

ReSPA

Regional School of Public Administration (Phase 1)

A Joint Initiative of the European Union
and the OECD, principally financed by the EU



RESPA/SC(2007)2/002

Adoption of the amendment to the 2007 work programme (Policy Advisor's module)

Committee action

- **Agree** the amendment to the work Programme and invite the Secretary to implement the Policy-adviser's module with NISPAcee.

At the January 2007 Session, the Steering Committee decided not to implement the Public Sector Ethics resource within the ReSPA work plan 2007.¹ It was decided that the ReSPA budget corresponding to this activity will be used for other training activities which will be decided no later than the Fourth Session of the Steering Committee. It was also decided that *"Should additional training modules be developed in the course of the year, BiH would be considered in priority for hosting the first of those events"*.

In his correspondence to all Steering Committee Members on 26 February 2007, the representative of the former Yugoslav Republic of Macedonia suggested that ReSPA could co-operate with NISPAcee and propose a Policy Adviser's Module in the second half of 2007. After consultation, the Secretary entered into discussion with NISPAcee and with the representative of Bosnia-Herzegovina for the implementation of the module in Sarajevo, in September 2007. In his correspondence to the Secretariat on 23rd March 2007, the representative of Bosnia-Herzegovina to the Steering Committee confirmed the invitation of Bosnia-Herzegovina to host this activity.

The purpose of this document is to provide Steering Committee Members with the necessary background information concerning the policy adviser's training of trainers' module ReSPA envisages running in September 2007 in BiH in Cooperation with NISPAcee.

NISPAcee Training Course "HOW TO BE A BETTER POLICY ADVISOR"

BACKGROUND INFORMATION:

A training module was developed within the NISPAcee / UNDP project "Building advisory capacities" (2001 – 2003) by an international team of NISPAcee experts and trainers. The rationale for the development of this training course was based on a NISPAcee survey, which had provided very interesting insights into the realities of policy-making in transition countries. While government officials receive advice from several sources, very little use is made of the available local capacity of public administration experts, since they are not trained to be policy advisors.

In the framework of this project, a manual for advisors and a manual for trainers were developed, and specific training was given to a team of experienced NISPAcee trainers. Since the development of the training module, "How to be a better policy advisor", it has been implemented in a number of countries – Russia and CIS, Ukraine, new EU Member States such as Romania and Slovakia, as well as ReSPA member countries, such as Montenegro and Serbia. More than 300 participants throughout the NISPAcee region have already been trained, using this module.

OBJECTIVES:

The NISPAcee training course for advisors on "how to be a better policy advisor" focuses on fostering the successful implementation of public administration reforms in transition countries through the development of indigenous policy advisory capacities.

The objective of the training course is to provide relevant public officials with an opportunity to increase their knowledge and develop their skills in the design of public policy advice and the establishment of channels for its delivery to their respective governments.

This specially designed training should also help participants to better prepare themselves for interaction with government officials. The training aims to assist participants in developing a product that meets the needs of policy-makers and to provide them with advice on how to market themselves and their services to these officials.

¹ See document RESP/SC(2007)M1

TARGET GROUP:

The course is targeted to officials working in the public administration who are engaged in the delivery of policy advice to their governments and who would like to improve their skills in this area. The course is designed to meet the needs of those who are beginning or plan to be involved in policy-planning and the provision of advice to their governments.

TRAINING METHODS:

- Lessons
- Exercises (group work, individual assignments, presentations)
- Case studies
- Simulation and role games
- Group discussions

The training is meant to challenge participants, but it will not overburden them with information that is too far beyond their current level of expertise. The approach and content should produce better-qualified and more self-confident advisors who are ready to begin working with government officials.

General rules for organising the training:

- Lectures and exercises are designed in most cases to complement each other, and the order of exercises and lectures therefore should remain as presented in the training module.
- Each day begins with a reflection exercise and with a review of the contract drawn up at the beginning of the seminar.
- Lecture-type activities are planned for the morning and role-playing and case studies for the afternoon.
- The training module is balanced between lectures and exercises.
- Trainers summarise the results of each exercise and show how they relate to the previous and/or subsequent lecture/topic.
- Each exercise has its specific purpose, and it is up to the trainer to ensure that the trainees leave the classroom with a clear understanding of how each assignment and each activity has contributed to their knowledge and skills.
- The seminar terminates with a discussion of training results and the identification of ways of further developing the professional capacities of the trainees.

Model Training Programme
“How to be a better policy advisor”

1st day – INTRODUCTION	
9:00 – 9:10	➤ Opening
9:10 – 10:30	<ul style="list-style-type: none"> ➤ Introduction – trainers, trainees ➤ Expectations ➤ Aims and objectives of the training ➤ Contract
10:30 – 10:45	<i>COFFEE BREAK</i>
10:45 – 12:30	<ul style="list-style-type: none"> ➤ Experience of the participants in advising ➤ Policy cycle: the need for advice, stages ➤ Types and points of intervention for policy advisors ➤ Skills of a good advisor ➤ Structuring ideas
12:30 – 14:00	<i>LUNCH</i>
14:00 – 15:45	<ul style="list-style-type: none"> ➤ Introduction: aims of the session and the case study ➤ Case study: advice vs. research ➤ Group presentations: research vs. advice
15:45 – 16:00	<i>COFFEE BREAK</i>
16:00 – 17:00	<ul style="list-style-type: none"> ➤ Group discussion: summarising the results ➤ Review of the day, self-assessment questionnaire (homework)

2nd day – CLIENT	
9:00 – 10:30	<ul style="list-style-type: none"> ➤ Review of 1st day ➤ Environment: the dimensions, flexibility, and dynamic nature of the environment ➤ Discussion: advisor as an agent of change or just as a servant of the government? ➤ Problems in advising: discussion
10:30 – 10:45	<i>COFFEE BREAK</i>
10:45 – 12:00	➤ Problems in advising: discussion
12:00 – 13:30	<i>LUNCH</i>
13:30 – 15:20	<ul style="list-style-type: none"> ➤ Review of the morning ➤ Preparing and delivering advice (advisory process) ➤ Types of clients ➤ Different clients: needs assessment ➤ Needs assessment: case study
15:20 – 15:30	<i>COFFEE BREAK</i>
15:30 – 17:00	<ul style="list-style-type: none"> ➤ Needs assessment: case study ➤ Information-gathering: methods and techniques ➤ Review of the day

3rd day – PRODUCT	
9:00 – 10:30	<ul style="list-style-type: none"> ➤ Review of the 2nd day ➤ Preparing and delivering advice: types of products ➤ What is a policy paper?

10:30 – 10:45	<i>COFFEE BREAK</i>
10:45 – 12:30	<ul style="list-style-type: none"> ➤ Case study: bad policy paper ➤ Reaching the client
12:30 – 14:00	<i>LUNCH</i>
14:00 – 15:00	➤ Marketing yourself: things to remember
15:00 – 15:15	<i>COFFEE BREAK</i>
15:15 – 17:00	<ul style="list-style-type: none"> ➤ Testing session: psychological tests ➤ Self-assessment: preparing a plan for own skill development ➤ Review of the day, aims for the next day

4th day – WRAPPING-UP	
9:00 – 10:30	➤ Exercise on advising
10:30 – 10:45	<i>COFFEE BREAK</i>
10:45 – 12:30	<ul style="list-style-type: none"> ➤ Exercise on advising ➤ Conclusions and feedback on training and manual ➤ Course evaluation: oral and written ➤ Awarding the certificates
12:30 – 14:00	<i>LUNCH</i>