, and theories of information, communication and sociology. It also includes classes on public relations and relations with the press, and qualitative and quantitative studies. Students are also required to write a dissertation supervised by two academics from CELSA, on an aspect of public or political communication, which is examined by viva before a board made up of representatives of both CELSA and ENA.

■ VOCATIONAL MASTERS IN PUBLIC AFFAIRS

This Masters, organised in association with Paris Dauphine, is based on the course followed by CIL students at ENA. This is a sandwich course, and allows students to follow the teaching modules validated within the framework of a Masters and to follow additional interdisciplinary modules in public policy and public management. Students are also required to write a dissertation supervised by an academic from Paris Dauphine, which is examined by viva before a board made up of representatives of both ENA and Dauphine.

■ MASTERS IN PUBLIC ADMINISTRATION, DELIVERED BY ENA

This Masters programme, the oldest of those offered to students from the CIL, consists in the validation of certain modules followed throughout the course and the months of training, and in the writing of a research dissertation which is examined by viva before a board made up of an academic tutor, a lecturer or professor from the CERA and a high-ranking civil servant.

The aim of the Masters in Public Administration is to allow students to develop their aptitude for research and to gain the "added value" of specialist knowledge by following courses on the major administrative, political, economic, social and international issues.

II - CIC AND CIAP STUDENTS

■ THE MASTERS IN PUBLIC ADMINISTRATION, DELIVERED BY ENA

The Masters in Public Administration is a high-level diploma recognised at international level. Its aim is to encourage students to develop an interest in research and to enhance their ENA diploma by broadening and deepening their knowledge of current administrative, political, economic, social, and international issues.

1 - ADMISSION REQUIREMENTS

The Masters in Public Administration is an extension of the International Diploma in Public Administration awarded by the School. Only those CIC and CIAP students who obtain an overall mark of 14/20 or above (known as "magna cum laude") may apply for this Masters Programme. Registration for the Masters opens after the publication of the results of the two courses.

2 - ORGANISATION OF THE PROGRAMME

There are two stages:

A RESEARCH DISSERTATION

This Masters has innovated a system of distance learning which allows students to prepare their dissertation from their home country, with a supervisor - an academic at a French or European university, and an expert in the field.

THE COMPLEMENTARY TRAINING PERIOD

This takes place at the earliest in the year following graduation from the course in Strasbourg. It includes the defence of the dissertation, lectures followed by debates organised around two themes (the reform of the State, and France on the International Scene). Two administrative memos are written (one of which is on international affairs).

3 - ASSESSMENT

At the end of the complementary training period, an examining board meets to discuss all the marks obtained throughout the Masters. The defence of the dissertation counts for 70% of the mark, and each of the two memos counts for 15%.

INTERNATIONAL COURSES SPECIALISING IN PUBLIC ADMINISTRATION (CISAP)

1 - AIMS OF THE CISAP

The International Courses Specialising in Public Administration (CISAP), of variable duration from two to four weeks, aim to offer experienced civil servants from overseas advanced intensive professional training in their specialist subject on a very specific theme. Details of this training offer appear in an annual prospectus.

The CISAP courses are specialist courses on particular administrative problems (policies, procedures, management), which they tackle in a very practical way.

The choice of themes is made in accordance with a desire to treat classic subjects such as the organisation of parliamentary work and the execution of the state budget, the control and evaluation of public management, human resources management, and the management of the civil service, international negotiation and the protection of human rights, but also to tackle problems linked to the development of national and international current affairs, the development of new public management techniques and themes linked to the process of the reform of the State. A prospectus, updated every year, is sent to French Embassies abroad. It can be consulted and downloaded from the ENA site, www.ena.fr

2 - TEACHING METHODS

French experience is the starting point for debate, but the comparative approach and the study of European and international practical realities play an important role throughout the training period.

Teaching methods encourage active participation and the development of personal and individual knowhow. Priority is accorded to lectures, seminars, round tables, case studies, simulations and study visits.

3 - DURATION

Most CISAP programmes last four weeks. Some sessions cater for high level decision-makers and have been specially designed to last only two weeks in order to be more compatible with participants' responsibilities.

4 - WORKING LANGUAGE

In all but exceptional cases, mentioned in the CISAP prospectus, the working language is French. Fluency in this language is indispensable in order to fully benefit from the teaching.

A few sessions in English and Spanish are offered each year.

5 - ADMISSION

Candidates must be civil servants, managers of state enterprises, or other government employees, and hold a post of high responsibility in their home country. However, other candidates can be admitted to CISAP programmes on the authorisation of the Director of ENA.

All candidates must also fulfil the following prerequisites:

- hold a Master's degree or equivalent (proof of four years in higher education) or, in some cases, a post of responsibility indicating equivalent competence;
- give proof of at least three years of professional experience;
- be presented individually by their government or their employer;
- provide proof of competence in French.

Application forms can be obtained at the Co-operation and Cultural Action Service of the French Embassy, or direct from ENA.

Once completed, and accompanied by the required official documents, application forms should be presented by home government officials to the French Embassy, which forwards them to ENA. Deadlines must be strictly respected. Incomplete dossiers are not considered.

6 - ELIGIBILITY AND ADMISSION

Candidates short-listed by the ENA selection committee are not given a firm offer of admission until they have obtained (before a set deadline) funding to cover travel and living expenses, insurance, and registration fees.

Funding can be requested from the French Embassy, or from any national or international, public or private institution, or from the government presenting the candidate.

