



European Institute of Public Administration
Institut européen d'administration publique

Catalogue 2011



Seminars and Training Courses

Learning & Development ★ Consultancy ★ Research

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The European Commission supports EIPA through the European Union budget.

... Europe's leading centre of excellence on European integration and the new challenges for public management.

In this catalogue of seminars and training courses you will find our open enrolment activities planned for 2011, as well as information about our customised programmes, research, consultancy, publications and the EIPA e-Campus. This catalogue also introduces EIPA's management and scientific staff.

With our headquarters in Maastricht, Centres in Luxembourg and Barcelona, as well as a presence in Brussels, EIPA is alert to developments across Europe and is responsive to your needs and interests.

Having almost 30 years of experience, EIPA is the place where you can learn about European affairs. Come and benefit from our unique combination of practical know-how and scientific excellence.

We help you to meet the challenges of Europe!

For an updated list of seminars and training courses or any further information, please visit our website:

www.eipa.eu

Note:

1. All dates, titles and participation fees indicated in this catalogue are subject to change for reasons unknown at the time of printing.
2. Simultaneous interpretation will always be subject to participant demand.



Prof. Dr Marga Pröhl, Director-General

Learning and Development

Seminars and Training Courses

Our seminars address the latest developments and upcoming challenges in key areas of European affairs and public management. They offer you the possibility to share in practice-oriented discussions with leading experts and counterparts from other countries and institutions.

The training courses are short and to the point; intensive and interactive. Most aim to update knowledge and deepen understanding of the European environment in which people operate, and the particular policy areas they need to master. Others provide an opportunity to acquire or upgrade skills in a multicultural context.



Activities are usually organised at EIPA, which offers the opportunity to benefit from the interaction between a multinational group of participants and experts. In addition to the activities open for registration, we offer tailor-made courses on request. Our specialised staff can help you to design your own seminar. Working together with us, you can build on the core modules of our open activities, but add specific elements which meet your particular needs and priorities. These customised courses can be organised in Maastricht, at one of our Centres, or at your own premises.

Learning Methodology

Our services are characterised by a multidisciplinary learning methodology as well as a strongly comparative approach. EIPA provides a global outlook, which, by illustrating contrasts, reflects European diversity in terms of governance and administration.

Our programmes are designed to provide a collaborative and stimulating environment for learning, as well as adding value to your professional career and personal growth. The topics are presented with the systematic use of case studies, simulation exercises and working groups. The diverse educational and professional backgrounds of our faculty and delegates enrich the experience. Moreover, most seminars and training courses bring together participants from many EU Member States and candidate countries.

In this multicultural environment the transfer of knowledge and know-how is successfully combined with exchanges of experience and best practices drawn from different administrative systems.

e-Campus: New Possibilities for Your Training

Following the ever growing need to develop skills and acquire knowledge, whilst moving from traditional classroom training towards a distance learning environment, EIPA offers a range of e-Learning courses on several subjects. EIPA's blended learning solution "e-Campus" is especially designed to serve as a preparation tool for participation in f2f training courses, and as a web-based support to be used after the end of the course. The objective is to offer to our participants the opportunity to maximise the benefits of their participation by putting a learning environment in their internet navigator.

The EIPA e-Campus provides a workspace repository, a learning space and a self-evaluation space, where participants can find tests and assignments that will help them identify their level of knowledge, as well as enabling trainers to give targeted feedback.

In 2011 EIPA will further expand its e-Learning offer to include complete e-Learning courses, webinars, web streaming and podcasts.

EIPA has the internal capacity to design and adapt existing platforms within the e-Campus to fit the specific needs of the courses, with a strong focus on the customers' current and future needs.

Exportable activities

Many programmes can also be delivered on request as a standard course at your premises or at one of EIPA's Centres. In this case, they are marked in the catalogue as "exportable".

Consultancy

EIPA provides consultancy to European public administrations and agencies in such areas as quality management, public sector performance, organisational and human resource development and the management of European policies. Tailor-made solutions for particular needs are offered, ranging from coaching, conducting in-depth organisational and business process analyses, writing perceptive reports and providing key recommendations on a wide range of issues. EIPA delivers strategic advice and partners client organisations in action-oriented business support programmes.

Research

Research at EIPA is an integral part of our mission: by bridging theory and practice, it adds a distinctive contribution to learning about the management of Europe. EIPA conducts research on key issues of European integration and public management. Some studies are commissioned on specific questions in this area, whilst others contribute to the wider debates of the scientific community.

Academic benchmarking of EIPA's scientific quality is continuously assured by contributions to external peer-reviewed publications and conference participation.



A EU Decision-Making

General Courses: Getting to Grips with EU Basics

Understanding EU Decision-Making: a quarterly two-day immersion course on the principles and procedures of EU decision-making.

How to Influence EU Decision-Making: a practice-oriented guide to the various actors and processes involved in EU decision-making.

Channels of Cooperation and Influence for Third Countries in Brussels: a course tailored to the needs of third countries when interacting with the EU institutions.

Managing the EU Policy Cycle: an annual one-week course which takes participants round the EU policy cycle from problem identification to policy implementation.

Smart Regulation in the EU Today: a bi-annual overview of the latest developments in how the Union is trying to improve the quality of its regulation at all stages in the policy cycle.

Specialised Courses: Into Detail Round the EU Policy Cycle

Budgetary Decision-Making: a detailed analysis of how the EU budget is negotiated each year.

European Negotiations: skills training for effective participation by public officials in legislative decision-making.

- Representation and Negotiation in the Council of the EU
- Interpersonal and Intercultural Dimensions of EU Negotiations
- Managing EU Negotiations under Codecision

The Presidency Challenge: preparation for national officials involved in chairing Council Working Parties.

Commission Acts and Comitology after Lisbon:

- New Comitology: The Theory and Practice of EU Implementing and Delegated Acts
- Working with Comitology after Lisbon

Keep Ahead with EU Information and Communication: an annual update on developments in EU information and communication policies.

Europe on the Internet: Finding your Way through the European Information Jungle: a hands-on training course on how to use European information sources effectively.

Data Protection in the EU: a training course on how to manage new rules in the EU concerning sensitive data.

Seminars: Looking to the Future

Transparency and Data Protection: Cooperating or Conflicting Elements of Good Governance? A conference on the latest developments in this continuing legal and policy debate.

EU Agencies: Fashion or Necessity? A European forum to review developments affecting the work of EU Agencies.



Understanding EU Decision-Making: Principles, Procedure, Practice

Dates 24-25 March 2011 16-17 June 2011 22-23 September 2011 1-2 December 2011	Target group Public officials preparing to assume EU responsibilities, EU affairs professionals, people needing quickly to acquire a comprehensive familiarity with how EU decisions are taken.
Project numbers 11/122/01 11/122/02 11/122/03 11/122/04	Description This is a self-standing “immersion” course. It is also a suitable basis for participation in the specialised courses offered by EIPA on particular aspects of EU decision-making. It first offers an update on the institutions, and discusses how the EU has deepened the “Community method” of integration through law while developing other forms of common action such as policy coordination, co-regulation, and intergovernmental cooperation. The different phases in the policy cycle are then addressed in detail, highlighting the changes introduced by the Lisbon Treaty.
Fee € 825	Method The elaboration of a Commission proposal is presented, with emphasis on public consultation and impact assessment. To understand legislative decision-making, participants simulate a Council Working Party, and discuss cases of interaction between Parliament and Council. Finally, the implementation phase is presented, with a review of the Commission’s delegated powers and the role of EU Agencies.
Project Leader Dr Edward Best, Professor	Objectives Participants will understand the principles and structures of the EU system and the basic competences and functioning of the EU institutions; they will be familiar with the different stages in the legislative cycle; and they will have an insight into how decisions are reached, both in theory and in practice.

Location
Maastricht (NL)

Languages
English
French

Exportable
Yes
* Upon request, a standard one-day version of this seminar can be organised for a fee of € 495 p.p.

For further information
Araceli Barragán,
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How to Influence EU Decision-Making

Dates

8-10 June 2011

5-7 December 2011

Project numbers

11/108/01

11/108/02

Fee

€ 1325

Project Leaders

Dr Alan Hardacre,
Lecturer

Frank Lavadoux,
Senior Lecturer

Target Group

The seminar will be useful for representatives of interests, whether private or public, regional or national, third countries or Member States, as well as for EU officials wanting to understand the wider Brussels advocacy environment.

Description

The EIPA Advocacy in the EU seminar will equip participants with the knowledge, methodology, tools and confidence to fully understand, or more effectively engage in, the Brussels decision-making environment. It will address all the key questions for effective engagement in Brussels: how the institutions really operate internally, where to find information, when and who to engage, what resources to invest in, what strategies work best and how to maximise impact in any given situation. This will be supplemented with concrete case-studies and practical examples, as well as check-lists for participants to use in their daily work. The seminar will focus on presenting how the core EU institutions work after Lisbon and, in cooperation with Athenora Consulting, how to approach them. Participants will be presented with detailed institutional information and a lobbying methodology that they can apply to all EU institutions, and other Brussels stakeholders, to create a holistic advocacy strategy: a Winning Strategy.

Method

The seminar will be a mixture of presentations, discussions and group work on specific case studies, and will present recommendations and inside information from officials within the institutions as well as EU Public Affairs practitioners and expert lobbyists. It also provides a forum for ideas, exchange of good practice and networking.

Objectives

At the end of the seminar participants will have a sound understanding of the opportunities and methods available for influencing EU Decision-Making. This will enable them to more effectively engage in their EU work in the future.

Location
Brussels (BE)

Languages
English
French

Exportable
Yes
* Upon request, a standard one-day version of this seminar can be organised for a fee of € 495 p.p.

For further information
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Channels of Cooperation and Influence for Third Countries in Brussels

Date
19 May 2011

Project number
11/106/01

Fee
€ 550

Project Leaders
Dr Sabina Kajnč,
Lecturer

Dr Alan Hardacre,
Lecturer

Target Group

Third country officials based at the missions to the EU in Brussels, EU affairs practitioners and professionals needing to quickly acquire a comprehensive familiarity with institutions, governance and decision-making arenas in EU following the implementation of the Lisbon Treaty.

