

**Regional Training and Consultancy Programme on  
Public Administration for the Mediterranean Partners  
(EuroMed Training of Public Administrations)**

**EUROMED TRAINING OF PUBLIC  
ADMINISTRATIONS**

**Train the Trainers Module :**

**Identification of Training Needs and  
Development of Training Plans and Capacities**

**PROGRAMME**

**Maastricht, 13 - 17 December 2004**

**With the financial support of the:**



European Commission (EC)  
MEDA Programme

**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**

### **PRESENTATION**

In conformity with a contract signed by the European Commission on 27 December 2003, the activities of regional scope include a series of 3 training seminars for trainers. At the inception conference held in Brussels on 19 April 2004, it was agreed that one of these seminars should target senior managers responsible for human resource and organisational development and training. The seminar should be devoted to the identification of training needs and the development, implementation and evaluation of training plans. The programme aims at providing practical training development methods and tools with focus on training related to improving the capacity among the Mediterranean Partners to implement the Association Agreements between them and the EU.

### **ENVISAGED RESULTS**

The Seminar aims at:

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

### **PARTICIPANTS**

The participants should be senior managers and officials of training institutes and authorities responsible for human resources, organisational and training development within the public administration.

The participants should be in a position to prepare, co-ordinate and manage national and/or sectoral training programmes. Equally important, they have to become contact points for future activities and the setting up of administrative and training networks.

## **WORKING METHODS**

The seminar will consist of presentations, workshops and training on the topic of the seminar, including presentations of methodologies and tools to identify training needs, develop medium and long term training plans, develop motivating learning environments, etc. It will also include case studies, where officials from the EU Member States share and discuss their experiences in the areas covered by the seminar. The last day will consist of an evaluation of the seminar and a brief presentation by each Mediterranean Partner of training needs and/or draft training plans in their country. Moreover, all the participants will reach a consensus on a text, which will be read at the end of the seminar (Final Declaration).

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.

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### ***VENUE OF THE SEMINAR:***

European Institute of Public  
Administration (EIPA)  
O.L. Vrouweplein 22  
(PO BOX 1229)  
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### ***PROGRAMME ORGANISATION :***

European Institute of Public  
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Fax. +34.93.5672399

## **PROGRAMME**

### **Monday 13 December 2004**

**09.15 Arrival at EIPA Maastricht and Registration**

**09.30 Introduction**

*Gisela* von BUXHOEVEDEN, DG EuropeAid Cooperation Office, European Commission, Brussels (B)

*Gérard DRUESNE*, Director General of the European Institute of Public Administration (EIPA), Maastricht (NL)

*Eduardo SÁNCHEZ MONJO*, Supervisor, EuroMed Training for Public Administrations Programme (EMTPA); Director, European Centre for the Regions (EIPA-ECR), Barcelona (E)

**09.45 Mutual Introduction**

*Peter GOLDSCHMIDT*, Principal Expert for Module Train-the-Trainers, EuroMed Training of Public Administrations Programme (EMTPA); Senior Lecturer, EIPA Maastricht (NL), Unit for European Public Administration and Management

*Participants*

- 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 Adult Training**

*Peter GOLDSCHMIDT*

- Principles, needs, objectives and different types of training
- Definitions and terminology
- Discussion

- 12.00 Lunch**
- 13.30 Setting the Scene I: The EU**  
*Peter GOLDSCHMIDT*
- A re-familiarisation of the EU as a Common Market
  - The implementation of the Common Market: the roles and responsibilities of the Member States and the EU Institutions
- 14.30 Break**
- 15.00 Setting the Scene II: The EU and MEDA**  
*Andrés BASSOLS*, European Commission, Directorate General External Relations, Brussels (B)
- Who decides and represents the EU's Trade Policy?
  - EU Trade Policy objectives
  - MEDA objectives
  - The association agreements: obligations, benefits and implementation requirements
  - Organisational and training development needs
- 16.30 Debate**
- 17.00 End of the day's proceedings**

**Tuesday 14 December 2004**

**PART TWO:**

**TURNING POLITICAL AND LEGAL OBLIGATIONS INTO ACTION**

- 09.00 Case Study**  
*Maria KROSLAKOVA*, Director General, Office of Government - Institute of Approximation of Law, Bratislava (SK)
- Experiences from a new EU Member State: Law approximation and development of implementation capacities, both with regard to organisational aspects and human resources
  - Discussion