ENTRY PROCEDURE AND SELECTION PROCESS FOR CANDIDATES ON LONG INTERNATIONAL COURSES

1 - PRESENTATION OF THE COURSES

COURSES	DURATION	DATES	AGE GROUP	TARGET AUDIENCE
THE LONG INTERNATIONAL COURSE	16 months: - Initial phase: 1 month of preparation - 15 months training (internships and classes) - + 2 months for the defense of the Masters (optional)	Cf. card-index #8	35 or under	Civil servants or students finishing a course and intending to go into the civil service Common course with French students in initial training
THE SHORT INTERNATIONAL COURSE	9 months: - Initial phase: 2 months - 7 months training (internships and classes)		30 or over	Experienced civil servants Common course with French civil servants undergoing continuing education (5 months)
THE INTERNATIONAL COURSE IN PUBLIC ADMINISTRATION	7 months		25 or over	Working civil servants Course with 3 specialist options: - Administration and institutions - Economy and public finance - International relations

2 - THE VARIOUS STAGES IN THE SELECTION PROCEDURE

DECEMBER: THE FOLLOWING DOCUMENTS ARE SENT BY ENA TO THE EMBASSIES

- Application forms to be filled in by the candidates
- Shortlist forms to be filled in by the Embassy
- Prospectuses on the School's international courses
- Pamphlets on "La France et ses institutions", to be given to candidates
- The selection tests:
 - written test,
 - test of knowledge and reasoning,
 - the specialisation test.

JANUARY: SHORTLISTING BY EMBASSIES

- ▶ THE APPLICATION FORM AND TWO PAMPHLETS ON INFORMATION AND PREPARATION ARE SENT TO CANDIDATES

- ▶ PRESELECTION INTERVIEWS WITH CANDIDATES

The selection board is made up of five qualified people.

The aim of the interview is to ascertain that the candidate has the requisite intellectual ability and personal qualities profitably to follow the course(s) for which he or she has applied and to take on responsibilities afterwards in the civil service. Questions will centre on the candidate's knowledge, experience, his or her career plan (cf. the various sections on the pre-selection form).

► TESTS

The three tests are compulsory for all candidates. The exams take place on one half-day, and take four hours. No documents are allowed. For reasons of confidentiality, examination papers must not in any circumstances be taken away from the examination hall.

- Test of written expression

All candidates take a written test in French (an example of this test can be found in the prospectus on international courses). The aim of this test is to ensure that the candidate is sufficiently fluent to benefit fully from the course.
Duration: 1 hour.

- Test of knowledge and reasoning

The aim of this test is to evaluate basic knowledge by a series of questions requiring precise answers. The capacity to reason and argue a point is examined by means of an essay question, chosen among a number of options.
Duration: 2 hours.

- Specialisation test

Test of advanced knowledge. Students may choose from "Administration and Institutions", "Economy and Public Finance" or "International Relations".
The aim of this test is to assess knowledge in a specific domain by means of multiple choice questions and a short essay questions.
Duration: 1 hour.

NB: some candidates living in France take the test in Paris. They must however contact the French Embassy in their home country to inform them of their candidacy and possibly request funding. Candidates from international organisations should contact the French embassy in which their organisation has its headquarters.

FEBRUARY: SHORTLISTED DOSSIERS ARE SENT TO ENA

FEBRUARY-31ST MARCH

Exams are corrected. Dossiers are examined along with exam results by the Directorate of International Relations at ENA.

Candidates to be invited to the oral exams are selected.

APRIL-MAY

Selection interviews in the Embassies of shortlisted candidates, by ENA, or by video conference (*) from ENA's centre in Paris.

For candidates who have taken the exams in Paris, interviews take place at ENA's centre in Paris.

Candidates interviewed must state whether or not they wish to follow one of the three Masters offered by ENA in collaboration with its partner universities.

JUNE

Final meeting of ENA's selection board, chaired by the Director, who validates the list of candidates to be offered a place. Candidates are informed of the results **via their Embassy**.

On reception of the results, the Embassies contact candidates who have been offered a place. They also contact EGIDE in order to organise bursaries.

Candidates offered a place must confirm to ENA whether they wish to follow the course for which their application has been successful, and must, if applicable, indicate the Masters programme they wish to take.

There is no per country quota: only the intellectual and personal value of the individual is taken into account in the decision to offer a place.

(*) Address for video conferences: ENA Paris Prestige S16 # RNIS: +33 (0)1 42 34 61 42. Video conference room: +33 (0)1 44 41 85 44

PRATICAL QUESTIONS

THE INTERNATIONAL CYCLES

CALENDARS	CIC	beginning of November (year N) - end of July (year N+1)
	CIL	beginning of December (year N) - end of March (year N+2)
	CIAP	beginning of October (year N) - end of April (year N+1)
	CISAP	cf detailed calendar on www.ena.fr

ADMINISTRATIVE DOCUMENTS

If necessary, ENA facilitates the administrative procedures undertaken by overseas students in order to obtain a residence permit.

FEES

REGISTRATION FEES

- There are no registration fees for the CIL and CIC
- The registration fee for the CIAP is set at €3000 (paid by EGIDE for students with French government funding).
- The registration fee for the CISAP is €825 for 4-week courses and €600 for 2-week courses.
- Registration fees must be paid prior to the beginning of each training course.

FEES FOR WHICH STUDENTS ARE RESPONSIBLE (variable from course to course)

- Living expenses in France (housing and food);
- Travel expenses and living expenses during the internship;
- Participatory fees for the various trips and seminars organised within the framework of the course.