Description

This is a comprehensive one-day seminar on channels of cooperation and influence for the third countries in Brussels. It focuses on cooperating in and influencing a broad economic agenda of the EU, following the implementation of the Lisbon Treaty. It first focuses on actors and institutions of the new multifaceted leadership of the EU and then gives an update on the institutions and decision-making processes under the Lisbon Treaty. The afternoon session concentrates on the channels of cooperation in EU policy-making, with a focus on broad economic issues. Finally, to conclude there will be a discussion with practitioners in order to address participants' particular concerns.

Method

The update of the EU institutions and decision-making processes is presented in order to allow participants to grasp the major changes following the implementation of the Lisbon Treaty. The new leadership landscape is presented via the major actors, their roles and the influence they exert across the policy process at the EU level. Finally, a workshop on channels of cooperation and influence is designed to unearth the complexity of the EU's leadership arena and it gives participants a chance to address their particular areas of interest.

Objectives

Participants will understand the division of roles in the multifaceted leadership in the EU. They will be familiar with the policy and decision-making processes in the EU and with the channels for cooperation and influence between the EU and third countries.

Location
Brussels (BE)

Language
English

Exportable
Yes

For further information
Belinda Vetter,
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Managing the EU Policy Cycle: A Comprehensive One-Week Course on EU Decision-Making in Practice

Date

4-8 July 2011

Project number

11/124/01

Fee

€ 1500

Project Leader

Dr Sabina Kajnč,
Lecturer

Target Group

Regional, national and EU officials, and interested stakeholders. Although this one-week course on decision-making was developed with the needs of civil servants in mind, it is equally suitable for other professional groups dealing with EU affairs.

Description

Participants are given a comprehensive overview of European decision-making, following the legislative policy cycle from initiation through decision-making to implementation. The first stage examines how the Commission elaborates a proposal, with particular attention to impact assessment. This is followed by a review of internal procedures in the Council and Parliament, and interinstitutional negotiations. Participants will learn to manage negotiations in a complex environment and will see the impact of bargaining and compromise building on the policy process. To round off, the seminar will look at policy implementation, with a particular emphasis on the role of committees.

Method

The course is based on presentations, exercises, simulations and guided discussions. It covers the entire policy cycle in one comprehensive course, not only encompassing the different stages (policy initiation, legislative decision, comitology and implementation) but offering participants a combination of deeper knowledge about EU procedures with insight into the kinds of skills and challenges involved in European negotiations.

Objectives

This comprehensive course will give participants a thorough and well-rounded view of the EU machinery, its institutions and decision-making procedures. By the end of the seminar participants will be able to manage a European dossier through all the relevant stages of the EU policy process, from inception to implementation, and will have developed personal skills enabling them to perform better when dealing with European affairs.

Location

Maastricht (NL)

Language

English
French

Exportable

No

For further information

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Latest Developments in the field of Smart Regulation in the European Union: Key Principles, Concepts and Practices

Dates 21-22 March 2011 17-18 October 2011	Target group Given that Smart Regulation affects all policy areas, attendance to the seminar will be important for officials from most Ministries and agencies, particularly those who are required to work with Better Regulation tools and approaches, such as Impact Assessment, Simplification, measurement of Administrative Burden and Ex post Evaluation. It will also be of interest to stakeholder groups and policy researchers.
Project numbers 11/113/01 11/113/02	Description As Smart Regulation – the strategy to simplify and improve the regulatory environment for citizens and businesses – continues to be a key priority for politicians and public administrations at all levels of government in and beyond the European Union, it is becoming increasingly important for public officials, businesses, NGOs and social movements, to understand what Better Regulation is about and what it is likely to mean for them.
Fee € 825	Method The seminar will be interactive and will combine lectures, case studies, and group work. Participants will be encouraged to share their own experiences of working with Smart Regulation tools and methods.
Project Leader Dr Theo Jans, Senior Lecturer	Objectives By the end of the seminar, participants will understand: <ul style="list-style-type: none">• why Smart Regulation has been highlighted as a key policy priority within the European Union Institutions and Member States;• the key principles underlying the development of Smart Regulation strategies across the European Union;• the potential opportunities and challenges for public administrations and stakeholders from introducing and applying Smart Regulation practices across Government;• how the main Smart Regulation practices are being applied in the EU Institutions and in Member States, and the lessons learned from their application.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
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Budgetary Decision-Making after Lisbon: Actors, Procedures and Dynamics

Date

5-6 May 2011

Project number

11/126/01

Fee

€ 825

Project Leaders

Dr Theo Jans,
Senior Lecturer

Dr Alan Hardacre,
Lecturer

Target Group

Officials from national administrations, candidate countries, and the EU institutions, as well as budget and evaluation consultants who are directly, or indirectly, affected by European decision making on budgetary issues and their links with political strategies.

Description

This two-day course will provide an intensive overview of the EU decision-making process in the budgetary field and the different ways in which the EU institutions interact in all phases of this process post-Lisbon. This timely seminar offers detailed discussions of the revenue and expenditure sides of the EU budget and provides an overview of the different aspects of the budgetary cycle including revenue, programming, adoption, execution, evaluation and discharge. Participants will be given a clear and concise explanation of the budgetary procedures in place, the role of the different actors and the principles involved. Moreover, they will be given an insight into the linkage mechanisms between political strategy and the elaboration of the budget, including the possible tensions that it engenders.

Method

The course is both practical and interactive, offering a combination of theoretical perspectives, group discussions and recommendations from experts with practical experience in European budgetary affairs.

Objectives

At the end of this course participants will have gained an overall view of the complexity of the decision-making process in the budgetary field and will be able to identify the relevant actors involved and understand their role. Furthermore, they will be able to identify the main issues at stake in the relation between the elaboration of political strategies and the management of budgetary resources. The participants will be familiar with the relevant changes from the Lisbon Treaty and with the current debate on revenue and expenditure in the EU.

Locations

Maastricht (NL)
* Brussels (BE) on demand

Languages

English
* French on demand

Exportable

Yes
* Upon request, a standard one-day version of this seminar can be organised for a fee of € 495 p.p.

For further information

Araceli Barragán,
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European Negotiations I: Representation and Negotiations in the Council of the EU

Dates 28 February - 2 March 2011 3-5 October 2011	Target Group Public officials who are directly or indirectly involved in negotiations within the preparatory bodies of the Council of the European Union.		
Project numbers 11/109/01 11/109/02	Description This three-day seminar explores techniques for effective representation and negotiation of interests in Council preparatory bodies. Such techniques help officials to manage the institutional and procedural requirements; to plan appropriate strategic and tactical actions; and to improve the negotiation and bargaining skills which are needed to achieve compromises, strategic influence, effective representation, build trust and credibility.		
Fee € 1325	Method The method is interactive and practical, combining theoretical aspects, empirical knowledge and a learning-by-doing approach involving two simulations of Council negotiations. These reproduce the various levels of decision-making within the Council in order to illustrate the differences between technical and political levels. Role plays and debriefing sessions will allow participants to audit and improve their knowledge of EU negotiations as well as their negotiation techniques. Video recording and analysis will be used to highlight the learning points.		
Project Leaders Frank Lavadoux, Senior Lecturer Alain Guggenbühl, Senior Lecturer	Objectives Participants will acquire a practical toolbox of instruments, skills and techniques with which to handle efficiently all the parameters of representation and negotiation in the Council. These techniques will help them to: <ul style="list-style-type: none">• prepare a negotiating strategy;• plan interventions during meetings;• use the rules effectively;• use bargaining tools and alternative solutions to strike deals;• identify and respond to the main tactics used in Council negotiations;• know how to socialise and share information appropriately.		
Locations Brussels (BE) Maastricht (NL)	Languages English French	Exportable Yes	For further information Noëlle Debie, n.debie@eipa.eu

European Negotiations II: Interpersonal and Intercultural Dimensions

Dates

3-4 March 2011
6-7 October 2011

Project numbers

11/114/01
11/114/02

Fee

€ 975

Project Leaders

Frank Lavadoux,
Senior Lecturer

Alain Guggenbühl,
Senior Lecturer

Target Group

All regional, national, and European officials involved in negotiation processes within the EU environment. This programme is designed as a follow-up to the “European Negotiations I” (EN I) in order to provide participants with a more personal perspective on performance in negotiation processes. Participation to EN I is not a prerequisite since this supplementary programme does not limit its scope to Council preparatory bodies and proceedings, but extends to bilateral and multiparty processes of dialogue, deliberation and negotiation within and with all stakeholders of the EU governance system

Description

This two-day course helps participants to understand how the achievement of negotiating objectives is affected by behaviour, personality, manners of communication and culture. It provides concrete advice about how to think about their own behaviour, as well as to understand their counterparts, in order to improve their communication skills specifically in the context of the interactions within and with EU bodies.

Method

Video-recorded role plays alternate with theoretical contributions, workshops and exchanges of practice. Throughout the course, participants receive personal feedback and advice on specific aspects of their personal, intercultural and communication performance.

Objectives

By the end of the training, participants will be able to:

- better identify the mechanisms of interpersonal and intercultural communication that influence the way people listen and understand things during negotiations, with a view to creating a climate of trust and credibility;
- analyse their own attitudes, reactions and preferences in relation to others;
- draw up a list of behavioural parameters to be considered in European multilateral and bilateral negotiations;
- be conscious of the golden rules regarding communication and argumentation;
- maximise their impact when having the floor and when negotiating informally behind the scenes.

Location

Maastricht (NL)

Languages

English
French

Exportable

Yes

For further information

Noëlle Debie,
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European Negotiations III: Managing Negotiations under The Ordinary Legislative Procedure (Codecision)

Date
6-7 June 2011

Project number
11/105/01

Fee
€ 975

Project Leaders
Frank Lavadoux,
Senior Lecturer

Alain Guggenbühl,
Senior Lecturer

Dr Alan Hardacre,
Lecturer

Target groups

Future chairpersons and team members of a forthcoming Council Presidency, case handlers based in national capitals, representatives in Council preparatory bodies, attaché(e)s and counsellors from Permanent Representations, officials of EU institutions.