**10.30 Break**

**11.00 Workshop: Reflection and Preparation**

*Peter GOLDSCHMIDT*

*Maria KROSLAKOVA*

The objective of the workshop is to establish a level playing field by exchanging past experiences and future aspirations with regard to human resource development. During this session, participants will prepare short presentations on training traditions in their respective countries, including needs and needs identification, objectives, plans and training methods

**12.30 Lunch**

**14.00 Workshop (continued): Debriefing and Discussion in Plenary**

Participants will present and discuss training traditions in their respective countries, including needs, objectives, plans and methods

**15.30 Break**

**15.45 Practical Aspects of Training and Introduction of Final Workshop**

This session will link the first parts of the seminar with part three by outlining practical aspects to be recalled when preparing training plans in order to maximise the effect of the training, such as

- Linking needs and objectives with training methods, programme design and evaluation
- Budgetary aspects
- Evaluation
- In addition, the objective and task of the concluding workshop on the last day of the seminar will be introduced in order for participants to prepare presentations to be made there.

**16.30 End of the day's proceedings**

**Wednesday 15 December 2004**

**PART THREE:**  
**TRAINING NEEDS ANALYSIS, PLANNING & EVALUATION**

- 09.00**      **First Step of Training Needs Analysis: Finding the weak Spots**  
*Peter GOLDSCHMIDT*  
*Patrick STAES*, National Expert, EIPA Maastricht (NL),  
Unit for European Public Administration and  
Management
- Before being able to plan a training programme, the task(s), objectives and processes of the organisation must be known. Based on this, an analysis of the organisation's ability to fulfil these tasks, etc., should be made in order to identify weak spots, where organisational and administrative capacities should be developed. This session introduces two tools to analyse the organisation: SWOT and CAF
- 11.00**      **Break**
- 11.30**      **Needs Analysis and Training Objectives**  
*Patrick STAES*  
*Peter GOLDSCHMIDT*
- Needs analysis
  - Setting training objectives, priorities and target groups
- 12.30**      **Lunch**
- 14.00**      **Workshop: Putting Theory into Practice**  
*Patrick STAES*  
*Peter GOLDSCHMIDT*  
This session will introduce the participants to the use of the Common Assessment Framework (CAF) as an instrument to identify needs for organisational development and training through two different practical exercises
- 16.30**      **End of the day's proceedings**

## **Thursday 16 December 2004**

- 09.00 Training Plans**  
*Harry LIST, Expert, EIPA Maastricht (NL), Unit for European Public Administration and Management*
- Fitting training priorities into training plans: planning principles and methods
  - Evaluation and re-planning
- 10.30 Break**
- 11.00 Training Management**  
*Harry LIST*  
*Peter GOLDSCHMIDT*
- Co-ordination and delegation
  - Facilities, atmosphere and timing
  - Budget
- 12.00 Debate**
- 12.30 Lunch**
- 14.00 Evaluation**  
*Sotos SHIAKIDES, Cyprus Academy of Public Administration (CAPA)*
- Evaluation and adaptation of training plans and programmes
  - Experiences made in Cyprus
  - Discussion
- 15.30 Break**
- 15.45 Case Study - Cyprus**  
*Sotos SHIAKIDES*  
The Cypriot Experience:
- The role, place and organisation of public administration training institutions in Cyprus
  - How are training needs identified and plans made?

**17.00 Panel Discussion - Comparing national Training Structures**

Panel: *Sotos SHIAKIDES* and *Harry LIST*

Participants will be encouraged to ask questions and discuss with panellists about advantages and disadvantages about their respective structures and systems and obtain ideas on how to improve them.

**17.30 End of the day's proceedings**

**Friday 17 December 2004**

**09.00 Concluding Workshop: Brief Presentation by each of the 10 Mediterranean Partners, concerning the National Training Programmes**

*Participants*

*Peter GOLDSCHMIDT*

*Eduardo SÁNCHEZ MONJO*

*Sotos SHIAKIDES*

**11.00 Break**

**11.30 General discussion and Evaluation of the Seminar**

*Peter GOLDSCHMIDT*

**12.00 Final Declaration**

*Stéphanie HOREL*

**12.30 Closure of the Seminar**

*Peter GOLDSCHMIDT*

*Stéphanie HOREL*

**12.45 Lunch**

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