Examples of prices in Strasbourg:

- Rent for a studio (1-roomed flat with bathroom and kitchenette), €450 per month
- City transport, €44 per month
- Meal ticket (university restaurant), €3,22

The minimum wage in France in 2010 was €1343,77. This gives some indication of the cost of living.

If students require it, the School can deliver a receipt showing the expenses incurred for each trip. This will allow them to obtain a partial or total refund of expenses from their home government.

FUNDING (BURSARIES)

Candidates from certain countries can apply to their home government for funding, or to the French government for a bursary from the Ministry of Foreign and European Affairs, through the French Embassy.

Bursaries from the French Government are administered, in France, by EGIDE, which carries out, for the students and internees concerned, the administrative formalities necessary to stay in France (residence permit and social security).

German candidates can apply for a bursary from the German Bureau for University Exchanges (Deutscher Akademischer Austauschdienst, DAAD), which centralises applications (Madame Anne-Sophie Matheron, Tel.: +49 228-882-244, Bonn, e-mail: matheron@daad.de).

HOUSING

EGIDE only directly provides housing for single people. **Students who come to France accompanied by their families must find suitable housing by themselves.** However, a contribution towards housing costs can be paid to holders of bursaries in proportion to the amount of rent they pay after deduction, if applicable, of housing benefit.

DURING THE COURSE IN STRASBOURG

HOLDERS OF BURSARIES SHOULD CONTACT

Madame Agnès LARONZE, the regional delegate for EGIDE
9, place Kléber · 67000 Strasbourg
Tel.: +33 (0)3 88 14 38 83 · Fax: +33 (0)3 88 14 38 73
E-mail: strasbourg@egide.asso.fr

THOSE WHO DO NOT HOLD BURSARIES MAY CONTACT THE FOLLOWING RESIDENCES:

Residence Kléber
16, rue Hannong · 67000 Strasbourg
Tel.: +33 (0)3 88 32 64 76 · Fax: +33 (0)3 88 32 64 85
strasbourg.kleber@sejours-affaires.com
www.sejours-affaires.com

Residence Les Citadines
50-54, rue du Jeu des Enfants · 67000 Strasbourg
Tel.: +33 (0)3 90 22 47 00 · Fax: +33 (0)3 88 32 47 49
strasbourg@citadines.com · www.citadines.com

Residence Cap Europe
6 rue de Bitche · 67000 Strasbourg
Tel.: +33 (0)3 88 24 81 24 · Fax: +33 (0)3 88 24 81 20
contact@cap-europe-hotel.com · www.cap-europe-hotel.com

Residence Victoria Garden
1 rue des Magasins · 67000 Strasbourg
Tel.: +33 (0)3 90 22 43 43 · Fax: +33 (0)3 90 22 44 44
vgstr.reception@groupemadeo.com
www.victoriagarden.com

Students may, of course, choose to live elsewhere in and around Strasbourg.

For more information on housing during the course: Department for students on the preparatory course

Tel.: +33 (0)3 88 21 45 85
E-mail: magali.burckel@ena.fr
or logement@ena.fr

FOR THE INTERNSHIP

Students with bursaries should address their requests to EGIDE, Strasbourg, as soon as possible.
Some non-bursary holders are housed by their Embassy in Paris.

INSURANCE

OVERSEAS STUDENTS WITH BURSARIES MANAGED BY EGIDE

EGIDE's social security covers, as well as the partial refund of health expenses, the civil liability of the student, and the cost of repatriation to the country of origin in case of illness, accident or death.

OVERSEAS STUDENTS WITHOUT BURSARIES MANAGED BY EGIDE

Students without bursaries are obliged either to take out insurance for their civil liability, and for illness and accident, valid throughout their course in France and abroad, or to check that they are covered in France for these eventualities by their insurance in their home country. A certificate of insurance must be provided.

If they wish students may get in touch with

Fac International,

56, rue de Londres - 75008 Paris

Tel.: +33 (0)1 44 70 77 77 - Fax: +33 (0)1 42 93 44 93

www.fac-international.com

In all cases all students taking international courses must ensure that they are covered by a contract for civil liability for all activities in which they will be involved during their time at the school and for trips within France and abroad.

INFORMATION ABOUT A GIVEN APPLICATION

For any information about a given application, please contact:

Madame Amélie PARENTEAU

ENA, Direction des Relations Internationales

2, avenue de l'Observatoire - 75272 Paris Cedex 06

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E-mail: amelie.parenteau@ena.fr

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PREPARING FOR THE TESTS BIBLIOGRAPHY

Leaflet, "La France et ses institutions", sent out by ENA via French Embassies. May be downloaded from the School's website, www.ena.fr.

This reading may be usefully supplemented by that of one of the works listed in each of the sub-categories below.

WORKS

1) POLITICAL INSTITUTIONS

- BERNARD Mathias, *Histoire politique de la V^e République : de 1958 à nos jours*, Paris, A. Colin, Collection U, 2008, 334 p.
- CHEVALLIER Jean-Jacques, CARCASSONNE Guy, DUHAMEL Olivier, *Histoire des institutions et des régimes politiques de la France T. 2, Histoire de la V^e République, 1958-2009*, 13^e éd. Paris, Dalloz, Collection Classic, 2009, 633 p.
- CARCASSONNE Guy, *La Constitution*, introduite et commentée par Guy Carcassonne, préf. de Georges Vedel. 9^e éd. Paris, Seuil, Collection Points, 2009, 477 p.
- Constitution française du 4 octobre 1958*, édition 2008 à jour de la révision constitutionnelle de juillet. Paris, La Documentation française, 2008, 48 p.
- FORMERY Simon-Louis, *La Constitution commentée article par article*, 12^e éd. Paris, Hachette, Collection Les Fondamentaux, 2008, 176 p.
- GRANGUILLOT Dominique, *L'essentiel des institutions politiques et administratives de la France*, 6^e éd. à jour de la révision constitutionnelle du 23 juillet 2008, Paris, Gualino Collection Les carrés, 2008, 142 p.
- Les institutions de la France*, 2^e éd. Paris, La Documentation française, Collection Découverte de la vie publique, 2007, 276 p., 3^e éd prévue en décembre 2009.
- PACTET Pierre, MELIN-SOUCRAMAMIEN Ferdinand, *Droit constitutionnel*, 28^e éd. Paris, Sirey, Collection Sirey université, 2009, 628 p.