Description

The programme is the third module of the series of training events dedicated to “European negotiations”. It focuses on the specific characteristics of negotiations between the Council and the European Parliament. It aims to provide national negotiators and case handlers with appropriate strategic, logistic, procedural and technical tools to manage both the formal and informal negotiations between the two institutions on matters subject to the Ordinary Legislative Procedure (OLP).

Method

The programme follows a multi-layered interactive approach combining on a strategy workshop, a simulation exercise, debriefing sessions and a forum of negotiation learning points. A genuine dossier will be used throughout the sessions in order to capture the reality of the environment faced by the negotiator. The method is also multidisciplinary in that it brings together practitioners, governance experts and negotiation specialists to give multifaceted advice to European negotiators on how best to manage their dossier while dealing with the European Parliament.

Objectives

By the end of the training, participants will be able to:

- incorporate EP procedures in their planning and build a roadmap;
- undertake the appropriate strategic calculation in terms of calendar, information and lines of actions to take;
- grasp the differences in negotiations with the EP in terms of mandatory representation, authority, collective bargaining, negotiation method and political stakes;
- better understand the rationale underlying MEPs’ positions, interests and attitudes.
- use the appropriate channels of information and influence to deliver a message, defend a line or simply monitor a dossier;
- advise political masters in capitals on the appropriate ways and means of representation and communication with MEPs.

Locations
Maastricht (NL)
Brussels (BE)

Languages
English
French

Exportable
Yes

For further information
Noëlle Debie,
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The EU Presidency Challenges: The Practicalities of Chairing Council Working Parties

Dates

7-8 April 2011
20-21 October 2011

Project numbers

11/133/01
11/133/02

Fee

€ 1095

Project Leaders

Frank Lavadoux,
Senior Lecturer

Alain Guggenbühl,
Senior Lecturer

Dr Sabina Kajnč,
Lecturer

Target Group

The seminar is intended for future working party chairpersons, members of the teams of chairpersons and national delegates.

Description

The two-day seminar is addressed to officials expected to be involved in the preparation and run up of the rotating Presidency of the Council of the EU. It analyses the tasks, methods and resources required to successfully steer a Working Party for six months, It concentrates on the roles of the Chair in leading negotiations within Council preparatory bodies, with the Commission and with the European Parliament, while observing the rules of procedures and other constraining factors. The interaction with the General Secretariat of the Council is also discussed from strategic and tactical perspectives.

Method

The seminar is interactive and consists of a mixture of a simulation, workshops, case studies and presentations. It focuses on the practical aspects of preparing for and chairing meetings.

Objectives

The objective of this seminar is to ensure that the Presidency teams grasp the Presidency 'from the inside' by managing the necessary planning, roadmaps, information, procedures, relations with stakeholders and the formal meetings of a Working Party. After this module, the participants will know how to:

- position the Presidency in the broad institutional framework, its duties and its different faces;
- work with the procedures for preparing and conducting meetings;
- open their first plenary meeting;
- interact with the appropriate actors to manage information, the calendar and logistics;
- cooperate efficiently with the General Secretariat of the Council;
- approach the European Parliament;
- network with the main players;
- select the appropriate style.

Finally, the seminar offers an opportunity for participants to discuss their future work with each other, with representatives from the EU Institutions and with officials with a recent experience in chairing working parties.

Location

Maastricht (NL)

Languages

English
French

Exportable

Yes

For further information

Noëlle Debie,
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New Comitology: The Theory and Practice of EU Implementing and Delegated Acts

Dates 31 March-1 April 2011 19-20 September 2011 23-24 November 2011	Target group This seminar is directed at civil servants from EU Member States, candidate countries and the EU Institutions, as well as at other stakeholders requiring a better understanding of the new EU rules on Implementing and Delegated Acts.
Project numbers 11/100/01 11/100/02 11/100/03	Description This practical seminar will situate and explain how and why the EU, through secondary legislation, delegates so many significant tasks to the European Commission. The decision-making procedures that the Commission has to follow in the execution of these tasks were changed by the Treaty of Lisbon – with the introduction of delegated and implementing acts. This seminar provides detailed presentations on the procedures of both delegated and implementing acts, as well as explaining how to work with them. To supplement a thorough understanding of these new rules there will be presentations on the procedures, case law, the European Parliament, EU Agencies and the European Commission. This will equip participants with the knowledge, and tools, to understand how the new comitology rules will work in practice – and how to work with them.
Fee € 875	Method The seminar is based on a range of presentations and interactive group work – to enable participants to put their knowledge into practice. The seminar also includes presentations from experienced EU officials working in the area of delegated and implementing acts from within the EU institutions.
Project Leaders Dr Alan Hardacre, Lecturer Dr Michael Kaeding, Lecturer	Objectives At the end of the seminar, participants will have a solid knowledge, and a sound understanding, of how both implementing and delegated acts work, and how to work with them. Participants will be well-equipped to participate in, prepare effectively for, or work with delegated and implementing measures in Brussels in the future.

Locations
Maastricht (NL)
Brussels (BE)

Languages
English
* French and German
on demand

Exportable
Yes
* Upon request, a standard
one-day version of this
seminar can be organised
for a fee of € 495 p.p.

**For further
information**
Belinda Vetter,
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Working with Comitology after Lisbon: The New Rules on EU Implementing and Delegated Acts

Dates

10 March 2011
16 June 2011

Project numbers

11/100/04
11/100/05

Fee

€ 600

Project Leaders

Dr Alan Hardacre,
Lecturer

Dr Michael Kaeding,
Lecturer

Target group

This one-day seminar is directed at civil servants from EU Member States, candidate countries and the EU Institutions, as well as at other stakeholders already having an understanding of how comitology used to work – but who require a timely half-day debriefing on the Implementing and Delegated Acts.

Description

The seminar updates participants on how Implementing and Delegated Acts, brought about by the Treaty of Lisbon (Articles 290-219 TFEU), work in theory and practice. It will provide an in-depth theoretical and practical overview on how the procedures for both of these categories work – and outline how to work with them.

Method

The one-day seminar will be based on presentations, but will integrate case-studies and current examples to enable participants to see delegated and implementing acts at work.

Objectives

This seminar aims to update participants already familiar with the ‘old’ comitology system on the developments instigated by the Treaty of Lisbon. It will equip participants with the knowledge and tools to understand how Implementing and Delegated Acts work

Location
Brussels (BE)

Languages
English
* French and German
on demand

Exportable
Yes
* Upon request, a standard
half-day version of this
seminar can be organised
for a fee of € 300 p.p.

**For further
information**
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Keep Ahead with EU Information and Communication

Date
5-6 December 2011

Project number
11/111/01

Fee
€ 750

Project Leader
Cosimo Monda,
Senior Lecturer

Target group
Experienced professionals in the field of European information and communication; documentalists working in the field of European affairs within the EU institutions and other international organisations, national, regional and local government, NGOs, and private-sector organisations.

Description
This is an annual conference focusing on new developments in the fields of EU information and communication. It addresses the information-related implications of the evolving policy-making processes and its role in the debate on improving European governance. In addition, the conference will address the information and communication initiatives undertaken so far, including the role allotted to citizens, consumers and civil society.

Method
Utilising a variety of training methods: lectures and presentations, group discussions and on-line demonstrations.

Objectives
The aim of the conference is to give EU information and communication professionals an update on new trends, instruments and procedures; and to provide a forum for critical discussion of their implications.

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Brechtje Adriaanse,
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Europe on the Internet: Finding your Way through the European Information Jungle

Dates

10-11 March 2011
20-21 June 2011
10-11 October 2011

Project numbers

11/110/01
11/110/02
11/110/03

Fee

€ 700

Project Leader

Cosimo Monda,
Senior Lecturer

Target group

All those who need to be able to find EU information quickly and/or to update their research skills in EU-related matters: EU officials, national civil servants, consultants, information professionals, documentalists, translators, as well as people working in the commercial sector and for NGOs.

Description

This two-day course provides participants with a comprehensive and structured guide to a wide-range of free and commercial internet resources dealing with European issues. The working sessions allow participants to improve and/or update their knowledge of EU information sources, and their abilities to use them effectively.

Method

This course will offer demonstrations of the most useful websites and databases, combined with ample opportunities for participants to develop hands-on expertise by exploring the websites themselves in order to find targeted information. Each participant will be able to use a PC with high-speed internet connection during the whole duration of the seminar.

Objectives

At the end of the training course, the participants will have:

- a good knowledge of the key EU information sources and search techniques;
- practical experience in using the main EU and non-EU websites and databases;
- a toolbox for finding EU targeted information.

They will be able to find quickly and efficiently:

- legislation, case law and summaries of legislation;
- working documents, policy papers and press releases;
- public procurement, call for tenders, grants and loans;
- contacts information, "who's who" and "who's doing what" in the EU;
- statistical data;
- bibliographical, translation, linguistic and terminological information.

Location

Maastricht (NL)

Language

English

Exportable

Yes

* Upon request, a standard one-day version of this seminar can be organised for a fee of € 420 p.p.

For further information

Brechtje Adriaanse,
b.adriaanse@eipa.eu



Data Protection Policy and Compliance for the Public Sector

Date
28-29 November 2011

Project number
11/115/02

Fee
€ 800

Project Leader
Cosimo Monda,
Senior Lecturer

Target group

This course is designed for anyone whose work relates to the treatment of personal data. It is aimed at, among others, data protection officers, national and sub-national officials, compliance officers, information officers, records managers, human resources officers, data protection and information lawyers, marketing managers, staff of civil liberties associations, lobbyists and researchers.

Description

The course will offer an explanation of the key concepts and principles of privacy, and then address the latest developments and challenges in the field of personal data use and protection. How should personal data be protected in a globalised world with increased mobility and in the wake of modern communication and information technologies? Which data is accessed and exchanged by public authorities and private companies? How well are the current rules on personal data protection working? What are the expectations of individuals and business and society as a whole? Numerous practical examples coming from both public and private sectors, combined with a high degree of interactivity, will give participants all they need to know about changes to data protection practice, as well as an insight into how to handle the myriad issues that arise in the workplace on a daily basis such as file organisation, corporate notifications and models.

Method

A combination of lectures, structured discussions and case studies.

