

University course program

The Iraqi academic year is divided into two semesters, each 4 months, or 16 weeks long, where lectures/seminars are frequently conducted in 3- hour blocks. A subject is typically one year long over around 32 lectures/weeks.

It is envisaged that this public policy course will be delivered over 32 lecture seminars over two semesters (1 academic year).

As the objective of the course is to graduate students with employable skills, the course includes the practical exercises and policy practicum seminars. Where the practical exercises cannot be completed in the seminars, they should be completed as homework. The lecturer can make the choice about whether the policy practicum seminars should be periods where the students are given time to work together or whether they will be used solely for student presentations of the results of policy practicum homework.

For the course to be successful, lecturers should encourage participation, discussion and questions from and between the students. The lecturer will also be required to support the students during the policy practicum seminars and provide constructive feedback on the exercises completed by the students.

As the workload is considerable for both teacher and student, it is recommended that class sizes are kept small, of around 12 students.

Attendance is vital to pass and in particular, students must attend and participate in all of the policy practicum seminars in order to pass.

To graduate, students should pass both written and oral examinations.

1. Introduction to public policy

Seminar	Duration	Topic	Seminar methodology	Seminar outcome
1.	1 hour	Introduction to the course	Lecture	Students are aware of what to expect from the course, its objectives and planned outcomes.
2	3 hours	1.1 What is public policy?	Lecture and group discussions	Students understand the good governance concept and appreciate the functions of evidence-based policy and stakeholder engagement as key components of public policy making.
3	3 hours	1.2 Overview of the policy cycle	Lecture	Students understand the public policy cycle
4	3 hours	1.3 Who are the actors?	Lecture and group discussions	Students appreciate the wide range of actors involved and can identify the policy officer's role within the broader matrix of actors
5	3 hours	1.4 Legal frameworks and public policy	Lecture and group discussions	Students understand the legal frameworks that affect government's exercise of power and therefore the limits of public policy.

6	3 hours	1.5 Policy Steps	Lecture and group discussions	Students understand the sequence of steps in the policy process.
7	3 hours	1.6 What does a public policy statement look like?	Lecture and group discussions	Students appreciate what a public policy statement contains as a preview for what they can expect to prepare.
8	3 hours	1.8 Writing workshop	Lecture and individual writing exercises as homework	Students refine their document writing skills and learn to effectively plan, write and edit public policy documents.

2. How to initiate a public policy

Seminar	Duration	Topic	Seminar methodology	Seminar outcome
9	3 hours	2.1 How to define a policy issue	Lecture and group exercises as homework	Students know how to test whether a problem is feasible for a policy and how to give structure to the problem by using a problem tree.
Policy Practicum Students select a public policy issue to work on throughout the rest of the course. This is done at the end of seminar 9				
10	3 hours	2.2 How to develop a proposal for a policy vision, principles, goals, objectives and scope	Lecture and practical exercises as homework	Students learn practical strategies for developing a policy vision, policy principles, goals, policy statements and policy scope.
11.	3 hours	Policy Practicum Drawing on their learning to date, students commence research on their policy problems to fully understand the dimensions of the problem. The research should be done outside the workshops. Students give presentations to the other students about what they have achieved and seek their feedback.		

3. Working with stakeholders

Seminar	Duration	Topic	Seminar methodology	Seminar outcome
12	3 hours	3.1 Introduction to stakeholder engagement	Lecture and group discussion	Students are familiar with the concepts behind effective stakeholder engagement

13	4 hours	3.2 How to map stakeholders	Lecture and practical exercises as homework	Students know how to analyse and map stakeholders and how to prepare a force field analysis
14	3 hours	3.3 How to design a stakeholder engagement strategy	Lecture and practical exercises	Students know how to design a stakeholder engagement process that meets the needs of stakeholders
15	3 hours	3.4 Ethical practices in stakeholder engagement	Lecture and role play exercise	Students learn how to manage the personal interactions in a stakeholder engagement process.
16	3 hours	Policy practicum Drawing on their learning to date, students- <ul style="list-style-type: none"> • finalise preliminary research on their policy problems, • prepare a stakeholder analysis and maps, design their stakeholder engagement strategies, • prepare a problem and solution tree in consultation with their key stakeholders; and • prepare a Ministerial Briefing Note to their Ministers proposing the process and direction for the policy and seeking approval to proceed. Students give presentations to the other students about what they have achieved and seek their feedback.		