2) ADMINISTRATIVE LAW

- BIGAUT Christian, *Le droit administratif en fiches*, Nouvelle éd. Paris, Ellipses, Collection Optimum 2008, 316 p.
- BRAIBANT Guy, STIRN Bernard. *Le droit administratif français*, 7^e éd. revue et mise à jour, Paris, Presses de Sciences Po, Dalloz, Collection Amphithéâtre, 2005, 652 p.
- CHAPUS René, *Droit administratif général*, 15^e éd. Paris, Montchrestien, Collection Domat. droit public, 2001, 2 vol. (427-797 p.)
- ROUAULT Marie-Christine, *L'essentiel du droit administratif général*, 7^e éd. Paris, Gualino, Collection Les carrés, 2009, 128 p.

3) LOCAL GOVERNMENT

- BOEUF Jean-Luc, MAGNAN Manuela, *Les collectivités territoriales et la décentralisation*, 4^e éd. Paris, La Documentation française, 2008, 166 p.
- BOUVIER Michel, *Les finances locales*, 12^e éd. Paris, LGDJ, Collection Systèmes, Collectivités locales, 2008, 239 p.
- CHAPSAL Pierre, *Les collectivités territoriales en France*, 4^e éd. Paris, Vuibert, Collection Concours fonction publique, 2009, 159 p.
- Sous la dir. de DREYFUS Bernard, *Vademecum des collectivités locales et territoriales*, 8^e éd. Montréal, A. Frel, Sefi, Collection Vademecum pro, 2009, 220 p.

4) PUBLIC SERVICE

- PEISER Gustave, *Droit de la fonction publique*, 19^e éd. Paris, Dalloz, Collection Mémentos Dalloz, 2008, 174 p. N^o éd. à paraître janvier 2010.
- Rapport annuel sur l'état de la fonction publique. Volume 1 et 2*, Ministère du budget, des comptes publics, de la Fonction publique et de la réforme de l'Etat. Direction générale de l'administration et de la Fonction publique (DGAFP), Paris, La Documentation française, Collection Fonction publique : faits et chiffres, 2009, 725 p.

5) THE EUROPEAN UNION AND THE FRENCH ADMINISTRATION

- COUTRON Laurent, GAILLARD Marion, TRONQUOY Philippe, *L'Union européenne : institutions et politiques*, 2^e éd. Paris, La Documentation française, Collection Découverte de la vie publique, 2008, 152 p.
- DOUTRIAUX Yves, LEQUESNE Christian, *Les institutions de l'Union européenne*, 7^e éd. Paris, La Documentation française, Collection Réflexe Europe, 2008, 181 p.

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- MATHIEU Jean-Luc, *L'Union européenne*, 8^e éd. mise à jour, Paris, PUF, Collection Que sais-je ? ; 2925, 2008, 127 p.
- SAURON Jean-Luc, LANCERON Virginie, *L'administration nationale et l'Europe : acteurs nationaux et décisions communautaires*, préface de José Manuel Barroso, Paris, La Documentation française, Collection Réflexe Europe, 2008, 126 p.

6) FRANCE'S ROLE IN THE WORLD AND ITS MEANS OF ECONOMIC ACTION

- ECK Jean-François, *La France dans la nouvelle économie mondiale*, Paris, PUF, Collection Major, 2006, XI-351 p.
- France 2025 : diagnostic stratégique : état des lieux 2008*, Premier ministre, Secrétariat d'Etat chargé de la prospective, de l'évaluation des politiques publiques et du développement de l'économie numérique, avril 2008, Paris, La Documentation française, 2008, 267 p.
- La France dans 15 ans : perspectives économiques*, Conseil d'analyse économique (CAE), Paris, La Documentation française, 2008, 102 p.
- LAFAY Gérard, *France horizon 2050 : dynamique mondiale et défis français*, Paris, Economica, 2007, 150 p.
- Mondialisation : les atouts de la France*, Conseil d'analyse économique (CAE ; 71) et contributions de Philippe Aghion, Patrick Artus, Daniel Cohen... et al. Paris, La Documentation française, 2007, 93 p.

7) PUBLIC FINANCE

- BARILARI André, BOUVIER Michel, *La LOLF et la nouvelle gouvernance financière de l'Etat*, 2^e éd. Paris, LGDJ, 2007, 230 p.
- CHOUVEL François, *Finances publiques 2009 : Cadre juridique du budget - Conception - Vote - Ressources et dépenses - Exécution - Contrôle - Budget social de la Nation*, 12^e éd. à jour de la loi de finances pour 2009. Paris, Gualino, Collection Mémentos LMD, 2009, 236 p.
- ARKWRIGHT Edward, BOEUF Jean-Luc, COURREGES Cécile, et al., *Les finances publiques et la réforme budgétaire*, 5^e éd. Paris, La Documentation française, Collection Découverte de la vie publique, 2009, 183 p.