Objectives

Participants will receive a thorough grounding in the fundamental requirements of data protection. This will give organisations key resources and information to manoeuvre within the rapidly expanding and increasingly important fields of data protection, privacy and records management.

Location
Maastricht (NL)

Language
English

Exportable
Yes
* Upon request, a standard one-day version of this seminar can be organised for a fee of € 480 p.p.

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



Transparency and Data Protection: Cooperating or Conflicting Elements of Good Governance?

Date

16-17 May 2011

Project number

11/115/01

Fee

€ 800

Project Leader

Cosimo Monda,
Senior Lecturer

Target group

This seminar is recommended for anyone whose work relies on public access to documents or relates to the treatment of sensitive information. It is aimed at, among others, information officers, information managers, data protection officers, European, national and sub-national officials, data protection and information lawyers, legal advisors, staff of civil liberties associations, consultants, lobbyists, journalists and researchers.

Description

The seminar will familiarise the participants with the various aspects of “openness and transparency and data protection” in the EU. While linking the concept of transparency with the broader issues of political accountability and democratic legitimacy, the sessions will focus on selected aspects of particular relevance: the EU transparency initiative, public access to documents, treatment of sensitive data, relevant case law as well as the role of the Member States.

Method

A combination of lectures, structured discussions and case studies.

Objectives

The main objective is to enable delegates to understand how to manage requests for information, and to achieve best practice within their organisation. At the end of the seminar the participants will have a sound s underpinning the access and treatment of documents and have a better insight into the strategies aimed at promoting an open Europe.

Location

Maastricht (NL)

Language

English

Exportable

No

**For further
information**

Brechtje Adriaanse,
b.adriaanse@eipa.eu



Fashion or Necessity?

EU Agencies between EU Institutions and Member States

Dates 2-3 May 2011 12-13 December 2011	Target group Officials and experts from Member States and EU institutions working with or at EU agencies, as well as experts from non-governmental organisations, law firms and researchers.
Project numbers 11/112/01 11/112/02	Description This seminar will provide an overview of topical issues related to EU agencies. In many policy areas discussions are underway about creating or (re-)forming EU agencies. Where EU agencies – or agency-type structures – already exist, there are often debates as to whether more or less “centralisation” is needed and whether their tasks should be enlarged. Those involved in (re-) negotiations about an EU agency face a range of thorny questions related to political supervision, limits of independence, the role of national authorities, network organisation, the extent of the centralisation of tasks, etc. The seminar will address some of the most pressing issues related to agencies, including the reasons for creating EU agencies, the advantages of agencies, design issues regarding efficiency and control, differences between agencies, and the difference between an EU agency and more network-type arrangements. Practical experiences and ongoing developments will be discussed in order to promote an exchange across policy fields.
Fee € 900	Method The seminar will be organised around presentations by leading experts, workshops to gather experiences of participants, and panel discussions. This approach will offer the possibility to discuss the latest trends and will enable experts and officials involved in different kinds of agency structures to exchange views.
Project Leader Cosimo Monda, Senior Lecturer	Objectives The objective is to provide a forum for national officials, EU officials and representatives of EU agencies to discuss the operations of EU agencies and agency-type structures; and to share experiences and ideas as to how to respond to new challenges in areas of common concern.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



B EU Policies

EIPA offers expert training and advice on the internal market, public procurement, competition and state aid, structural funds and regional policy, external relations (CFSP/ENP) and trade, environmental policy and climate change and migration.

We offer a broad range of seminars and training courses which take place either in Maastricht or in the Member States that request them. The main modules on European Policies are the following:

- **European Public Procurement:** we run general seminars for practitioners and special seminars on topics such as the Remedies Directive, recent legislative initiatives and defence procurement.
- **Cohesion Policy and Structural Funds:** our activities cover the programming and management of Structural Funds and the application of the relevant regulations.
- **State Aid:** we provide a variety of seminars ranging from basic training on state aid rules to specialised master classes with detailed analysis of important Commission decisions and Court rulings.
- **Environmental Policy:** our seminars explain the management and coordination of European Environmental Policy within national administrations.
- **External Relations (CFSP/ENP):** we organise training for diplomats and other EU officials covering various aspects of diplomatic practice, regional challenges and horizontal issues such as counter-terrorism and the European Neighbourhood Policy.
- **Migration:** our seminars analyse EU rules and their implementation and assess the major policy challenges on management of migrants.



A New EU Energy Policy for Europe

Date
31 January - 1 February 2011

Project number
11/319/04

Fee
€ 750

Project Leader
Maria Kleis,
Researcher

Target Group

This seminar is intended for officials from central ministries and/or other authorities of the Member States, as well as professionals from the private sector who work in the field of EU energy and are interested in gaining further and up-to-date expertise in this domain.

Description

The European Union has been progressively establishing a common energy policy; the Lisbon Treaty in place since December 2009 has now also introduced a legal basis for the energy policy of the EU as well as significant changes such as energy solidarity. The seminar will address a large scope of issues contained in the European energy policy and will attempt to examine the future developments and opportunities offered by this policy. It will focus in particular on the three main axes on which the European Energy Policy is built: the internal energy market, energy and climate change and security of supply. The seminar will provide participants with an overview of relevant legislation and future development

Method

A combination of presentations and an interactive panel discussion is offered to participants, who will be encouraged to contribute to the different sessions by sharing their views and expertise.

Objectives

The seminar will address a large scope of issues contained within the European energy policy and will attempt to examine the future developments and opportunities offered by this policy.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Dorina Claessens,
d.claessens@eipa.eu



How to Set Up and Implement a Successful Twinning Project in EU Candidate, Potential Candidate and Neighbouring countries

Date
11-12 April 2011

Project number
11/341/01

Fee
€ 725

Project Leader
Wolfgang Koeth,
Senior Lecturer

Target Group

The seminar is intended for civil servants and other persons interested in enhancing their knowledge about the twinning instrument.

Description

Among the many cooperation mechanisms developed by the European Union, twinning has been one of the most extensively and successfully applied institution-building programmes in recent years. It has assisted the new Member States and the (potential) candidates in preparing for EU accession and for the full adoption of the *acquis communautaire*. Since 2005, twinning has also been applied in the countries of the European Neighbourhood Policy (ENP).

Method

The seminar is implemented by experienced twinning practitioners and will draw upon real life examples referring to numerous twinning projects carried out in the past. The facilitators will give an introduction into the concept of the twinning project and will go through the successive components of the process with a focus on potential risks and ways these can be addressed. Each subject will be explained through a short theoretical presentation, illustrated by concrete examples. The course will be highly interactive, and participants will be encouraged to share experiences and ask practical questions. Lessons learnt from implementation of the previous projects will be drawn for successful realisation of the new projects.

Objectives

The objectives of the seminar are three-fold:

- to bring together public officials and/or twinning project managers both from the Member Countries and the Beneficiary Countries so that they can share their knowledge and practical experiences they have gained, identify essential cooperation issues and extend their network;
- to achieve in-depth understanding of all components of the process of preparation and implementation of a twinning project;
- to discuss and analyse from the practical point of view the main opportunities and challenges of the twinning project as an effective cooperation tool within the context of the EU integration process.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Mariëlle Beckers,
m.beckers@eipa.eu



Delivering Better SME and Enterprise Support through EU Programmes

Dates 7-8 July 2011 17-18 November 2011	Target Group The seminar is aimed at organisations as well as policy makers in public administrations, regional authorities, Regional Development Agencies, and Chambers of Commerce involved in facilitating the creation of new business and promoting the development of entrepreneurship, especially with respect to SMEs.
Project numbers 11/322/04 11/322/05	Description European enterprises and SMEs play an important role in promoting growth, reinforcing competitiveness and boosting employment; Europe must therefore develop a more entrepreneur-friendly environment and better SME support programmes. Indeed, business competitiveness can only be enhanced if action is taken in a vast number of policy fields, such as: efforts towards implementing the Small Business Act and the SME Performance Review; plans to develop appropriate business support services; efforts to cut red tape; and effective EU programmes to support SME development. This two-day seminar will provide participants with a better understanding of the opportunities and the funding programmes Europe offers for business, as well as the importance of SME development for policy makers and public administrations, whose task it is to set the right framework for enterprises.
Fee € 725	Method The seminar will consist of a series of illustrated presentations and workshops given by EIPA lecturers, EC officials and external experts. Ample time will be allocated for question and answer sessions, discussions and sharing experiences.
Project Leader Marco Lopriore, Senior Lecturer	Objectives This seminar focuses on the different aspects of enterprise development, aiming to provide participants with a clear practical tools such as: how can intermediaries and final beneficiaries make use of EU programmes; the 7th Framework Programme for Research and Technological Development, the Competitiveness and Innovation Programme, or the Structural Funds; the financial instruments of the EIF such as JEREMIE; how to access the € 8 billion that Europe spends annually on international cooperation; and what are the rules of state aid on SME?

Location
Brussels (BE)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



The Making of Environmental and Climate Policies in Brussels

Dates

18-19 April 2011
6-7 October 2011

Project numbers

11/309/01
11/309/02

Fee

€ 650

Project Leader

Martin Unfried,
Expert

Target Group

The seminar has been designed for officials working in national and regional administrations, non-governmental organisations and academic dealing with or monitoring EU environmental and climate policy. It is intended for beginners as well as for officials who wish to update their knowledge of legislation and decision-making.

Description

The seminar will provide information on the current environment and climate policy agenda after the Copenhagen conference and the financial crisis. What are the latest developments with respect to environmental directives and regulations? Against this background, the role of procedures, institutions, working groups and committees in the field of environmental and climate policy, will be discussed in detail. How can we better understand and influence the decision-making process in the environmental field and what features are relevant to our own work? What are the particularities of DG Environment, the Council working groups and the Environment Committee of the European Parliament? And most importantly for national experts: how are directives negotiated in the working groups of the Council? How has the decision-making framework changed? How do Commissioners and officials in the Commission, Council working groups and COREPER react to the new environment and climate change agenda?

Method

A combination of discussions, lectures, experiences of practitioners and interactive simulation exercises.

