

The ADEPT programme in 2003

Bureau CROSS has implemented the Accession-oriented Dutch European Proficiency Training (ADEPT) programme on the instructions of the Ministry of Foreign Affairs since 1999. The programme is one of the Ministry's five Matra pre-accession programmes. The aim of the programme is to provide training in the Netherlands in the implementation of the *acquis communautaire*, through three-week modular courses, for senior (semi-)government officials from 12 countries: the 8 New Member States (Estonia, Hungary, Latvia, Lithuania, Poland, Slovenia, Slovakia and the Czech Republic), the candidate Member States (Bulgaria, Romania and Turkey) and Croatia, which does not yet have the status of candidate Member State. A secondary objective of the programme is to create 'East-West' and 'East-East' networks.

The course subjects are fixed on the basis of demand in the countries mentioned and in close consultation with the Dutch Ministries involved. In principle, courses are repeated (following evaluation and if necessary, modification on this basis) in order to create 'critical mass' in the countries concerned. Each course is organised for some 50 participants, except for the course *How to operate in Brussels* which is organised for 100 participants and takes only two weeks.

This last year has been a very successful year for the ADEPT-programme. There was substantial demand for the 11 courses organised in 2003. This was hardly surprising in view of the forthcoming accession to the EU of eight of the 12 countries on 1 May 2004. More than 1000 people applied for the 9 regular courses. The course *Communicating with the Public* was provided twice. The *How to operate in Brussels* course, organised as part of the 'Utrecht Conference' in Warsaw, Poland, was modified on one occasion as a one-week course. This course was also given in its regular form in the Netherlands. One-off were the two in-depth courses *Exploring EU Decision-making on Drugs* and *Public Health in the European Union*.

A total of 588 Central and East European officials were trained in 2003. Since 1999, more than 1,600 people participated in the ADEPT programme.

A review of the courses given in 2003 is presented below (in chronological order).

How to operate in Brussels

Course organiser: Netherlands Institute for International Relations, Clingendael.

From 18 May to 23 May 2003, the Clingendael Institute organised the 'How to operate in Brussels' course in Warsaw, Poland.

The programme consisted of four parts:

- Dossier assignment. This was sent in advance and had to be completed by the trainees individually, or together with the other participants at their Ministry. The dossier was developed in consultation with a number of experts and Prof. van Schendelen. The food safety dossier was chosen, as this was not only a current issue, but was also a topic of interest to the entire target group that, moreover, provided an insight into comitology;

- A theoretical component covering topics including European process management, the national co-ordination of EU policy, lobbying, comitology and the latest developments relating to the enlargement and the convention;
- Skills: international negotiation, presentation techniques, SWOT analysis and Project Cycle Management;
- Group assignment. Both the process management lectures and the skills courses were used here. The focus was on the food safety dossier. This section concluded with a panel discussion at which the participants presented their reports.

Despite the fact that the registration procedure did not proceed well, ultimately 82 Polish participants took part in this successful course, with considerable appreciation.

Preparing for the Structural Funds

Course organiser: ECORYS-NEI.

In close co-operation with the Clingendael Institute, ECORYS-NEI again organised the *Structural Funds* course, covering this vital field for the candidate Member States, from 2 to 20 June. In addition to teachers and trainers from both institutions, teachers and speakers from the European Commission, the European Investment Bank and from the institutions involved in the study visits contributed to this course. Colm McClements of Ireland gave a presentation on the Irish experience with the implementation of the Structural Funds, and Robert Pollock presented a case study on the Scottish experiences.

The main objective of the course was to prepare the participants to deal with the EU-Structural Funds and the accompanying mechanisms, and to teach the attitudes and skills needed to play an active role in the development of national and European regional policy. The course was built up around the '*Structural Funds policy life cycle*'. The course programme therefore took the participants through all the phases of the policy life cycle, from strategic planning and programme preparation to implementation, monitoring and evaluation. The course was divided into a number of modules, all relating to the policy life cycle. These modules were:

- EU Structural Funds History, Concepts and Context;
- Strategic Planning and Programming;
- Implementation and Absorption Capacity;
- Financial Management and Control;
- Monitoring and Evaluation.

The skills programme included sections on *international negotiating, risk analysis* and *project selection*. Study visits were paid to the former mining regions of south-east Limburg, to Brussels for a meeting with representatives of the European Investment Bank and the European Commission, and to the Northern Netherlands Alliance in Groningen. In order to promote networking between the participants themselves and between teachers and participants, a number of social activities were planned. In Brussels, for example, a reception was organised with delegates of the DG Region and the new and candidate Member States.