8) INTERNATIONAL

- DUROSELLE Jean-Baptiste, KASPI André, *Histoire des relations internationales. Tome 2, De 1945 à nos jours*, 15^e éd. mise à jour, Paris, A. Colin, 2009, 736 p.
- GARCIN Thierry, *Les grandes questions internationales depuis la chute du mur de Berlin*, 2^e éd. Paris, Economica, 2009, VIII-504 p.
- MOREAU DEFARGES Philippe, *L'ordre mondial*, 4^e éd. Paris, A. Colin, Collection U, 2008, 224 p.
- DE SENARCLENS Pierre, ARIFFIN Yohan, *La politique internationale : théories et enjeux contemporains*, 5^e éd. Paris, A. Colin, Collection Cursus, 2006, 266 p.
- VAISSE Maurice, *Les relations internationales depuis 1945*, 11^e éd. Paris, A. Colin, Collection U, 2008, 285 p.

9) THE FRENCH LANGUAGE

- BASSI Claudie, SAINLOS Anne-Marie, *Administration.com*, Paris, Clé international, Collection.com-activités, 2005, 95 p.
- BASSI Claudie, CHAPSAL Anne-Marie, *Diplomatie.com*, Paris, Clé international, Collection.com-activités, 2005, 96 p.
- KADYSS Roselyne, NISHIMATA Aline, *Rédiger avec succès lettres, e-mails et documents administratifs : le style administratif, lettre, e-mail, note administrative, note de synthèse, compte rendu, procès-verbal, rapport, arrêté, circulaire, communiqué de presse et avis, instruction, décision, bordereau, livre de bord...*, 3^e éd. Paris, Gualino, Collection Les Carrés rouges, 2008, 216 p.

INTERMEDIATE:

DESCOTES-GENON Christiane, MORSEL Marie-Hélène, RICHOU Claude, *L'exercisier : manuel d'expression française*, Saint-Martin-d'Hères, Presses universitaires de Grenoble, 2^e édition revue et corrigée 2009, 352 p.

ADVANCED:

ABBADIE Christian, CHOVELON Bernadette, MORSEL Marie-Hélène, *L'expression française écrite et orale, B2-C1 : renforcement pour l'expression écrite et orale, grammaire et style*, Saint-Martin-d'Hères, Presses universitaires de Grenoble, 2008, 243 p.

INTERNET SITES

- ▶ **The Government Portal** presents the outlines of government policy by theme, gives reference information (minutes of the Council of Ministers, Prime Minister's speeches) and information about the Office of the Prime Minister, www.gouvernement.fr
- ▶ **The Ministry for Foreign and European Affairs** presents on its website information about France under the following headings: France, France in Europe, France in the world, Current Affairs, Foreign Policy, and Coming to France www.diplomatie.gouv.fr
- ▶ **Service public** (public service) is the key internet site for the French administration. It offers various headings: a directory of

the administration, online services and downloadable forms, information on administrative procedures, etc.

www.service-public.fr

- ▶ **The library of public reports:** free access to major reports is provided on all aspects of public policy www.ladocumentationfrancaise.fr/rapports/presentation.shtml
- ▶ **Vie publique** allows the public to follow the development of public policies and dossiers on institutions and the main reforms in progress: www.vie-publique.fr
- ▶ **The EGIDE** site gives general information on opportunities for training in France for students, researchers and professionals from overseas. The site includes useful information to find a host establishment, carry out the necessary procedures before leaving and organising accommodation. www.egide.asso.fr
- ▶ See also: www.elysee.fr / www.assemblee-nationale.fr / www.senat.fr / www.legifrance.gouv.fr / europa.eu.fr / www.insee.fr / www.ladocumentationfrancaise.fr

ENA's site: www.ena.fr

The previous year's examination papers can be consulted on the ENA site.

NUMBERS OF STUDENTS TAKING INTERNATIONAL COURSES AT ENA FROM 1949 TO 2009

Europe		Romania	43	Mauritania	34	Guatemala	2
Albania	2	Russia	48	Mauritius	15	Haiti	9
Andorra	3	Serbia	1	Niger	19	Honduras	1
Armenia	9	Slovakia	14	Ruanda	1	Mexico	43
Austria	29	Slovenia	4	Sao Tomé and Príncipe	2	Paraguay	6
Azerbaijan	1	Spain	37	Senegal	36	Peru	10
Belgium	16	Sweden	10	South Africa	1	Quebec	89
Bosnia/Bosnia-Herzegovina	4	Switzerland	8	Togo	10	Sainta Lucia	1
Bulgaria	19	Turkey	35	TOTAL 394		Salvador	1
Czech Republic	29	Ukraine	5	North Africa/Middle East		United States	55
Cyprus	2	United Kingdom	103	Algeria	91	Uruguay	5
Croatia	8	The former Yugoslavia	5	Egypt	33	Venezuela	12
Denmark	29	TOTAL 1261		Iran	3	TOTAL 454	
Estonia	2	Africa		Israel	8	Asia	
Finland	28	Angola	1	Jordan	2	Afghanistan	1
Georgia	7	Benin	11	Lebanon	32	Australia	34
Germany	393	Burkina Faso	5	Libya	2	Bangladesh	8
Greece	87	Burundi	3	Morocco	203	Bhutan	3
Hungary	33	Cameroon	59	Palestine	4	Cambodia	36
Ireland	22	Central African Republic	16	Saudi Arabia	1	China	74
Italy	80	Chad	19	Syria	13	Hong-Kong	1
Kazakhstan	6	Comoros	6	Tunisia	66	India	27
Kyrgyzstan	1	Congo	19	TOTAL 458		Indonesia	1
Kosovo	1	Democratic Republic of Congo	11	Americas		Japan	122
Latvia	7	Djibouti	3	Argentina	28	Laos	13
Lithuania	5	Equatorial Guinea	1	Bolivia	3	Mongolia	2
Luxemburg	7	Ethiopia	3	Brazil	33	New Zealand	6
Macedonia	3	Gabon	24	Canada	72	Pakistan	3
Moldavia	4	Ghana	1	Chile	12	Singapore	4
Monaco	6	Guinea	20	Colombia	58	South Korea	22
Norway	12	Guinea Bissau	1	Costa Rica	1	Sri Lanka	1
Netherlands	40	Ivory Coast	20	Cuba	1	Thailand	13
Poland	45	Madagascar	35	Ecuador	12	Vietnam	44
Portugal	8	Mali	18	TOTAL 415			