Objectives

The seminar will focus on examples of recent legislation and the role of actors and institutions in the decision-making process. This will be done in an interactive way through simulation games using the examples of recent environmental legislation. The seminar will also provide updated documentation on policy proposals, working groups and committees, as well as on important contacts and sources of information in the environment field.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

Winy Curfs,
w.curfs@eipa.eu



EU External Relations and European-Level Diplomacy

Date
28-29 November 2011

Project number
11/310/01

Fee
€ 850

Project Leaders
Wolfgang Koeth,
Senior Lecturer

Dr Simon Duke,
Professor

Aurélie Courtier,
Research Assistant

Target Group

The seminar will be targeted at civil servants (diplomats, EU officials, representatives of international organisations, etc.) and academics working in the field of EU external relations who are interested in gaining further and up-to-date expertise in this domain.

Description

The European External Action Service (EEAS) introduces a new level of European Diplomacy, by bringing together EU officials and national diplomats into one common structure. However, the Lisbon Treaty also states that the EEAS will not affect the formulation and conduct of foreign policy and national representation of the Member States. The objective of the seminar is to analyse the patterns of interaction of the EEAS with the 27 national diplomacies of the EU Member States. The seminar will not only look at the structure of the new service, but also compare different diplomatic traditions in the Member States and see how the EEAS integrates with these national visions of diplomacy. Will the EEAS be a new added-value level of diplomacy, thus changing the patterns of post-Westphalian diplomacy? How big are the chances for the EEAS to increase the coherence, consistency and visibility of the EU as an external actor?

Method

A combination of presentations, interactive discussions and practical exercises will be proposed to the participants who will be encouraged to contribute to the different sessions by sharing their views and expertise. High-level experts from various backgrounds (academics and practitioners) will provide sound information, expertise and analysis on the different topics.

Objectives

The objective of the seminar is to allow the participants to deepen their knowledge in this field and to better prepare them for the challenges of working at a European level of diplomacy.

Location
Maastricht (NL)

Languages
English
French

Exportable
Yes

For further information
Mariëlle Beckers,
m.beckers@eipa.eu



A Practical Guide to the European Neighbourhood Policy

Date

3-4 October 2011

Project number

11/303/01

Fee

€ 850

Project Leaders

Wolfgang Koeth,
Senior Lecturer

Aurélie Courtier,
Research Assistant

Target Group

This seminar is intended for officials from central ministries and/or other authorities of the Member States, as well as officials from the Neighbourhood Countries, civil society representatives, and professionals from the private sector who are dealing with ENP and ENPI-related issues.

Description

The seminar will guide the participants through the European Neighbourhood Policy by offering them a comprehensive and up-to-date overview of the key issues contained in the ENP. Particular attention will be paid to the latest initiatives adopted for Southern and Eastern regions (Mediterranean Union and Eastern Partnership), as well as to the ENP funding instruments and their implementation. Specific thematic issues concerning trade and economic integration, administrative reform, energy, mobility and security aspects will also be tackled.

Method

A combination of presentations, interactive discussions and a practical exercise will be proposed to the participants who will be encouraged to contribute to the different sessions by sharing their views and expertise.

Objectives

The seminar will address a large scope of issues contained in the European Neighbourhood Policy and will attempt to examine the future developments and opportunities offered by the ENP.

Location

Maastricht (NL)

Languages

English
French

Exportable

Yes

For further information

Dorina Claessens,
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Planning Workable Policies for Migrant Integration in the EU Member States

Date
24-25 February 2011

Project number
11/323/04

Fee
€ 750

Project Leader
Dr Katerina-Marina Kyrieri,
Lecturer

Target Group

The seminar is primarily aimed at public officials from national, regional and local authorities of the EU Member States and candidate countries; officials from EU institutions; professionals in the private sector; law enforcement officers; consultants; staff of NGOs, institutes and think tanks; and others working on European migration and integration policies.

Method

This seminar will be based on a mixture of presentations, case studies and practical sessions. It will stimulate active participation and the sharing of experiences and dilemmas faced when implementing integration policies. Background documentation will also be provided in EIPA's e-Campus. Speakers will include external staff, academics, practitioners, civil society representatives and officials from the EU institutions.

Objectives

In light of the definition of the second phase of the EU Agenda for migrant integration, this seminar will examine what works for integration in the EU. While recognising that integration is primarily the role of the Member States, it will analyse the added value of EU policies and instruments in the design, planning and implementation of national policies, projects, programmes and initiatives. The seminar will address the three Common Basic Principles on Integration (CBPs), in particular those referring to: a) the mutual accommodation between migrants and host societies; b) the introduction of civic integration tests; and c) the access to labour markets, particularly in times of recession. It will also study civic and socio-economic integration in practice from a comparative approach so as to assess which national policies have been effective so far and what needs to be done in the future. The seminar will promote the exchange of national experiences and information and will also look into the role of civil society at the local level where integration measures are implemented.

Location
Brussels (BE)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



EU Funding for Migration and Asylum: New Call for Proposals and Best Practices

Dates

14-15 April 2011
17-18 November 2011

Project numbers

11/323/01
11/323/02

Fee

€ 750

Project Leader

Dr Katerina-Marina Kyrieri,
Lecturer

Target Group

The seminar is aimed at public officials from national, regional and local authorities from the EU Member States, and in particular managing authorities. It is also of interest to NGOs, the private sector, consultants and practitioners dealing with migration and asylum policies.

Description

Using a bottom-up approach, the seminar will cover the funding mechanisms for migration and asylum within and outside of Europe, integration, management of the external borders and return. In particular, it will focus on the four funds of the General Programme “Solidarity and management of migration flows” and the Thematic Programme. With the advent of the new call for proposals, future funding opportunities and strategic guidelines on how to make the best use of the Integration Fund will be discussed. The seminar will explain the Project Cycle Management Approach, focusing on theoretical and practical analysis of all phases, and will provide key findings for innovative actions. The seminar will also explore how specific Member States have implemented funding actions and thus identified indicators at outcome and impact levels.

Method

This seminar will be based on a mixture of presentations, discussions and workshops. It will stimulate active participation and sharing of policy practices. Specific cases and experiences will be explored. Background documentation will also be provided in EIPA’s e-Campus. Speakers will include officials from the EU institutions, national administrations, EIPA staff and practitioners.

Objectives

Based on the national experiences to date in terms of programming, implementation, monitoring and evaluation of projects across all funds for migration and asylum, the purpose of the seminar is two-fold:

- to discuss with the Member States the type of guidance required from the Commission so as to succeed in receiving EU funding as well as to effectively and efficiently apply the relevant legal bases;
- to identify good practices and best implemented projects.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



Practical Cooperation Issues in the Field of Asylum

Date
19-20 May 2011

Project number
11/323/05

Fee
€ 750

Project Leader
Dr Katerina-Marina Kyrieri,
Lecturer

Target Group

This seminar is designed for public officials at ministries of justice and interior as well as law-makers/legislators dealing with asylum, administrators at EU and international level, immigration, diplomatic and consular authorities. It is also of interest to professionals in the private sector, lawyers, consultants, staff of NGOs, institutes and think tanks, as well as others working with asylum policies.

Description

The seminar will focus on the concept of the Common European Asylum System which is intended to be built in two phases. The goal pursued in the first phase was to harmonise the Member States' legal frameworks on the basis of common minimum standards. The goal in the second stage should be to achieve a higher common standard of protection, including better equality of protection across the EU and a higher degree of intra-EU solidarity, which should not be at the expense of support, notably in the form of resettlement for third countries. The seminar will look in particular into questions of quality and efficiency in the asylum process whilst putting an emphasis on the role of the European Asylum Support Office. It will also address problems with the application of the EU minimum standards and implications for third countries, illustrate 'good' and 'less good' practices, as well as examining the influence of human rights in the context of the Charter of and the European Convention on Human Rights.

Method

The seminar will be interactive and offer a mixture of academic and practitioners' lectures, case studies, workshops and an exchange of national experiences on asylum decision processes and problems. Background documentation will also be provided in EIPA's e-Campus.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



Making Sense of Migration Statistics: Comparing Data and Practical Application

Date

13-14 October 2011

Project number

11/323/03

Fee

€ 690

Project Leader

Dr Katerina-Marina Kyrieri,
Lecturer

Target Group

This seminar is designed for public officials from national, regional and local authorities, consulates, other public bodies from the EU Member States and candidate countries as well as European institutions. It is also of interest to professionals in the private sector, lawyers, consultants, staff of NGOs, institutes and think tanks as well as others working on rules for free movement, migration, asylum, integration and social policies.

Description

Statistical data are becoming increasingly relevant in the daily work of public officials and other public sector stakeholders dealing with migration, integration and asylum issues. Statistics provide indicators of characteristics relating to migrant populations, migration dynamics and the position of migrants in host societies. They can be based on administrative registers, thus providing an important tool for monitoring administrative procedures linked to the administration of migration, integration and asylum, such as data on asylum, residence permits, visa applications, data on expulsion decisions, length of procedures, etc. In addition, statistics help to assess the impact of policies and in particular, whether policy objectives have been achieved. The seminar will examine conceptual, definitional and analytical issues, including the uses and purposes of statistical data and the evolving EU framework on data collection. It will also provide data needs from a comparative approach, available international and European statistical data sources, as well as practical training in relation to using such tools. Different case studies on data collection for regular and irregular migration and human rights will be discussed.

Method

This seminar will be based on a mixture of presentations, case studies and practice sessions. It will stimulate active participation and the sharing of experiences on data needs and application of databases. Background documentation will also be provided in EIPA's e-Campus. Speakers will include external staff, academics, practitioners and officials from the EU institutions and international organisations.

Location
Brussels (BE)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



Managing Data for Criminal Law Investigations or Migration Purposes under the Stockholm Programme

Date
7-8 November 2011

Project number
11/304/01

Fee
€ 750

Project Leaders
Dr Katerina-Marina Kyrieri,
Lecturer

Nadja Long,
Lecturer

Target Group

Practitioners in the field of law enforcement (police, customs and other national forces) and in the judiciary (judges, prosecutors), tax officers working in investigation teams, administrators at EU level, immigration and consular authorities, officials at ministries of justice and interior, as well as law-makers/legislators dealing with information flow and data management.