4. Policy analysis

Seminar	Duration	Topic	Seminar methodology	Seminar outcome
17	3 hours	4.1 Information and data in public policy research	Lecture and exercise with homework	Students understand the relative qualities of information and data to be used in their public policy research
18	3 hours	4.2 How to mainstream gender into public policy	Lecture and exercise	Students appreciate the importance of considering gender and know how to incorporate gender issues into the public policy cycle.
19	3 hours	4.3 How to generate and analyse policy options	Lecture and exercise as homework	Students are familiar with the processes for generating and selecting policy options.
20	3 hours	4.4 Policy tools- legislative	Lecture and exercise	Students understand the application of principal and subordinate legislative tools in the implementation of public policies.
21	3 hours	4.5 Policy tools-	Lecture and exercise	Students are familiar with the

		non-legislative		non-legislative policy tools and how they link with the legislative tools. Students understand how to combine the policy tools to implement a public policy that aims to effect behavioural and attitudinal changes in the community
22	3 hours	Policy practicum Drawing on their learning to date, students- <ul style="list-style-type: none"> • Commence research and consultation for data on the policy problem and options, including gender; • Generate and analyse policy options and identify policy tools; • Work with their stakeholders to generate criteria for selection of options. Students give presentations to the other students about what they have achieved to date and seek their feedback.		
23	3 hours	4.6 How to write a consultative paper and analyse stakeholder feedback	Lecture and exercises as homework	Students understand how to conduct stakeholder consultation, assess and respond to their feedback.
24	3 hours	Policy practicum Drawing on their learning to date, students prepare a stakeholder consultation paper for distribution and implements the stakeholder consultation process in the stakeholder engagement plan. Students present their papers to the other students and seek feedback.		
25	3 hours	4.7 How to write a policy brief and a draft policy statement	Lecture and exercise	Students understand how to prepare a policy brief for submission to the policy decision-makers, and a draft policy statement.
26	3 hours	Policy practicum Drawing on their learning to date, students prepare a policy brief and a draft policy statement. Students present their papers to the other students and seek their feedback.		

5. Planning for implementation, monitoring and evaluation

	Duration	Topic	Seminar methodology	Seminar outcome
27	3 hours	5.1 Legislation, politics and parliament	Lecture and workshop exercise as homework	Students understand the basic requirements of legal policy in order to support the passage of legislation through the Council of Ministers and Parliament.

28	3 hours	How to plan for policy implementation	Lecture and group exercises.	Students understand the basics of results based framework for planning the implementation of public policies.
29	3 hours	5.3 Monitoring and evaluation planning	Lecture and group exercises as homework.	Students understand the essential elements of results-based monitoring and evaluation.
30	3 hours	Policy practicum Drawing on their learning to date, students prepare an implementation plan and a monitoring and evaluation plan for their chosen policy. Students present their plans to the other students and seek their feedback.		
31	3 hours	5.4 Lessons learned	Lecture and group discussions.	Students appreciate the value and role of learning lessons about the policy and their own work as policy officers and know how to undertake the lessons learning process.

6. Review and examination

	Duration	Topic	Seminar methodology	Seminar outcome
32	3 hours	6.1 Course Review	Lecture and group discussions.	Students review the course.
	2 hours	Written examination	Students undertake a written examination on the theory and practice relevant to the work of a policy officer.	Student learning assessment, evaluated by the trainer
	1 day	Policy practicum presentation	Each participant gives a 30-minute presentation on their lessons learned from their policy practicum and submit to 15 minutes of questions.	Student learning assessment, evaluated by trainer and peers.

Seminar Program

This form of course presentation envisages that the participants gain an knowledge of public policy, its processes and methodologies but does not impart the practical skills of the policy officer.