GRAND TOTAL 2982



Liberté • Égalité • Fraternité
RÉPUBLIQUE FRANÇAISE

附錄二

MINISTÈRE DU TRAVAIL, DE LA SOLIDARITÉ
ET DE LA FONCTION PUBLIQUE

The General Directorate for Administration and the Civil Service

Presentation

DGAFP

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PLOI PUBLIC POLITIQUE D'EMPLOI PUBLIC



The General Directorate for Administration and the Civil Service is in charge of central government human resource management. Its mission, within the context of the General Review of Public Policies (*Révision générale des politiques publiques* - RGPP), is to provide HR support for interministerial-level reforms. In addition to our legal missions to ensure regulatory consistency and unity within the civil service, we are increasingly being called on to provide leadership and support within ministries, with an eye to making central government more effective and human resources more efficient. It is essential that reform efforts be of benefit to users, taxpayers and civil servants.

Jean-François Verdier
Director General

A few facts and figures

Average staff age

43

A interministerial policy directorate...
...attached to the Ministry for Labour, Solidarity and the Civil Service

22 interministerial regional HR platforms

Administrative authority for the National Senior Civil Service School (ENA) and the five Regional Administration Institutes (IRA)

63% of staff are in the top civil service categories

Annual budget: €220 million

150 staff members, 63% of whom are women

MAJOR DGAFF MILESTONES

1945

Creation of the Civil Service Directorate and the National Senior Civil Service School

1959

The Civil Service Directorate becomes the General Directorate for Administration and the Civil Service

1966

Creation of the Regional Administration Institutes (IRA)

2007

Order organising the DGAFF
Creation of the National Payroll Department

2009

The DGAFF is attached to the Ministry for the Budget
Creation of HR platforms

2010

The DGAFF's headquarters are moved to Bercy (Paris's 12^e arrondissement)

A rapidly-changing context

Over time, the missions of the DGAFP have changed considerably. There are several reasons for this:

- // Thoroughgoing **modernisation** efforts and a **change in both the speed and scope** of reforms
- // A need for **employees**, now more than ever before, to be **fully operational**
- // A need to **professionalise staff careers**, making them rich and varied, and enabling staff to better meet users' needs

2

To help it fulfil its **interministerial steering and support role**, the **DGAFP is at the centre of a number of networks**. These networks are **meeting-points for pooling experience and information to be able to share successful innovations and best practices**.

A leadership role built on four pillars

1

General staff regulations (it is responsible for the regulations, their implementing legislation, updates and the organisational principles that concern all civil servants)

Specific staff regulations for the State civil service (the DGAFP drafts and updates regulations governing cross-departmental civil service positions, such as those for *attachés* and *adjoints administratifs*, and coordinates specific regulations for certain *corps*, such as labour inspectors)

Remuneration and benefits schemes (the DGAFP drafts pay policy, including salaries and benefits)

Legal expertise covering the entire civil service

Recruitment and training (leads recruiting professionalisation efforts by ensuring diversity and equal opportunity policies)

Pensions (establishes regulations for civil service pension schemes)

The DGAFP oversees staff regulations and provides the Government and ministries with expertise.

Human Resources Directorates seminar
(to determine actions to be taken within each ministry's HR directorate)

HR Directorates Committee
(to facilitate exchange between government departments and both public and private firms in order to "make the State France's best employer")

Advisory Board
(a network of public administration and HR experts providing insight and support. They include senior civil servants from the three branches of the civil service, academics, researchers, and experts from the private sector and international organisations)

Eupan
(to exchange with EU Member State departments/ministries in charge of the civil service and state modernisation)

Interministerial HR jurisdiction

HR Forward Planning (GPRH) conferences (to share innovations and best practices between ministries, and establish the roadmap between the ministries and the DGAFP)

Senior management network (for streamlining policies with regard to upper management)

National Payroll (ONP) (to update and streamline the payroll in government departments with the private sector)

Ecole de la GRH (to share knowledge and best practices in order to facilitate operational HRM and training)

3

A concertation role to support social dialogue

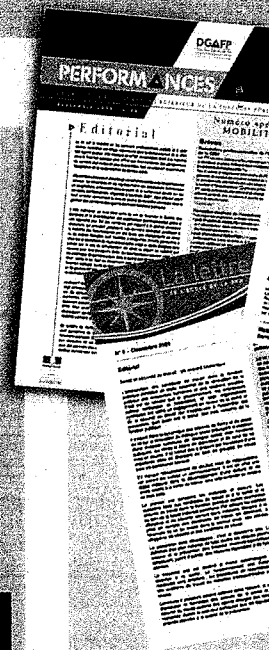
Higher Council for the State Civil Service (CSFPE) (for discussing all general-interest issues concerning central government employees and the civil service. Chaired by the Minister for the Civil Service, it is composed of equal numbers of government representatives and members of the civil service trade unions.)