Description

The development of cross-border crimes and abolition of internal borders within the EU have triggered a clear increase in cross-border judicial and law enforcement cooperation, in particular through the exchange of data. In addition to traditional bilateral or international tools, over the past 15 years the EU has developed a great number of “instruments regulating the collection, storage and cross-border exchange of personal data for the purpose of law enforcement or migration management” (Communication from the Commission to the European Parliament and the Council, Overview of information management in the area of freedom, security and justice, COM(2010)385final). A closer look at some of those instruments and at practical issues in this area is necessary today to understand the limits of those tools and the possibilities offered.

Method

A mixture of presentations of national and European approaches as well as discussions/workshops.

Objectives

The objectives of this seminar are two-fold:

- to help practitioners to understand and use the possibilities existing at EU level for the cross-border exchange of data, to conduct investigations, prosecutions or to reply to international requests;
- to yield a reliable picture of how individual collection or storage data instruments fit into the broader landscape of migration management and internal security whilst respecting the provisions of the Charter of Fundamental Rights.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
b.adriaanse@eipa.eu



European Public Procurement Rules, Policy and Practice

Dates

23-25 February 2011
21-23 September 2011

Project numbers

11/308/01
11/308/02

Fee

€ 1050*

Project Leader

Rita Beuter,
Senior Expert

* prior to the seminar, EIPA will provide a "Basic Introduction to European Public Procurement for Newcomers to Procurement or Non-Procurement Persons". This one-day introduction will take place only if there is sufficient demand. The fee for the four-day seminar (Basic Introduction and seminar) is € 1400.

Target group

The seminar is intended for public officials from national, sub-national and local authorities and other public bodies from the EU Member States, European institutions and candidate countries, who wish to familiarise themselves with European public procurement rules, policy and practice, as well as for other interested persons working in this field, for example representatives from industry and academia.

Description

The seminar will cover the principles and procedures of European public procurement policy, focusing on the Public Procurement Directives, relevant case law and the enforcement of the procurement regime. It will address international aspects of and new initiatives in the Community's procurement policy.

Method

A mixture of presentations, discussions and cases concerning actual procurement practice to be discussed in working groups.

Objectives

The primary aim of this Introductory and Practitioners' seminar is to present and explain the European rules and principles on public procurement in an accessible way and to enhance awareness of professional procurement practices. The seminar will also include an interactive workshop with specific cases. Most importantly, the seminar will offer an excellent platform for participants to exchange experiences and concerns in dealing with public procurement.

Location
Maastricht (NL)

Language
English

Exportable
Yes
* partly

For further information
Dorina Claessens,
d.claessens@eipa.eu



Recent Developments in European Public Procurement and Case Law

Date
26-27 May 2011

Project number
11/308/05

Fee
€ 850

Project Leader
Rita Beuter,
Senior Expert

Target group

The seminar should be of interest to the legal profession (lawyers, judges), as well as to policy makers, public officials, academics, and the private sector.

Description

The seminar will examine current developments in European public procurement with an emphasis on specific legal issues. Special attention will be given to the recent case law of the Court of Justice of the EU (CJEU) in the field of procurement, including that on remedies.

Method

This seminar will be based on a mixture of presentations and discussions. It will stimulate active participation and sharing of experiences.

Objectives

This seminar will focus on current legal issues in European public procurement. Considering the growing significance and impact of the case law of the CJEU for and on European public procurement policy and legislation, the seminar will update participants on the recent case law in this field.

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Dorina Claessens,
d.claessens@eipa.eu



State Aid Policy and Practice in the European Union: An Integrative and Interactive Approach

Dates

28-30 March 2011
19-21 October 2011

Project numbers

11/312/01
11/312/04

Fee

€ 875*

Project Leaders

Dr Phedon Nicolaides,
Professor

Dr Mihalis Kekelekis,
Senior Lecturer

* prior to the seminar, EIPA offers you an introductory workshop. The additional fee for this one-day introduction is € 200.

Target Group

Officials from central and local governments and managers from public enterprises who may be involved in the formulation and implementation of state aid schemes. The seminars are also open to managers of enterprises that may receive aid.

Description

The seminars and workshops runs for three days and consists of presentations and group discussions. The contents of the standard seminars are fixed and cover treaty principles, case law and Commission's legislation.

Method

These seminars use a mixture of lectures, case analysis and group discussions to impart knowledge and facilitate the sharing of experiences and mutual learning. Speakers will include officials from EU institutions and Member State administrations, EIPA experts and practitioners.

Objectives

The purpose of these seminars is to examine in depth the interpretation and application of the Treaty rules and of the GBER, frameworks, guidelines and notices that have been developed by the Commission over the years. Main Commission decisions and courts' rulings are analysed so that participants obtain a better understanding of the factors that shape those decisions. The seminars also provide a forum to compare national experiences in granting state aid. This information is continually updated after each seminar. In addition an introductory workshop is also offered on the first day for participants with little or no experience in the field.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Winy Curfs,
w.curfs@eipa.eu



Advanced State Aid Seminar and Maastricht Forum on State Aid

Date
27-28 June 2011

Project number
11/312/03

Fee
€ 875

Project Leaders
Dr Phedon Nicolaidis,
Professor

Dr Mihalis Kekelekis,
Senior Lecturer

Target Group

The Advanced Seminar should be of particular interest to policy-makers and practitioners involved in the formulation and implementation of state aid schemes, as well as to lawyers and business managers that have to operate within the scope of the EU state aid regime.

Description

The aim of this Advanced Seminar is to discuss the main recent developments and future challenges in state aid policy in the European Union. In order to devise appropriate aid schemes, not only must Member States ensure an accurate interpretation of the EU legal requirements, but they must also have a proper understanding of the approach adopted by the Commission. In this respect, case study analysis and exchange of experiences with officials from Union institutions and Member States is essential.

Method

The Advanced Seminar intends to bring together senior national and Union officials to address issues such as:

- policy and legal developments in the field of state aid;
- recent case law concerning the concept of state aid and the procedures for notification and recovery of state aid;
- the Temporary Framework for state aid;
- economic assessment of state aid, the concept of market failure and the “balancing test”;
- services of general economic interest;
- rescue and restructuring of companies in difficulty;
- state aid to financial services;
- the relationship between state aid and public procurement.

Emphasis will be placed on the presentation of concrete cases, rigorous analysis and informal exchange of information and experience.

Objectives

The purpose of the Maastricht Forum on State Aid is to provide an opportunity to participants to discuss issues of common concern and identify potential solutions. The deliberations of the Forum will be published in proceedings that will be widely distributed.

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Winy Curfs,
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State Aid Master Class and Case Analysis

Dates

7-8 July 2011

5-6 December 2011

Project numbers

11/312/07

11/312/08

Fee

€ 955

Project Leaders

Dr Phedon Nicolaides,
Professor

Dr Mihalis Kekelekis,
Senior Lecturer

Target Group

The Master Class is intended for public officials who already have a good understanding of state aid issues but want to improve their knowledge and skills on how to determine whether a public measure contains state aid and how to design state aid schemes that are compatible with EU rules. The Master Class is based on analysis of recent important Commission decisions and Court rulings.

Description

The Master Class will be run by EIPA's experts on state aid, who have broad experience in working with public administrations. The working language will be English. Extensive documentation will be prepared by EIPA for use by participants.

Method

- Expert analysis: cases will be critically and extensively examined.
- Practical skills: the aim of the Master Class is to impart knowledge that is directly useful in the every-day work of state aid officials.
- Small size: the number of participants will be limited, enabling extensive interaction.
- Personal attention: the small number of participants will guarantee that they will have ample opportunity to discuss issues of concern to them.
- Best practices: participants will learn from each other about problems encountered as well as solutions adopted by public authorities dealing with state aid in various EU Member States.

Objectives

An innovative feature of this event is that participants will be expected to introduce, for discussion, cases on which they are currently working. Participants will therefore be required first to send, in advance, a summary of the case they wish to present and, second, to treat all material and information obtained during the Master Class confidentially (cases submitted by participants will not be circulated outside EIPA). The number of participants will be limited to a maximum of 15 so as to facilitate discussion and maximise learning effects. Priority will be given to former participants of the state aid seminars.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

Winy Curfs,
w.curfs@eipa.eu



Recent Developments in State Aid Issues of Concern to Regional and Local Authorities

Date
24-25 January 2011

Project number
11/312/11

Fee
€ 875

Project Leaders
Dr Phedon Nicolaidis,
Professor

Dr Mihalis Kekelelis,
Senior Lecturer

Target Group

The seminar is of particular interest to policy makers and practitioners involved in the formulation and implementation of state aid schemes at regional and local level, as well as to lawyers and business managers operating within the scope of the EU state aid regime.

Description

The European Union has developed an elaborate system of rules and procedures to prevent public authorities from using state aid to support inefficient companies and offering unfair incentives to attract capital. These rules also apply to the measures of regional and local authorities, who, at the same time, are being confronted with specific economic and social problems. The aim of this seminar is to examine how state aid rules impinge on policies at regional and local level, as well as recent developments in state aid law and practice, which are of concern for local and regional authorities. In order to design appropriate aid schemes, not only must public authorities in the Member States ensure an accurate interpretation of the EU legal requirements, but they must also have a proper understanding of the approach adopted by the European Commission.

Method

A combination of presentations, case studies and working groups will be used. The lectures are given by EIPA experts, Commission officials and national representatives. The participants will be supplied with comprehensive documentation and relevant background materials.

Objectives

The seminar will bring together regional and local officials from across the EU to address topics such as:

- the concept of state aid and how it applies to regional/local measures;
- obligations of regional and local authorities regarding state aid;
- coordination in the granting of aid;
- sale of public land;
- the definition of and compensation for Services of General Economic Interest (SGEI);
- possible state aid in urban regeneration projects and financial engineering.

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Winy Curfs,
w.curfs@eipa.eu



Services of General Economic Interest (SGEI) and State Aid

Date

26-27 September 2011

Project number

11/312/10

Fee

€ 815

Project Leaders

Dr Phedon Nicolaides,
Professor

Dr Ioana Eleonora Rusu,
Research Assistant

Target Group

This seminar is designed for officials of public authorities and of European institutions, as well as for consultants and professionals from the private sector, dealing with state aid. Particularly, however, it would be of major interest for all involved or interested in the formulation and implementation of SGEI and corresponding public service obligations.

