



EuroMed Training of Public Administrations

**Regional Training and Consultancy Programme on Public Administration
for the Mediterranean Partners**

Train the Trainers Seminar: Development and Management of Training Programmes and Training Techniques

PROGRAMME

Barcelona (ES), 28 January-1 February 2008



**MEDA Programme of the European Commission (EC) -
EuropeAid Co-operation Office**

Programme Management Unit:



**Institut Européen
d'Administration Publique –Centre Européen des Régions (IEAP-CER)**

**European Institute
of Public Administration –European Centre for the Regions (EIPA-ECR)**

INTRODUCTION and GENERAL INFORMATION

Introduction

The European Centre for the Regions, the Barcelona Antenna of the European Institute of Public Administration (EIPA), is the Programme Management Unit (PMU) for the "Regional Training and Consultancy Programme on Public Administration for the Mediterranean Partners" (EuroMed Training of Public Administrations) of the European Commission, funded under the MEDA Programme

The programme is the extension of an initiative submitted to the European Commission starting in 2000 which resulted in the holding of a Conference organised by the ECR in Barcelona on 7 and 8 February 2000 entitled the "Meeting of the Representatives of the Public Administrations of the Euro-Mediterranean Partners in the Framework of the Euro-Mediterranean Partnership".

Objectives

This programme falls under Chapter II of the Barcelona Declaration of November 1995 and aims to provide training on European affairs to Civil Servants from the Southern Mediterranean and the Middle East, while also envisaging the creation of a network of training centres in public administration between the Euro-Mediterranean Partners.

The ultimate objectives of this programme are to contribute to the creation of a free trade area by 2010, to expand the knowledge on EU affairs in the Mediterranean Partners in order to contribute to the implementation of the association agreements, and to develop in the Mediterranean Partners a critical mass of experts in the EU integration process.

With an initial duration of 42 months that has been extended to 60 months by the EC, and a budget of 6 million Euros, this programme is aimed at the 10 Mediterranean Partners. It consists of 4 modules: 1) EU Basics; 2) EU Programme Basics; 3) EU Advanced; 4) Train-the-Trainers; and the creation of a network of training centres on public administration.

During the extension period, 17 additional activities will be carried out. These activities include: 10 training seminars (4 EU Programmes; 4 Train-the-Trainers and 2 EU Advanced seminars), 3 Network and Evaluation meetings and 1 Regional Conference.

EU Member States will be involved in this programme through consultancy, participation in training action whenever necessary as well as through participation in the Network of Euro-Mediterranean Partners Training Institutes.

TRAIN-THE-TRAINERS MODULE

INTRODUCTION

12 seminars on Train-the-Trainers will be organised (this seminar is the ninth out of 12). The seminars will be devoted to the identification of training needs, the development, implementation and evaluation of training programmes, and training techniques. The programme aims at providing practical methods and tools as well as examples of training materials with focus on training related to improving the capacity among the Mediterranean Partners to implement the Association Agreements between them and the EU.

The programme has been developed further on the basis of participants' evaluations and suggestions made during the previous 8 Train-the-Trainers seminars.

ENVISAGED RESULTS

The seminars aim at:

- facilitating and improving the preparation and implementation of training programmes with specific focus on such programmes supporting the implementation of the EU Association Agreements, which are currently carried out in the Mediterranean Partners' countries;
- furthering co-operation at bilateral and multilateral level in the field of human resources development and training within the public administration; and
- encouraging networking and the exchange of experience, knowledge and good practices.

PARTICIPANTS

The participants should be:

- full-time trainers and training organisers. This includes staff from national or central public administration training departments and institutions, who are or will be involved in public administration and EU-related training on a full time basis; and
- part-time trainers include officials and experts holding positions within the public administration as well as academics teaching at universities, who will organise and/or provide training sessions for officials from public administration in parallel with or as part of their full time position.

In addition, they should have a good command of the English and/or French language.

The participants should be in a position to prepare, manage and/or deliver training programmes. It would also be an advantage if they are in a position to become contact points for future activities and the setting up of administrative and training networks.

WORKING METHOD

The seminar will consist of a combination of presentations, workshops and training on the topics of the seminar, including analysis of training needs, defining learning objectives and the latter's effect on programme design, presentation techniques and the development of motivating learning environments. It will also include case studies and discussions, where experts and officials from both old and new EU Member States share and discuss their experiences in the areas covered by the seminar. The last day will consist of brief presentations by each Mediterranean Partner, the formulation and adoption of a joint declaration, and an evaluation of the seminar.