How to operate in Brussels

Course organiser: Netherlands Institute for International Relations, Clingendael

The main objective of the '*How to operate in Brussels*' course is to prepare the participants for effective representation of national interests in Brussels. An important tool here is to teach the skills needed to play an active role in Brussels. Like the previous course (in 2002), this course was provided for 100 participants and lasted two weeks.

The course programme consisted of three parts.

- An individual assignment on which participants had to work prior to their stay in the Netherlands. The aim of the assignment was to improve the participant's skills in dossier analysis. In consultation with the Ministry of Agriculture, Nature Management and Food Quality, the implementing organisation, the Clingendael Institute, developed the Food Safety Regulation dossier, which was the main theme of the programme.
- The theoretical and practical aspects of European process management
- The development of personal skills and attitude. Subjects covered to this end included SWOT analysis, Project Cycle Management and lobbying and negotiating techniques.

Study visits were paid to the European Commission and the European Parliament in Brussels and to the Ministry of Agriculture, Nature Management and Food Quality. Meetings were also conducted in Brussels with representatives of the Dutch Permanent Representation and with Ambassadors of the Polish and Romanian Permanent Representations. The programme in Brussels included a contribution by the Meat and Eggs Product Board, as part of the central food safety dossier.

The Clingendael Institute was responsible for the organisation of the course. During the course, the institute worked with a number of other organisations, which were responsible, as sub-contractors, for the various skills training sections: De Boer & Ritsema van Eck (DBR) for the Project Cycle Management section and the Netherlands Debating Institute (NDI) for the presentation techniques section. The institute also worked with a number of independent experts and representatives of Dutch Ministries.

Communicating with the public

Course organiser: Academy for Government Communications, part of the Public Communications Directorate of the Government Information Service (RVD).

The Academy for Government Communication (part of the RVD) organised the '*Communication with the public*' course on two occasions in 2003. The first course was held from 22 June to 11 July and the second from 17 November to 5 December. The content of the two courses was virtually identical, although extra scope was created in the second course for intervision and moderation.

Communication with the public, the citizens, was the central theme. The specific objectives of the course were to familiarise the participants with and provide an insight into:

- The relationship between government policy and government communication;
- The functions and tasks van government communication in a democratic society;
- The underlying principles (openness and transparency), as laid down in the relevant European legislation, among other things;
- The working methods for modern management of government communication;

- The formulation of adequate messages, aimed at the right internal and external target groups;
- The instruments of modern government communication;
- Some relevant specialisations in modern government communication, such as risk management and crisis communications, intercultural communications and country promotion;
- Implementing these specialisations and a number of common practical skills, emphasising both indirect communications via the mass media (press information) and possibilities for direct communication with citizens (public information).

The objective of the course is translated into three interrelated themes:

- Public administration, policy and communication: introduction to the background and principles of modern government communication management;
- Government communication and policy in practice I: working methods and instruments for different target groups;
- Government communication and policy in practice II: applications and specialisations.

During the course, the participants paid working visits to the European Commission in Brussels, the Ministry of General Affairs, the Ministry of Foreign Affairs, the Ministry of Housing, Spatial Planning and the Environment, the Ministry of Public Health, Welfare and Sport, the Ministry of Finance, the Ministry of the Interior, the Ministry of Transport and Public Works, the Second Chamber of Parliament, the Nieuwspoort Press Centre and University of Utrecht.

The Academy for Government Communication called on teachers from its own Public and Communication Directorate, the Information and Communication directorates and Policy directorates of various Ministries, The Hague campus of Leiden University, Utrecht University and the Clingendael Institute to develop the programme. The Academy also worked with the Association for Government Communication, the Professional Association for Communication and the European Association for (Government) Communication (Euprera).

River Basin Management

Course organiser: International Agricultural Centre (IAC).

The purpose of the course was to familiarise the participants with the European Water Framework Directive (following from the Framework Directive) and with the river basin management approach underlying this.

Like the previous *River Basin Management* courses, this course was developed around four teaching periods.

- Understanding of the river basin management context and the practical importance of the Framework Directive;
- Specific themes in the Directive, such as institutional services and water quality;
- Teaching new skills and their direct application in group work and assignments (an international workshop was organised, at which the participants had an opportunity to exchange information and knowledge with each other and with representatives of institutes involved in water management from the EU Member States);

- Applying the knowledge and skills acquired in the home situation, by working in groups on a strategic action plan for the implementation of the Framework Directive in the participants' own countries. These action plans were presented on the final day of the course and were then discussed with the participants and a panel of experts.