Designed as a series of 14 seminars of around 3 to 4 hours each, with the last seminar being 6 hours long.

These seminars contain the same information as the training course but omit the policy practicum and practical exercises. Without the practical exercises, the workshops can be delivered faster so in most cases, 2 training workshops can be delivered in one seminar.

It will be up to the trainer to skip out the practical exercises or, if there is time, to work through some of them to show the seminar participants how a particular methodology can be implemented.

Graduates would receive a certificate of participation.

NOTE- Some of the workshops are quite intense and if the participants engage in discussion about the topics they cover, the seminars may go for longer than the time allocated.

1. Introduction to public policy

No.	Duration	Topic	Seminar objectives
1	3 hours	1.1 What is public policy? 1.2 Overview of the policy cycle	Participants understand the good governance concept and appreciate the functions of evidence-based policy and stakeholder engagement as key components of public policy making. Participants understand the public policy cycle
2	3 hours	1.3 Who are the actors? 1.4 Legal frameworks and public policy	Participants appreciate the wide range of actors involved and can identify the policy officer's role within the broader matrix of actors Participants understand the legal frameworks that affect government's exercise of power and therefore the limits of public policy.
3	3 hours	Policy Steps What does a public policy statement look like?	Participants understand the sequence of steps in the policy process. Participants appreciate what a public policy statement contains as a preview for what they can expect to prepare.

2. How to initiate a public policy

No.	Duration	Topic	Seminar objectives
4	3 hours	2.1 How to define a policy issue	Participants know how to test whether a problem is feasible for a policy and how to give structure to the problem by using a problem tree.
5	3 hours	2.2 How to develop a proposal for a policy vision, principles, goals, objectives and scope	Participants learn practical strategies for developing a policy vision, policy principles, goals, policy statements and policy scope.

3. Working with stakeholders

No.	Duration	Topic	Seminar objectives
6	4 hours	3.1 Introduction to stakeholder engagement 3.2 How to map stakeholders	Participants are familiar with the concepts behind effective stakeholder engagement Participants know how to analyse and map stakeholders and how to prepare a force field analysis
7	4 hours	3.3 How to design a stakeholder engagement strategy 3.4 Ethical practices in stakeholder engagement	Participants know how to design a stakeholder engagement process that meets the needs of stakeholders Participants learn how to manage the personal interactions in a stakeholder engagement process.

4. Policy analysis

No.	Duration	Topic	Seminar objectives
8	4 hours	4.1 Information and data in public policy research 4.2 How to mainstream gender into public policy	Participants understand the relative qualities of information and data to be used in their public policy research Participants appreciate the importance of considering gender and know how to incorporate gender issues into the public policy cycle.
9	3 hours	4.3 How to generate and analyse policy options	Participants are familiar with the processes for generating and selecting policy options.

10	4 hours	4.4 Policy tools- legislative 4.5 Policy tools- non-legislative	Participants understand the application of principal and subordinate legislative tools in the implementation of public policies. Participants are familiar with the non-legislative policy tools and how they link with the legislative tools. Participants understand how to combine the policy tools to implement a public policy that aims to effect behavioural and attitudinal changes in the community
11	4 hours	4.6 How to write a consultative paper and analyse stakeholder feedback 4.7 How to write a policy brief and a draft policy statement	Participants understand how to conduct stakeholder consultation, assess and respond to their feedback. Participants understand how to prepare a policy brief for submission to the policy decision-makers, and a draft policy statement.

5. Implementation, monitoring and evaluation and review

No.	Duration	Topic	Seminar objectives
12	4 hours	5.1 Legislation, politics and parliament	Participants understand the basic requirements of legal policy in order to support the passage of legislation through the Council of Ministers and Parliament.
13	4 hours	5.2 How to plan for policy implementation 5.3 Monitoring and evaluation planning	Participants understand the basics of results based framework for planning the implementation of public policies. Participants understand the essential elements of results-based monitoring and evaluation.
14	6 hours	5.4 Lessons learned 6.1 Course Review	Participants appreciate the value and role of learning lessons about the policy and their own work as policy officers and know how to undertake the lessons learning process. Participants review the course.