Description

The purpose of this seminar is to examine in depth the interpretation and application of the Treaty provisions and the Commission's legislative documents, as well as the case-law developed by the Court in this field. Particularly the seminar will cover among others the following topics:

- policy and legal developments in the field of SGEIs;
- the relationship between state aid and public funding of SGEIs;
- in depth analysis of the Altmark criteria;
- application of the Altmark criteria in Commission decisions and Court rulings (e.g. BUPA);
- article 106(2) and the relevant SGEI package (i.e. Commission Decision and Framework);
- sectoral application of Article 106(2) (e.g. social housing, postal sector, public transport).

Method

A combination of presentations, case studies and working groups will be offered to the participants. The lectures are given by EIPA experts, Commission officials and national representatives. The participants will be provided with comprehensive documentation and relevant background materials.

Objectives

This two-day seminar aims to supply the participants with a thorough understanding of the concept of SGEI and provide experiences concerning problems and difficulties encountered in the application and implementation of SGEI at national level. It will also aim to equip the participants with analytical skills on how to design and implement relevant schemes in conformity with the rules on state aid.

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Winy Curfs,
w.curfs@eipa.eu



State Aid Procedures and Enforcement and the SANI System

Date
23-25 November 2011

Project number
11/312/05

Fee
€ 800*

Project Leaders
Dr Phedon Nicolaidis,
Professor

Dr Mihalis Kekelelis,
Senior Lecturer

* prior to the seminar, EIPA offers you an introductory workshop on state aid principles. The additional fee for this one-day introduction is € 200.

Target Group

The seminar aims to meet the needs of middle managers and senior officials from all levels of government and local authorities, officials from public enterprises, representatives of business and trade associations, as well as lawyers and economists.

Description

The purpose of the seminar is to examine in depth the interpretation and application of these procedural rules. Recovery of aid, which constitutes a weak spot in the enforcement, third parties' rights and the application of state aid rules by national courts are some of the topics that will be analysed in detail. The seminar will also provide a forum for comparing national experiences as regards administrative arrangements for notifying and registering aid and the enforcement of recovery decisions. There will also be a working group exercise on how to deal with the assessment of cases that combine state aid with structural funds. Finally, the seminar will also provide, in cooperation with the European Commission, practice oriented training on the notification process.

Method

These seminars use a mixture of lectures, case analysis and group discussions to impart knowledge and facilitate the sharing of experiences and mutual learning. Speakers will include officials from EU institutions and Member State administrations, EIPA experts and practitioners.

Objectives

This training will be delivered by Commission officials and national representatives. There will be a presentation on SANI which (still) raises practical issues for users. There will be a review of the most frequent problems and issues encountered when receiving/dealing with notifications. Commission officials will outline the Commission's aims in the context of best-practice proposals. Furthermore, representatives of national administrations will present their experiences and views of the process.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Winy Curfs,
w.curfs@eipa.eu



State Aid for Environmental Protection

Date

17-18 February 2011

Project number

11/312/06

Fee

€ 795

Project Leader

Maria Kleis,
Researcher

Target Group

Officials from central and regional ministries and/ or other authorities dealing with environmental protection issues and managers from public or private enterprises, who may be involved in the formulation and implementation of environmental state aid schemes.

Description

This two-day seminar introduces the state aid guidelines for environmental protection as well as the objective and developments of the European Union's environmental policy. This is followed by an in-depth focus on feed-in tariffs and eco-taxation.

Method

The seminar will use a mixture of training methods. The lectures are given by EIPA experts, Commission officials and Member State representatives. The speakers will have different backgrounds so as to provide a variety of views and perspectives. The seminar includes a workshop with various case-studies.

Objectives

The seminar aims to give participants a comprehensive understanding of the environmental guidelines and related environmental policies.

Location

Maastricht (NL)

Language

English

Exportable

No

For further information

Winy Curfs,
w.curfs@eipa.eu



State Aid in Land Transport

Date

30-31 May 2011

Project number

11/312/09

Fee

€ 815

Project Leaders

Dr Mihalis Kekelelis,
Senior Lecturer

Dr Ioana Eleonora Rusu,
Research Assistant

Target Group

The seminar would target officials from central ministries and/or other authorities dealing with transport issues and managers of public enterprises who may be involved in the formulation and implementation of transport state aid schemes. The seminar is also open to managers of private enterprises that may receive aid in this field.

Description

This two-day seminar introduces the objectives of and developments in the transport sector and considers the application of basic principles of EU state aid law. This is followed by in-depth focus on specific issues, e.g. the Regulation 1370/2007 and recent experiences of its application, the new Guidelines on state aid to Railway undertakings, the concept of internal operator and relevant jurisprudence, the concept of public service compensation and how this is calculated. Further, national experiences on funding of rolling stock, buses and transport infrastructure will be presented.

Method

The seminar will use a mixture of training methods. The lectures are given by EIPA experts, Commission officials and Member States representatives. The speakers will have different backgrounds so as to provide a variety of views and perspectives. Each speaker will prepare comprehensive documentation for distribution to the participants. EIPA will provide participants with the relevant background material and documentation required for the seminar.

Objectives

The seminar aims to give participants a comprehensive understanding of the concept of state aid in the land transport sector. Its aim is to familiarise public officials with the Commission's approach to state aid cases in this sector and with the experiences in other Member States. It focuses on recent issues and goes into greater depth.

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Winy Curfs,
w.curfs@eipa.eu



Managing the Project Pipeline: Generating good projects for successful EU Structural Funds programmes

Date
2-4 March 2011

Project number
11/302/02

Fee
€ 950

Project Leader
Robin Smail,
Expert

Target Group

Programme officers and managers, project managers and project developers and other officials from central, regional and local government and involved in the implementation of Structural Funds projects and programmes. The seminar is also open to economic and social partners involved in developing Structural Funds projects, such as NGOs, higher education establishments, and employers' representatives.

Description

The three-day format will consist of illustrated presentations, group discussions and workshops. It will provide a step-by-step guide to the pipeline, both from point of view of Programme managers and of project sponsors. We look at how to develop projects, starting from the determination of project priorities and possibilities, planning and procedural issues, generating project ideas and establishing partnerships, putting financial packages and applications together, project development steps, ex-ante project appraisal techniques (including an introduction to cost-benefit analysis), developing project and programme indicators, and how to get your project selected. We will also consider the key responsibilities and tasks required to manage and deliver projects successfully, and look at some management tools.

Method

There will be a series of presentations by regional practitioners, expert consultants and EU officials. Each presentation will leave time for a question and answer session; discussions and exchanges of experience will be encouraged. Mini-workshops and exercises will be used to develop simulations of essential elements and to generate a clear view of good practice in the key disciplines involved.

Objectives

At the end of the seminar the participants should have a clear understanding of how to generate good projects, how to maximise the probability of getting projects selected, and the essentials of good project management. From the point of view of managing authorities, participants will get a clear idea of how to create a strong pipeline and a steady flow of quality projects.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Marielle Beckers,
m.beckers@eipa.eu



Evaluation and Monitoring of EU Structural Funds

Date
13-14 October 2011

Project number
11/302/05

Fee
€ 875*

Project Leader
Robin Smail,
Expert

* Prior to the seminar, EIPA will provide a basic introduction to Evaluation and Indicators for EU Structural Funds. This introductory day will only take place if there is sufficient demand. The additional fee for this one-day Basic Introduction is € 200.

Target Group

Programme officers and managers, officials from central, regional and local government, as well as project managers and developers involved in the implementation of Structural Funds projects and programmes. The seminar is also open to economic and social partners involved in the Structural Funds process, such as NGOs, higher education establishments, and employers' representatives.

Description

This two-stage seminar will consist of an optional introductory day for beginners and for those wishing to refresh their knowledge, followed by the two-day seminar for all practitioners. The entire seminar will cover the evaluation cycle, key issues for ongoing and ex-post programme evaluations, a review of issues for ex-ante programme evaluation, ex-ante project appraisal techniques – including an introduction to cost-benefit analysis, the development of indicators, programme and project monitoring systems and the quantification of programmes. It will also detail the requirements laid down in the official regulations and will review the support tools provided by the Commission and other bodies.

Method

There will be a series of presentations by regional practitioners, expert consultants and EU officials. Discussions and exchanges of experience will be encouraged. Mini-workshops and exercises will be used both to develop simulations of essential elements of monitoring and evaluation and to provide a clear view of good practice in the key disciplines involved.

Objectives

At the end of the seminar participants should have a clear understanding of all the monitoring and evaluation requirements associated with EU regional and cohesion policy. Participants should also have a quick general tool kit for programme and project appraisal, system monitoring and impact assessment.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Marielle Beckers,
m.beckers@eipa.eu



Implementing the Structural Funds Regulations 2007-2013

Date

19-20 May 2011

Project number

11/302/03

Fee

€ 875

Project Leader

Robin Smail,
Expert

Target Group

The seminar is aimed at all economic actors in the Structural Funds policy-making and implementation process, including managing authorities, national, regional and local officials or representatives, agencies with an economic development role (such as regional development agencies), educational and training establishments, and other local partners, including NGOs and community associations.

Description

This seminar is a two-day event and will be dedicated to issues relating to the current operational programmes. It will include detailed sessions on the present programming and financial rules, highlighting changes to financial management, financial control and audit procedures, changes to the evaluation and monitoring requirements, and the new state aid rules for regional assistance. It will also consider the task of measuring progress and success at the priority level (programme indicators) and the need to strengthen the project pipeline.

Method

The seminar will consist of a series of illustrated presentations given by European Commission officials, regional practitioners and expert consultants. Ample time will be left for question and answer sessions, discussions and exchanges of experience. A special roundtable discussion with experts and a practical workshop on indicators will also take place.

Objectives

At the end of the seminar, participants should have a clear understanding of how to implement the current regulations, including detailed management procedures and best practices for implementation, as well as the use of tools to measure the effects of interventions.

