



Seminar Theory and Practice of the Policy Cycle: From Drafting to Evaluating Policies

*organised by the
European Institute of Public Administration (EIPA)*

Tirana (Republic of Albania), 18 – 21 May 2010

PROVISIONAL PROGRAMME

During the last decade, the process of policy-making has undergone significant changes: Governments have become increasingly aware that in a modern society that they are evaluated not only by the policies and laws that they adopt, but also by the level and quality of the administration and enforcement of the policies and laws. Governments have thus realised that the successful development and implementation of policies and law rely on close co-operation and **consultations** with not only political groupings, but also the market and civil society.

An added challenge for politicians and public administrations is the influence of **European Integration** (i.e. the Stability and Association Process as well as EU Accession) on the national policy and rule-making in the sense that the scope for manoeuvre is limited while the obligations on governments and administrations are increased in order to meet the requirements agreed in the SAA and to become a member of the EU.

These changes have implications for civil servants in terms of **knowledge** as well as **processes, skills** and **attitudes**. Starting a process of communication in an early stage of the policy process with groups with (frequently) conflicting interests, dealing with conflicts, media, etc., demands well developed coordination processes and organisational and social skills.

Growing emphasis has also been given to **assessing the impact** of the policies and rules through monitoring and evaluation of their effect on the society (i.e. people, environment, economy, etc.) as well as on the effectiveness of the implementation hereof (e.g. the level and quality of service offered to as well as equal treatment of the citizens).

The **objective** of this 4-day seminar is two-fold: Firstly, to provide a practical understanding of the new demands to governments and public administrations as well as new concepts and approaches related to policy-making, implementation and evaluation. And secondly, to share practical experiences and acquire practical tools/methods, which can be applied in the different stages of the policy cycle.

Target group

The seminar targets public sector managers and senior civil servants involved in the policy-making process.

The seminar will be delivered by a team of trainers from EIPA and experts from national administrations from both old and new EU Member States in order to ensure transfer not only theoretical concepts and practical skills, but also a proper exchange of practical experiences and identification of good practices.

Trainers

Peter I.B. GOLDSCHMIDT (DK), ReSPA Project Director and Director of the European Centre for Judges and Lawyers, EIPA Luxembourg

Tore Chr. MALTERUD (NO), Head of Unit for European Public Management, European Institute of Public Administration (EIPA)

N.N, Lecturer from NISPAcee

Location

Tirana (Republic of Albania)

Number of participants

The maximum number of participants is 21.

Dates

18 – 21 May 2010



Tuesday 18 May 2010

Theme I: SAA and EU Accession Requirements, Policy Cycle and National Co-ordination

- 09.00 – 09.45** **Welcome and Mutual Introduction to the Programme, including the participant's perception**
Peter GOLDSCHMIDT and Tore Chr. MALTERUD
- 09.45 – 11.00** **The effect of the SAA and EU Accession requirements: Approximation of national laws to meet EU association and membership requirements**
There is more to meeting the SAA and EU Accession requirements than trans-posing national law to that of the EU: This session discusses the steps SAA and candidate countries need to take when approximating national law with EU policies and legislation, but also other important issues, such as deviations from past policy- and rule-making traditions, new or changed tasks, new institutions, reallocation or new human resources...
Method: Presentation and Q&A
Peter GOLDSCHMIDT
- 11.00 – 11.15** **Coffee break**
- 11.15 – 12.30** **New Public Management in Europe, trends and new demands, including some examples from the recent 10 years**
From myths to reality
Method: Presentation with Questions and Answers
Tore Chr. MALTERUD
- 12.30 – 13.30** Lunch
- 13.30 – 14.30** **Policy Cycle**
This session follows up on the previous one by showing the cycle of preparation, decision making and implementation in a political system needed to meet the previously discussed requirements. - In other words: WHO does WHAT and WHEN?
Method: Presentation with Questions & Answers
Tore Chr. MALTERUD

- 14.30 – 15.15** **What is coordination? Why coordinate?**
When adapting its legislation and administrative as well as decision-making structures to meet EU association and accession requirements, consultations and co-ordination helps to ensure a feeling of ownership and working towards a common goal. This session will discuss what a country can achieve through co-ordination and what co-ordination is. It will also outline the various levels of co-ordination
Method: Combination of discussion and presentation
Peter GOLDSCHMIDT
- 15.15 – 15.30** Coffee break
- 15.30 – 16.30** **The Nordic approach to consultation and stake-holders involvement**
Three examples from Nordic countries will be presented and discussed
Method: Presentation and discussion
Tore Chr. MALTERUD
- 16.30** **End of Day 1**