Training program

The training program is designed to deliver practical skills knowledge about public policy to government officials who wish to work in this field.

The program can be configured in a number of ways-

- The program below shows delivery through an intensive 4- day 'introduction to public policy' workshops, followed by 17 weekly workshops of up to half a day, 2 one- day and 6 one-day policy practicums. This program can therefore be completed in 25 weeks (excluding the examination period).
- Combinations of weekly full and/or half-day workshops.

If the workshops and policy practicums are scheduled too closely together, the participants will not have adequate time to complete their practicums to the standard that is expected. For this reason, the course should be conducted over a 10 to 12-month period, regardless of how the program is configured.

Trainers should fully support the participants during their policy practicums and encourage them to learn from each other. As much as possible, the trainer and participants should learn to give constructive comments to each other. Should the workshop presentations finish earlier than the scheduled half-day, the time left over should be used to discuss issues and questions about the course and the practicums.

To graduate, the participants should pass the written and presentation examinations.

1. Introduction to public policy

Week 1	Duration	Topic	Training methodology	Training outcome
Day 1	1 hour	Introduction to the course	Presentation	Participants are aware of what to expect from the course, its objectives and planned outcomes.
	3 hours	1.1 What is public policy?	Presentation and group discussions	Participants understand the good governance concept and appreciate the functions of evidence-based policy and stakeholder engagement as key components of public policy making.
	2 hours	1.2 Overview of the policy cycle	Presentation	Participants understand the public policy cycle
Day 2	2 hours	1.3 Who are the actors?	Presentation and group discussions	Participants appreciate the wide range of actors involved and can identify the policy officer's role within the broader matrix of actors
	3 hours	1.4 Legal frameworks and public policy	Presentation and group discussions	Participants understand the legal frameworks that affect government's exercise of

				power and therefore the limits of public policy.
Day 3	3 hours	1.5 Policy Steps	Presentation and group discussions	Participants understand the sequence of steps in the policy process.
	3 hours	1.6 What does a public policy statement look like?	Presentation and group discussions	Participants appreciate what a public policy statement contains as a preview for what they can expect to prepare.
Day 4	6 hours	1.7 Writing workshop	Presentation and individual writing exercises	Participants refine their document writing skills and learn to effectively plan, write and edit public policy documents.

2. How to initiate a public policy

	Duration	Topic	Training methodology	Training outcome
½ day	4 hours	2.1 How to define a policy issue	Presentation and group exercises	Participants know how to test whether a problem is feasible for a policy and how to give structure to the problem by using a problem tree.
Policy Practicum				
Participants select a public policy issue to work on throughout the rest of the course. This is done at the end of workshop 2.1				
½ day	4 hours	2.2 How to develop a proposal for a policy vision, principles, goals, objectives and scope	Presentation and practical exercises	Participants learn practical strategies for developing a policy vision, policy principles, goals, policy statements and policy scope.
1 day	Policy Practicum 1 Drawing on the training to date, participants commence research on their policy problems to fully understand the dimensions of the problem. The research should be done outside the workshops. Participants give presentations to the other participants about what they have achieved and seek their feedback.			

3. Working with stakeholders

	Duration	Topic	Training methodology	Training outcome
½ day	3 hours	3.1 Introduction to	Presentation and	Participants are familiar with

		stakeholder engagement	group discussion	the concepts behind effective stakeholder engagement
½ day	4 hours	3.2 How to map stakeholders	Presentation and practical exercises	Participants know how to analyse and map stakeholders and how to prepare a force field analysis
½ day	3 hours	3.3 How to design a stakeholder engagement strategy	Presentation and practical exercises	Participants know how to design a stakeholder engagement process that meets the needs of stakeholders
½ day	3 hours	3.4 Ethical practices in stakeholder engagement	Presentation and role play exercise	Participants learn how to manage the personal interactions in a stakeholder engagement process.
1 day	<p>Policy practicum 2</p> <p>Drawing on the training to date, participants-</p> <ul style="list-style-type: none"> • finalise preliminary research on their policy problems, • prepare a stakeholder analysis and maps, • design their stakeholder engagement strategies, • prepare a problem and solution tree in consultation with their key stakeholders; and • prepare a Ministerial Briefing Note to their Ministers proposing the process and direction for the policy and seeking approval to proceed. <p>Participants give presentations to the other participants about what they have achieved and seek their feedback.</p>			