Study visits were paid to the Rivierenland Water Authority and to two regions of the Netherlands and Belgium with extensive experience in the field of river basin management. Once again, the international workshop on '*Sharing views and experiences on the implementation of the EU Water Framework Directive between EU Member States and EU Applicant Countries*' was a fixed part of the course.

The course was organised by the IAC, part of Wageningen Agricultural University, in close co-operation with the Department of Public Works (RWS) and the Netherlands Institute for Inland Water Management and Waste Water Treatment (RIZA), both part of the Ministry of Transport and Public Works, and the Ministry of Agriculture, Nature Management and Food Quality. Another important partner was the Union of Water Authorities. Various other Dutch and European governmental and non-governmental organisations also contributed to the course.

Public Health in the European Union (in-depth course)

Course organiser: Netherlands School of Public & Occupational Health (NSPOH).

After the three regular ADEPT courses on 'Public Health in the EU', which were organised between November 2000 and October 2002, Bureau CROSS decided, in consultation with the implementer of the courses and the Ministry of Public Health, Welfare and Sport to organise a one-week 'in-depth' course from 26 October to 2 November, focusing on the developments relating to the EU and health care.

The theoretical programme covered issues including the new EU strategy and national policy in the field of health care.

The following working forms were used in the programme: plenary sessions, small discussion groups, group assignments, individual study and role-play. The participants were also trained (further) in a number of practical skills, such as presentation and negotiating techniques, writing policy documents and decision-making during crisis situations, through workshops. Working visits were paid to the European Commission, the Council of Europe, the European Parliament and the Dutch Permanent Representation to the EU in Brussels.

The course was organised and implemented by the NSPOH, in close co-operation with the Ministry of Public Health, Welfare and Sport. In addition to lecturers from these two organisations, contributions to the content were made by representatives of organisations including the National Institute for Public Health and the Environment (RIVM) and the Netherlands Institute for Health Promotion and Disease Prevention (NIGZ).

Social Affairs / Employment

Course organiser: Netherlands Institute for International Relations, Clingendael

From 20 October to 7 November, the Clingendael Institute again organised a course on *Social Affairs/Employment*. The course was implemented in a consortium with the Amsterdam Institute for Advanced Labour Studies (AIAS) and the University of Tilburg.

The main objective of the course was to prepare the participants for the implementation of the 'acquis communautaire' in the field of social affairs and employment, and to give them the skills and attitudes needed to play an active and participatory role in the development of national and European social policy. The Dutch polder model was discussed in detail, as an example of a social and economic policy with a far-reaching impact on the social dialogue in the EU.

To support the theoretical part of the course, visits were paid to the Ministry of Social Affairs and Employment, Brussels (including the Economic and Social Committee, the European Parliament and the European Commission), the Centre for Civil Service Labour Relations, the Social and Economic Council (SER), Amsterdam Municipal Authority (lecture by the Alderman for Social and Economic Affairs) and the employment project of the Recovery Foundation (Fort Nigtevecht).

Exploring EU Decision-making on Drugs (in-depth course)

Course organiser: Trimbos Institute.

In November 2001 and September 2002, two courses on *Drugs Policy in the European Context* were organised, focusing on the European context of drugs policy and its link with the policy in the Member States.

At the request of the Ministry of Public Health, Welfare and Sport, a one-week in-depth course was organised from 4 to 11 October, covering a number of points from the two regular ADEPT courses in more detail, partly in view of the fact that in 2004 – to some extent under the Dutch Presidency - a new EU drugs strategy will be developed, followed by the preparations for an EU Action Plan on drugs. In summary, the course had the following objectives:

- To provide information on the current position regarding the European approach to the drug problem and the preparatory process for the new EU drugs strategy and the new EU Action Plan on drugs (2005 – 2009);
- Obtaining an insight into political and policy frameworks, the policy-making processes and their translation in practice;
- Supporting co-operation between government departments and other relevant organisations in the countries taking part;
- Supporting regional networks, co-operation and exchanges between the accession countries.

In order to achieve these objectives, the following topics were covered:

- Co-ordination of national requirements and priorities with EU requirements and priorities;
- Preparation and realisation of the new EU drugs strategy and the new EU Action Plan on drugs;

- Co-ordination of a reduction in supply and demand, through an integrated policy;
- Allocation of tasks and responsibilities to politicians, policymakers and researchers.