The seminar aims at being very interactive, so the participants will be asked to have a dynamic role in the implementation of the activity.

WORKING LANGUAGES

The seminar will be held in English and French, with simultaneous interpretation during the working sessions.

More information about EIPA and its research and training activities can be found via our web-site: www.eipa.eu

VENUE OF THE SEMINAR:

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PROGRAMME

Monday 28 January 2008

08.45 Arrival and Registration

09.15 Introduction

Stéphanie HOREL, Co-ordinator of the EuroMed Training of Public Administrations Programme; Lecturer, European Institute of Public Administration – European Centre for the Regions (EIPA-ECR), Barcelona (ES)

09.30 Mutual Introduction

Participants and Peter GOLDSCHMIDT, Programme Leader, Director and Senior Lecturer, EIPA Luxembourg, European Centre for Judges & Lawyers, Luxembourg (LU)

- presentation of programme (including objectives and methodology) and speakers
- individual presentation of participants, including their interests and expectations

10.30 Break

PART ONE - SETTING THE SCENE

11.00 Why are we here: Adult training - An overview

Peter GOLDSCHMIDT

This session looks into the question “why training”, and at the same time it introduces principles for and needs, objectives and different types of adult training. In addition, it establishes common definitions and terminology while allowing time for discussion of a) the issues raised in the session and b) the agenda for the seminar within the framework of the programme.

13.00 Lunch

14.00 The EU and MEDA

Stéphanie HOREL

- The Barcelona Process
- The MEDA Programme
- The new Neighbourhood Policy: objectives and financial measures (present status)
- Questions and discussion

15.30 Setting the Scene I: Introducing the EU

Peter GOLDSCHMIDT and Stephanie HOREL

- group quiz (what do participants already know?)
- institutions and decision-making
- history and objectives
- the Three Pillars
- questions and debate

(Coffee will be available while participants prepare replies to the quiz)

17.00 End of the day's proceedings

Tuesday 29 January 2008

09.00 Introducing the EU (cont'd)

Stephanie HOREL

This session will provide a re-familiarisation of the EU as an Internal Market with specific focus on the Customs Union and the Four Freedoms. In addition, it will discuss the allocation of roles and responsibilities between the EU Institutions and the Member States with regard to the implementation of the Common Market.

10.30 Break

PART TWO:

TURNING POLITICAL AND LEGAL OBLIGATIONS INTO ACTION

11.00 The Association Agreements (AA)

Peter GOLDSCHMIDT

- presentation of the objectives and legal nature of AA's, including differences between agreements entered with candidate countries and Neighbourhood Policy partners
 - discussion on implementation requirements (incl. of similarities and differences between the obligations of EU Member States and the Mediterranean Partners)
 - discussion on organisational and training development needs
 - questions and discussion

13.00 Lunch

PART THREE:
TRAINING NEEDS ANALYSIS, PLANNING & EVALUATION

14.00 Learning Needs Analysis

Sotos SHIAKIDES, Training Officer, Cyprus Academy of Public Administration (CAPA), Nicosia (CY)

Based on practical experience in Cyprus, this session will discuss how organisational objectives determined in the legislation are used to identify learning needs and, thus, training needs. The session also covers such topics as

- the learning cycle management
- learning, learning needs, learning needs analysis: concepts and issues
- setting training objectives and priorities

15.30 Break

16.00 Introduction to Workshop

Peter GOLDSCHMIDT

Within their respective delegations, participants will be given assignments to prepare short presentations (5-10 minutes) for the next day on a) the organisation the speaker comes from, and b) a topic related to how their respective countries prepare and co-ordinate efforts to implement the Association Agreements, either generally or specifically in the ministries they may come from/be associated with. The presentations can cover such topics as institutional and/or HR development, including needs identification methods, or more training-related topics, such as how training objectives and/or programmes are developed. It would be useful if the presentations could also identify any problems (resolved or unresolved) and/or successes they may have experienced.

16.30 End of the Day's Proceedings - Group Preparation of Presentations

Wednesday 30 January 2008

09.00 Workshop - Debriefing

Peter GOLDSCHMIDT, Sotos SHIAKIDES and Stephanie HOREL

- participants present (5-10 minutes) and discuss in plenary their presentations prepared the day before;
- the objective of the workshop is two-fold: first, to establish a level playing field by exchanging past experiences and future aspirations with regard to organisational and human resources development; and second, to help the trainers team to make the training as relevant for the participants as possible.