4. Policy analysis

	Duration	Topic	Training methodology	Training outcome
½ day	4 hours	4.1 Information and data in public policy research	Presentation and exercise	Participants understand the relative qualities of information and data to be used in their public policy research
½ day	3 hours	4.2 How to mainstream gender into public policy	Presentation and exercise	Participants appreciate the importance of considering gender and know how to incorporate gender issues into the public policy cycle.
½ day	4 hours	4.3 How to generate and analyse policy options	Presentation and exercise	Participants are familiar with the processes for generating and selecting policy options.
½ day	4 hours	4.4 Policy tools- legislative	Presentation and exercise	Participants understand the application of principal and subordinate legislative tools in the implementation of

				public policies.
½ day	4 hours	4.5 Policy tools- non-legislative	Presentation and exercise	Participants are familiar with the non-legislative policy tools and how they link with the legislative tools. Participants understand how to combine the policy tools to implement a public policy that aims to effect behavioural and attitudinal changes in the community
1 day	Policy practicum 3 Drawing on the training to date, participants- <ul style="list-style-type: none"> • Commence research and consultation for data on the policy problem and options, including gender; • Generate and analyse policy options and identify policy tools; • Work with their stakeholders to generate criteria for selection of options. Participants give presentations to the other participants about what they have achieved to date and seek their feedback.			
½ day	4 hours	4.6 How to write a consultative paper and analyse stakeholder feedback	Presentation and exercise	Participants understand how to conduct stakeholder consultation, assess and respond to their feedback.
1 day	Policy practicum 4 Drawing on the training to date, participants prepare a stakeholder consultation paper for distribution and implements the stakeholder consultation process in the stakeholder engagement plan. Participants present their papers to the other participants and seek feedback.			
½ day	3 hours	4.7 How to write a policy brief and a draft policy statement	Presentation and exercise	Participants understand how to prepare a policy brief for submission to the policy decision-makers, and a draft policy statement.
1 day	Policy practicum 5 Drawing on the training to date, participants prepare a policy brief and a draft policy statement. Participants present their papers to the other participants and seek their feedback.			

5. Planning for implementation, monitoring and evaluation

	Duration	Topic	Training methodology	Training outcome
½ day	4 hours	5.1 Legislation, politics and parliament	Presentation and workshop exercise	Participants understand the basic requirements of legal policy in order to support the

				passage of legislation through the Council of Ministers and Parliament.
½ day	4 hours	5.2 How to plan for policy implementation	Presentation and group exercises.	Participants understand the basics of results based framework for planning the implementation of public policies.
½ day	4 hours	5.3 Monitoring and evaluation planning	Presentation and group exercises.	Participants understand the essential elements of results-based monitoring and evaluation.
1 day	Policy practicum 6 Drawing on the training to date, participants prepare an implementation plan and a monitoring and evaluation plan for their chosen policy. Participants present their plans to the other participants and seek their feedback.			
½ day	4 hours	5.4 Lessons learned	Presentation and group discussions.	Participants appreciate the value and role of learning lessons about the policy and their own work as policy officers and know how to undertake the lessons learning process.

6. Review and examination

	Duration	Topic	Training methodology	Training outcome
1 day	6 hours	6.1 Course Review	Presentation and group discussions.	Participants review the course.
2 hours		Written examination	Participants undertake a written examination on the theory and practice relevant to the work of a policy officer.	Participant learning assessment, evaluated by the trainer
1 day		Policy practicum presentation	Each participant gives a 30-minute presentation on their lessons learned from their policy practicum and submit to 15 minutes of questions.	Participant learning assessment, evaluated by trainer and peers.