The course was aimed solely at the ten countries that joined the EU in 2004. Cyprus and Malta were also invited. Three participants per country were invited: one representative of the Horizontal Drugs Group (preferably the representative of the co-ordinating Ministry), the head of the National Focal Point in the European Information Network on Drugs and Drug Addiction (REITOX) and a policy official of the co-ordinating department who had already followed the ADEPT course on *Drugs Policy in the European Context*. The Horizontal Drug Group is an inter-ministerial working group of the EU Member States, which, among other things, prepares decision-making by the Council of Ministers on drugs and is responsible for improving co-ordination between the Member States in this field. The Trimbos Institute organised the course, in co-operation with Jellinek/ EATI. The Ministry of Public Health, Welfare and Sport acted as an advisor during the (preparations for the) course.

Strategic planning and realisation of Transport infrastructure (previously ‘Towards effective and efficient planning and realisation of infrastructure’)

Course organiser: NEA Transport Research and Training.

From 27 October to 14 November, NEA Transport Research and Training organised the course on *Strategic Planning and Realisation of Transport Infrastructure*.

The main objective of this course was to familiarise participants with policy and procedures in the EU in the field of transport infrastructure. The course was also designed to enable participants to place infrastructural developments in a broad and integrated perspective, on the basis of skills exercises and the exchange of insights and experiences.

Like the previous courses, this course focused on the overall process, from strategic planning to realisation and financing of infrastructural projects. Particular attention was devoted to economic, financial, environmental and safety aspects. Contracting, risk analysis, cost-benefits analysis, environmental impact reports and co-operation between the public and private sector were also covered.

Due to the approaching accession of the pre-accession countries and thus the switch of ISPA funds to cohesion and structural funds, these developments received closer attention. The workshops on ‘Partners for Roads’ and ‘Netherlands Rail Partnership’, at which the participants considered the specific transport infrastructure needs of the pre-accession countries together with representatives of the Dutch government and private sector, played an important role in this course.

The *Back Home Action Plan* was also included in the programme for this course. The underlying idea was that ways to put the acquired knowledge into practice are already considered during the course. The plan developed in this way then had to be put into practice at work when the trainees returned to their own countries.

The skills training focused on subjects including international negotiating and presentation techniques. The purpose of the study visits was to introduce the participants to the Dutch way of implementing infrastructural plans. Visits were therefore organised to locations including the Delta Works, the A15 (in Rotterdam) and the Benelux Tunnel, the Betuwe Information Centre (Transpoint) and the Ministry of Transport and Public Works in The Hague. A visit was also paid to Brussels.

A social programme offered participants an opportunity to build up networks with each other, teachers/speakers and other interested parties in the infrastructure field.

The course was again organised in close co-operation with the Ministry of Transport and Public Works and the RWS. A steering group consisting of representatives of NEA, the Ministry of Transport and Public Works and RWS monitored the quality and updating of the course.

ISPA/CF Environment (previously 'ISPA Environment')

Course organiser: ECORYS-NEI

The aim of the ISPA/CF Environment course, given from 17 November to 5 December was to train the participants in optimal application of ISPA and cohesion funds for successful implementation of environment-related projects and programmes. More specifically, the objectives were:

- To provide information on ISPA and cohesion funds, the structural policy of the EU and the requirements for compliance with EU environmental legislation;
- To show best practices in the effective implementation of policy in other countries;
- To offer a systematic approach to successful implementation;
- To identify the possibilities and problems of the ISPA and cohesion funds.

The participants also received training in a number of skills for effective application of ISPA and cohesion funds. As with the Social Funds course organised by ECORYS-NEI, the programme was built up around the policy life cycle, a systematic approach to programming, project preparation, implementation and evaluation, and corrective action. The underlying idea is that policy can only be effective if all phases are carried out in succession.

In the first week, the emphasis was on the theory, preparing participants for the practical sessions in the following two weeks through lectures (including examples from Dutch practice) and group assignments.

Study visits were paid to the Ministry of Housing, Spatial Planning and the Environment in The Hague, the Stainkoeln waste processing plant in Groningen, a composting unit in Oude Pekela, the Rivierenland water authority in Beneden-Leeuwen, the Kaliwaal and Millingerwaard nature reserves, Afvalverwerking Rijnmond in Rozenburg, the Rijnmond Environmental Hygiene Service in Schiedam and to the European Parliament, the DG Regions and the DG Environment in Brussels.

This course was organised by a consortium headed by ECORYS-NEI, in close co-operation with Grontmij engineering consultants, the RPS-BKH consultancy and environmental consultants Enviro-Markets International.