(This session will be interrupted by a 20 minutes coffee break at ca. 10.30)

12.00 Design and Management of Training Programmes

Peter GOLDSCHMIDT

Depending on interests and needs of participants, this session will discuss and propose tools or solutions in areas such as

- defining learning objectives and the influence of training objectives, learners, time, etc., on programme design
- different types of sessions and when to use interactive methods
- programme designs
- planning, co-ordination and delegation
- various practical issues, e.g. budget, speakers and materials, timing, facilities, atmosphere

13.00 Lunch

14.30 Evaluation – Workshop

Sotos SHIAKIDES

The participants will be divided into groups and asked to brainstorm on problems they - in their experience as trainers/training organisers - have faced with evaluating the result and effect of training and solutions/methods they have applied to solve such problems.

(Coffee will be available while participants prepare the workshop)

16.00 Debriefing on Workshop on Evaluation

Sotos SHIAKIDES and Peter GOLDSCHMIDT

The participants will be asked to present in plenary possible solutions to the identified problems with actually implementing useful training evaluation. The debriefing will include a presentation by the trainers on the Kilpatrick-model of training evaluation and elaborate on its use in practice: “What, When, from Whom, by Whom and How”. The trainers will also discuss experiences made in their countries, including problems, solutions, failures and successes.

17.30 End of the day’s proceedings

Thursday 31 January 2008

09.00 Introduction to Self-Assessment Tools

Peter GOLDSCHMIDT

The first step in identifying training needs in an organisation is to know the organisational and human resources development needs. This session introduces examples of self-assessment tools, which can be used to identify such needs:

- SWOT
- quality management and bench-marking tools: CAF and EQMF
- standard setting tools, e.g. ISO
- discussion and exchange of experiences

11.00 Break

11.30 Presentation and Communication Techniques

Peter GOLDSCHMIDT and Alain GUGGENBUHL, Senior Lecturer, EIPA Maastricht (NL)

Based on what has been seen during the seminar, this session will discuss presentation techniques and give pointers as to what to do and not to do. Issues to be covered may include body language, transactional analysis, active listening, structure of presentations, design and use of materials, etc.

13.00 Lunch

14.30 Presentation and Communication Techniques

Alain GUGGENBUHL and Peter GOLDSCHMIDT

Following up on the previous session, we will here expand on management/chairing of training activities with particular focus on various communication aspects, such as inter-cultural issues, how to deal with difficult participants, conflict avoidance and resolution, and implementation of interactive sessions, etc.

16.00 Introduction to Workshop

Peter GOLDSCHMIDT, Alain GUGGENBUHL and Participants

The participants will be asked to prepare 10-minutes group presentations, identifying a problem or challenge and suggesting possible solutions to be presented and discussed in plenary the next day. The topics will be decided by the participants based on their interests and needs. Examples of topics could be

- carry out and present the result of a learning needs analysis of one of the organisations from which one or more of the participants in the group come from
- give examples of how the implementation of the Association Agreement with the EU has given reasons for administrative reforms and/or human resource development efforts
- outlines for seminar programmes (including target group, learning needs, choice of method and materials, speakers profiles and budget)
- how to convince management to let staff attend training and use the knowledge and skills acquired during the training
- how to keep good people in public service
- how to manage groups and conflicts

16.30 End of the Day's Proceedings - Group Preparation of Presentations

Friday 1st February 2008

09.00 Workshop Debriefing - Part 1

Participants, Peter GOLDSCHMIDT, Stéphanie HOREL, and Alain GUGGENBUHL

Participants will present, analyse and discuss in plenary their presentations prepared the day before. The debriefing may also include hints and tricks to consider improving speakers' assertiveness in training/presentation situations.

10.30 Break

11.00 Workshop Debriefing - Part 2

Participants, Peter GOLDSCHMIDT, Stéphanie HOREL and Alain GUGGENBUHL

12.30 Conclusions, Evaluation and Final Declaration

Participants, Peter GOLDSCHMIDT, Stéphanie HOREL and Eduard SÁNCHEZ MONJO, Director of EIPA-ECR; Supervisor of the EMTPA Programme, Barcelona (ES)

13.00 Closure of the Seminar

Peter GOLDSCHMIDT, Stéphanie HOREL and Eduard SÁNCHEZ MONJO

13.15 Lunch

(Optional throughout the seminar: During or after lunch, participants can ask the trainers for individual feedback on the structure of their presentations and/or the presentation techniques and skills.)