Wednesday 19 May 2010

Theme I: SAA and EU Accession Requirements, Policy Cycle and National Co-ordination (cont'd)

- 09.00 – 11.00** **Simulation**
Coordination between ministries. The participants, coming from different ministries will be given the task of drafting a proposal to the Council of Ministers in a country. The participants will be divided into workgroups of 4 -5 participants
Method: Simulation – time for individual preparation & group negotiation
Tore Chr. MALTERUD and Peter GOLDSCHMIDT
- 11.00 – 11.15** Coffee break
- 11.15 – 12.30** **Report from the workgroups**
The participants will be asked to report their findings and conclusions from the simulation and to discuss similarities/differences between the simulation and the situation in their countries.
Peter GOLDSCHMIDT and Tore Chr. MALTERUD
- 12.30 – 14.00** Lunch



Theme II: Implementing Policies

- 14.00 – 15.30** **Implementing the *acquis communautaire***
Since laws and regulations are essential tools in policy implementation in a country, this session will focus on important aspects related to law making. In particular, this session will review the different types and structure of EU legislation and what needs to be considered when implementing the different types of legislation into national law. Also formalities, which should not be forgotten, will be discussed, such as reporting to the European Commission and how the table of concordance can be used also as a co-ordination and planning tool.
Method: Presentation and Q&A
Peter GOLDSCHMIDT
- 15.30 – 16.00** Coffee break
- 16.00 – 17.00** **An example on how policy implementation is organized in one of the new Member States**
On the background of the expert presentation, this session will moderate a discussion about similarities and differences between the systems in the capitals of the participants.
Method: Presentation and discussion
Expert from a New Member State
- 17.00** **End of Day 2**

Thursday 20 May 2010

Theme III: The Process of Law-making and the Consultation Process

- 09.00 – 10.00** **Administrative requirements and process management**
Administrative requirements; How to efficiently organise and work in a project;
Tools and methods, who takes the lead?
Method: Combination of discussion and presentation
Tore Chr. MALTERUD

- 10.00 – 11.15** **Organisation, institutions and functioning in modern Public Administration**
 One of the keys to successful policy-making and –implementation is clear allocation of roles and responsibilities and extensive delegation. This session will discuss the challenges in the Public Sector in European countries today to achieve this.
Method: Presentation with discussion
Tore Chr. MALTERUD
- 11.15 – 11.30** Coffee break
- 11.30 – 12.30** **From Candidate to Member: An example of organisational changes for a new Member State**
Method: Presentation and Q&A
Expert from a New Member State
- 12.30 – 14.00** Lunch
- 14.00 – 15.00** **Work-shop: Who is involved and who takes the lead?**
 Identification of stakeholders and actors (including national parliaments and civil society), their roles and variable perspectives in view of the objectives of arriving at an integrated response
Method: Presentation and interaction with the participants
Tore Chr. MALTERUD
- 15.00 – 15.15** Coffee break
- 15.15 – 16.45** **Simulation**
 The participants will be given different tasks and divided into groups. Each workgroup will be asked to come up with a plan for implementation of a new legal act. They will also be asked to identify problems and to come up with solutions
Tore Chr. MALTERUD
- 16.45 – 17.30** **Report from the workgroups**
 The participants will be asked to report their findings and conclusions
Tore Chr. MALTERUD and Expert from a New Member State
- 17.30** **End of Day 3**



Friday 21 May 2010

Theme VI: Impact Assessment, Monitoring and Evaluation

or

Theme VI: New Public Management in Europe

- 09.00** **Policy Co-ordination practice for Better Regulation including Impact Assessment**
This session will focus on integrated impact assessment including better regulation instruments
Method: Presentation and interaction with the participants
Tore Chr. MALTERUD
- 10.15** Coffee break
- 10.30** **Monitoring and Evaluation**
The session will explain these terms both in conceptual and practical terms and give examples from a new EU Member State
Expert from a new Member State
Method: Presentation and discussion
Expert from a New Member State
- 12.00** **Summing up and evaluation of the seminar**
Tore Chr. MALTERUD and Participants
- 12.30** **END OF SEMINAR**

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