Interministerial Social Action Committee (CIAS) (for studying measures to coordinate and harmonise social services and define actions to be taken on an interministerial level with respect to social action.)

Social dialogue is a dynamic tool for advancing and encouraging mutual enrichment, while respecting the opinions and responsibilities of all partners. This dialogue mainly takes place within working groups (such as the Interministerial *département*-level Directorates Management Charter).

The most recent Agreements:

- // Vocational training (Nov. 2006)
- // Career improvement and changes in social action (2006-2008)
- // Renewed social dialogue (June 2008)
- // Purchasing power in the civil service (February 2008)
- // Occupational health and safety (Nov. 2009)

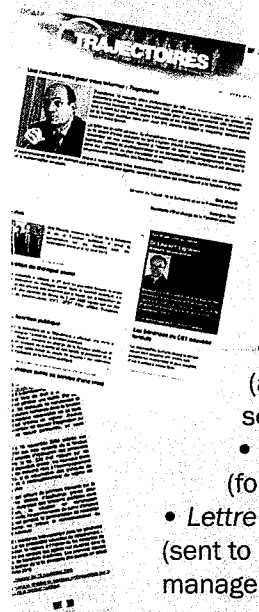


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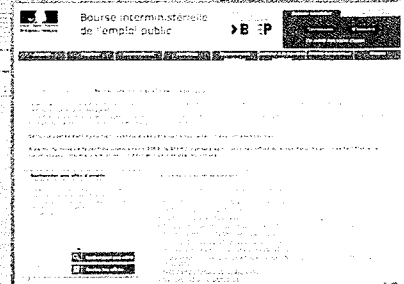
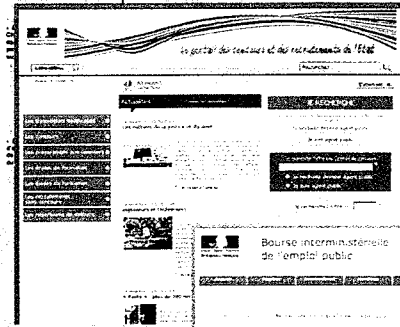
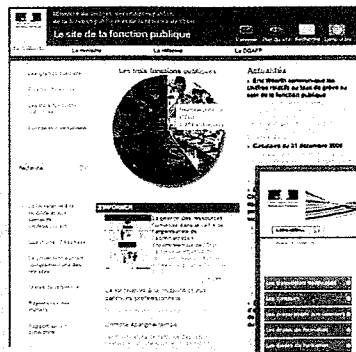
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e-newsletters:

- *Trajectoires*
(a new newsletter on the civil service website)
- *Performances*
(for upper management)
- *Lettre de l'Ecole de la GRH*
(sent to HR managers and training managers)

he primary targets of this communication
re ministerial HR managers and – for themes
at they have in common – other areas of
e civil service. Certain events, trade shows
a particular, allow for more direct contact
with the general public and civil servants.



An Internet presence

- www.fonction-publique.gouv.fr
- www.biep.gouv.fr
- www.bjfp.gouv.fr
- www.concours.fonction-publique.gouv.fr

Press relations

**Communication
based on
HR governance**



Trade shows

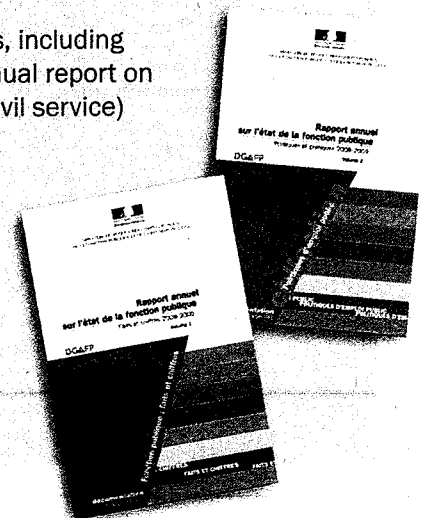
(Salon de l'emploi public,
Salon de l'Etudiant, forums, etc.)

A leadership role in networks

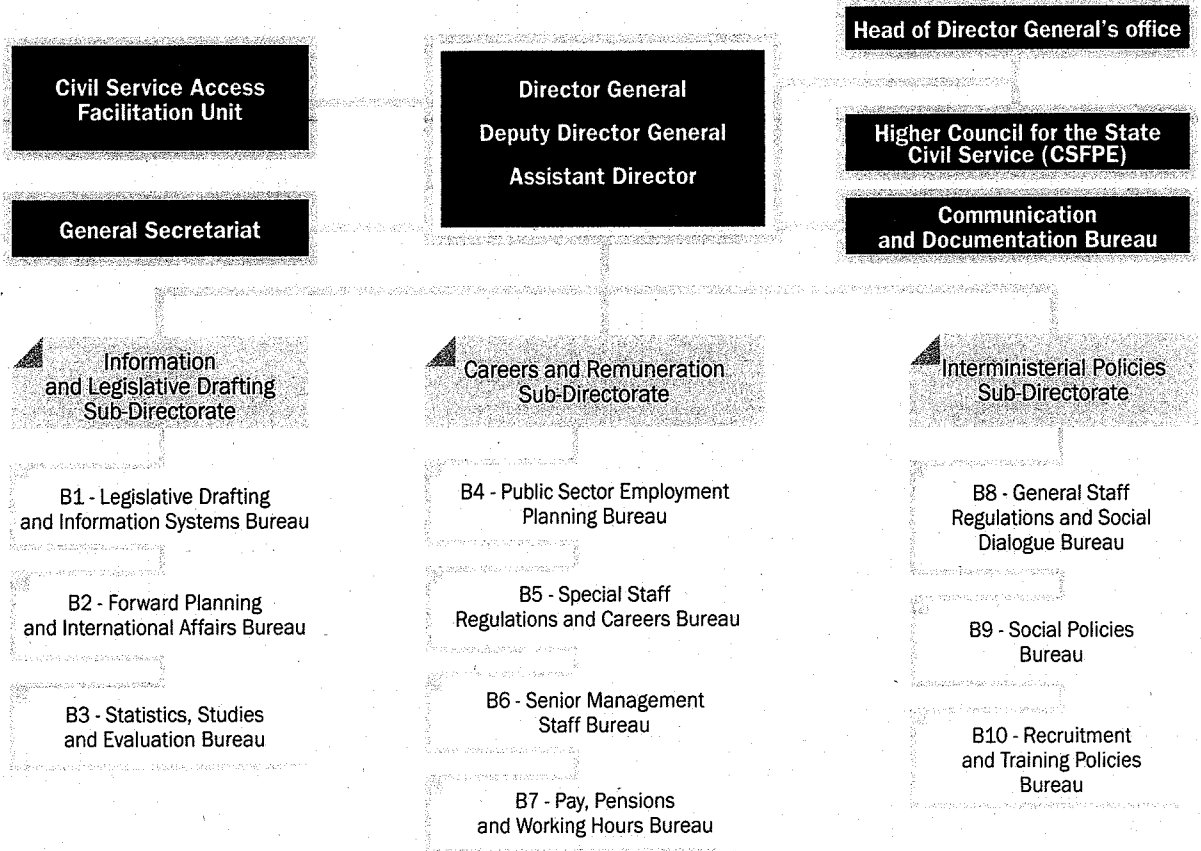
(HR managers, training counsellors,
mobility-career counsellors,
ministerial communicators, civil
service training centres, etc.)

Publications

(seven collections, including
a two-volume annual report on
the state of the civil service)



GENERAL DIRECTORATE FOR ADMINISTRATION AND THE CIVIL SERVICE



REGIONAL HR PLATFORMS - CONTACT DETAILS

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To fulfil the HR aspect of the General Review of Public Policies, the DGAFP observes

five basic principles:

➤ An **HR action** plan to specify which jobs are affected and what the recruitment needs are in terms of both skills and geographic area

➤ A **legal framework** to encourage mobility and career advancement

➤ **Individualised support** for civil service staff from specially-trained career and mobility counsellors, with coordination by regional platforms providing interministerial HR support

➤ The use of the **web-based Interministerial Civil Service Job Centre**, so that all civil servants are aware of every vacancy

➤ Outstanding **social dialogue** to ensure that reforms are carried out with and by civil service staff

Some of the DGAFP's large-scale projects

In recent years, the DGAFP has introduced several innovations:

- // Recognition of the right to mobility (Act of 3 August 2009)
- // The individual purchasing power bonus (GIPA)
- // Performance-based compensation in the form of a job- and results-based bonus (PFR)
- // Reform of competitive examinations
- // Streamlining of a number of corps
- // Recognition of professional experience
- // An agreement on occupational health and safety
- // Introduction of customised support tools, including professional interviews, mobility and career counsellors, interministerial HR support platforms, etc.

The three branches of France's civil service have undergone tremendous changes. More than 300 corps have been eliminated, and nearly 200 competitive exams have been updated. In addition, new concepts such as "professions", "results", "performance", "forward-looking management", "professional interview" and "career counsellor" have become part of the landscape. The DGAFP is leading the way in modernising human resource management, and over time has become the State's "HRM Directorate." This interministerial leadership – which is at the heart of the changes brought about by the General Review of Public Policies and the reorganisation of the State's regional departments – is carried out in close coordination with the Budget Directorate and the General Directorate for State Modernisation for missions within their remit.

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et de la fonction publique
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Public Service: Facts and Figures

The "Facts and Figures" collection, an invaluable reference for public service analyses, consists of the first volume of the annual report on the status of the public service (*Rapport annuel sur l'état de la Fonction publique*), from which "key figures" are taken. This review provides information on year-by-year trends in public service employment and is essential reading for decision-makers, members of parliament, trade union officials, managers, but also anyone interested in public service.

Public Employment Policies

This report, comprising volume II of the *Rapport annuel sur l'état de la Fonction publique*, covers the entire range of issues concerning human resources management planning, for the three categories of public service, with both their common and specific features. It also presents current projects in a variety of fields from knowledge management to competencies management.

Human Resources

This collection compiles summary data on recruitment, careers, training, compensation and public service employee management, presented in the form of brochures and information sheets (*fiches pratiques*) for the general public.

Surveys and Outlook

This collection presents surveys and reports that the DGAFP has undertaken to track trends in public service from all angles (demographics, occupations, management dialogue, information systems, impact of European law, etc.).

Statistics

This collection comprises two different publications. "Points Stat", a tool popular with decision-makers and managers, sums up the key concepts in a few pages. "RésulStats" presents the complete research findings for those seeking more detailed information. It is particularly useful for researchers and statisticians.

Highlights

This collection provides in-depth analysis on a given topic or project, supported by figures and references.

Intr doc

This collection, for internal use only, is a compilation of all DGAFP working documents used in connection with inter-service meetings, seminars, workshops and other meetings.