Location

Maastricht (NL)

Language

English

Exportable

Yes
* partly

For further information

Marielle Beckers,
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Financial Management of EU Structural Funds

Dates 11-12 April 2011 29-30 September 2011 1-2 December 2011	Target Group This seminar is intended for practitioners from national and sub-national authorities and from other public bodies of the EU Member States and associated countries working with Structural Funds.
Project numbers 11/302/01 11/302/04 11/302/06	Description The speakers at the seminar will be high-level representatives of the European institutions, including the European Commission, as well as of various Member States' authorities. The seminar will also include sessions where case studies will be presented, encouraging the participants to exchange practical examples and experiences in managing EU Structural Funds.
Fee € 850	Method As the seminar will be of a participatory nature, the participants will be strongly encouraged to actively take part in discussions throughout the entire programme. Moreover, they will have ample opportunity to informally exchange views on the seminar topics, both with the speakers and with each other.
Project Leaders Martin Unfried, Expert Robin Smail, Expert	Objectives The objectives of this seminar are two-fold: <ul style="list-style-type: none">• to bring together practitioners from the European, national and sub-national level, as well as academic experts, to enable them to share experiences and identify cases of good practice in the financial management of Structural Funds in different Member States;• to discuss ways of implementing financial management rules such as eligibility rules, financial controls, different co-financing rates, state aid aspects, etc. The seminar will cover the situation under the new rules and compare it if necessary to the old regulations.

Location
Maastricht (NL)

Language
English

Exportable
Yes
* partly

For further information
Marielle Beckers,
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Programme Monitoring Committees in EU Structural Funds

Date

9-10 June 2011

Project number

11/322/02

Fee

€ 825

Project Leader

Marco Lopriore,
Senior Lecturer

Target Group

The seminar is aimed at all Structural Funds actors involved in Programme Monitoring Committees, including national, regional and local officials and representatives, social partners, agencies with an economic and social development role, educational and training establishments, as well as other local partners, including NGOs, community associations and chambers of commerce. It is also relevant for actors managing agricultural and rural development funds, fisheries and other EU programmes.

Description

The aim of this seminar is to examine the functioning of Programme Monitoring Committees and to improve their crucial role in delivery of the Structural Funds for 2007-2013. Their tasks are set out in Article 65 of General Regulation 1083/2006. Key elements of the seminar include: how to ensure quality and efficiency of Operational Programmes; how to improve decision-making on project approval, in particular on project selection criteria; how to enhance assessment, monitoring and remedial actions; how to link up with regional and thematic sub-committees; and how to improve the general functioning, the composition and partnership with socio economic actors and civil society within Programme Monitoring Committees.

Method

The seminar will consist of a series of illustrated presentations given by European Commission officials, regional practitioners and expert consultants. Ample time will be allocated for question and answer sessions, discussions and sharing experiences.

Objectives

At the end of the seminar the participants should have a clear understanding of how Programme Monitoring Committees can perform effectively to deliver Structural Funds programmes.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

Brechtje Adriaanse,
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Using EU Structural and Cohesion Funds effectively in Public-Private Partnership: Challenges and Opportunities

Date
14-15 November 2011

Project number
11/302/07

Fee
€ 950

Project Leaders
Michael Burnett,
Expert

Robin Smail,
Expert

Target group

The workshop should be of particular interest to those planning to use, or currently involved in using, EU Structural and Cohesion Funds to implement PPP projects. These include policy makers, public officials from managing authorities and other departments, private sector service providers, funders and professional advisers in EU Member States, candidate countries and beyond. It should also be of interest to academics and to officials in European organisations.

Description

PPP projects are likely to continue to play a key role in meeting Europe's infrastructure gap and EU structural funds can play a key role in funding them. But this role has been relatively limited to date. This practitioners' workshop aims to present and assess the current and future role of public-private partnerships in modernising EU infrastructure and delivering public services and the role of EU structural funds in supporting this process. It will then highlight the different procedures to be followed in awarding PPP contracts and in securing the EU co-finance, highlighting key issues to be addressed in blending them together to deliver a project. The workshop will address economic, financial, operational and legal considerations and the aim will be to use experience to date as a means of developing a common assessment of the risks, challenges and opportunities arising from the use of EU Structural Funds for PPP projects. It will draw together experience of a range of countries and sectors and of the European institutions.

Method

Presentations, plenary discussions and exchange of experiences from different countries

Objectives

The objectives of the workshop are to ensure that participants understand the rules associated with both the award of EU Structural Funds co-finance and of PPP contracts. We will also look at when and how to apply the procedures of both to ensure that PPP projects can make optimal

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Mariëlle Beckers,
m.beckers@eipa.eu



Delivering Better Results from the European Social Fund (ESF) 2007-2013

Dates

31 March - 1 April 2011
27-28 October 2011

Project numbers

11/322/01
11/322/03

Fee

€ 825

Project Leader

Marco Lopriore,
Senior Lecturer

Target Group

The seminar is aimed at all actors involved in the European Social Fund implementation process, including national, regional and local officials and representatives, social partners, agencies with an economic and social development role, educational and training establishments, as well as other local partners, including NGOs, community associations and Chambers of Commerce.

Description

This seminar will address issues relating to the European Social Fund in the fifth year of implementation during the programming period 2007-2013. There will be several sessions on result-based management, on implementation issues such as horizontal priorities, simplified cost options, transnationality as well as on ESF Global Grants for SME development or the anticipation of labour market needs. Furthermore, the implementation of new priorities of ESF such as administrative capacity building for public administrations and socio-economic partners, and financial engineering in ESF will be covered.

Method

The seminar consists of a series of illustrated presentations given by European Commission officials, regional practitioners and expert consultants. There will be ample time for question and answer sessions, discussions and exchange of experience.

Objectives

At the end of the seminar, the participants should have a clear understanding of the how to improve implementation of the ESF regulations and best develop and support complex projects.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Brechtje Adriaanse,
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C European Public Management

Public administration officials, managers and staff facing challenges due to more European integration and ongoing responses to the economic difficulties of recent times will find that EIPA's activities in the field of European Public Management deal with these and other questions regarding issues influencing public administrations in the European Union.

EIPA's activities in the area of public management revolve around both, informational seminars and those aimed at providing or updating skills and competences:

- **Accessing EU funding:** helping officials to formulate proposals and draft projects to access EU funding in areas such as the environment; social inclusion; tourism and culture.
- **Change management:** discusses skills and competences to address the role of leadership in managing change for public officials from all levels of public administration.
- **Communication:** highly practical and skills-focused communication training with experienced practitioners.
- **Demographic change:** its impact on the public sector and discussions around the topic of flexicurity in the context of modernising employment and working conditions.
- **Health management:** strategic design, monitoring and evaluation of health priorities and developments in the field of e-Health.
- **Human Resources:** exchange of good practices and experiences in the field of HR management, including managing competencies; work-life balance, managing diversity.
- **Leadership:** a number of seminars which provide opportunities for public service leaders to come together and explore key issues.
- **Equality and non-discrimination:** activities presenting the European Commission strategy on non-discrimination and implementation actions in some of the Member States.
- **Tools for implementation at national level:** aiming to give participants a better understanding of national needs and processes when implementing EU policies.



How to Prepare a Budget: A Technical Guide

Date

3-4 November 2011

Project number

11/244/01

Fee

€ 800

Project Leader

Cristiana Turchetti,
Seconded National Expert

Target Group

This seminar is designed for public officials, staff of international organisations, universities, Member States' agencies, international financing institutions, NGOs, and interested parties involved in EU programmes and direct funded projects.

Description

Specific rules and principles have to be followed when preparing a budget for EU projects. This seminar introduces the general rules involved with tenders and grants. The course will also explain EU financial regulation and the practical guide (PRAG) to contract procedures for external actions.

Method

The seminar consists of a combination of presentations, lectures, analysis of budgets from projects approved by the EU Commission, case studies and working groups.

Objectives

This seminar is a technical guide, which aims to:

- explain how to prepare a budget;
- acquaint participants with EU financial regulation;
- analyse possibilities and limits of action within the PRAG.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Eveline Hermens,
e.hermens@eipa.eu



European Commission Funding Opportunities in the Field of Environment

Date

14-15 March 2011

Project number

11/265/01

Fee

€ 750

Project Leader

Cristiana Turchetti,
Seconded National Expert

Target Group

This seminar is designed for public officials, staff of international organisations, universities, NGOs, and interested parties from the private sector involved in the implementation of EU strategy and EU funding opportunities in the field of environment.

Description

The European Commission provides funding to projects and initiatives that promote its policy priorities throughout the European Union. The Directorate-General for the Environment makes funding available through grants and tenders. The seminar, in particular, will explain the possibilities of the LIFE + fund, the financial instrument for civil protection.

Method

The seminar consists of a combination of presentations, lectures, analysis of projects approved by the EU Commission, case studies and working groups.

Objectives

This seminar aims to:

- present the EU Environmental Programme;
- provide the participants with the technical tools to write and implement a project in the environmental field;
- enable participants to share ideas, identify useful inputs and find partners for future projects to be supported by the Programme.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

Eveline Hermens,
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EU Funding Opportunities in the Fields of Tourism, Culture & Environment

Date
29-30 September 2011

Project number
11/216/01

Fee
€ 750

Project Leaders
Cristiana Turchetti,
Seconded National Expert

Marco Lopriore,
Senior Lecturer

Target Group

This seminar is designed for public officials, staff of international organisations, universities, NGOs, and interested parties from the private sector involved in the implementation of EU strategy and EU funding opportunities in the fields of tourism, culture and environment.

Description

The 2007-2013 EU budget period is characterised by the introduction of new financial instruments. The seminar will give a broad overview of EU strategy in the areas of tourism, culture and environment. The course will present the European cultural strategy, with a specific focus on funding opportunities. The participants will be provided with all the relevant information and tools necessary to play an active role in this context.

Method

The seminar consists of a combination of presentations, lectures, analysis of projects approved by the EU Commission, case studies and working groups.

Objectives

This seminar aims to:

- present the EU programme related to the areas of tourism, culture and environment;
- provide a guide to EU funding;
- enable participants to share ideas, identify effective tools and useful inputs and find partners for future projects to be supported by the EU programme.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Eveline Hermens,
e.hermens@eipa.eu



Social Protection and Social Inclusion: European Directives, Programmes and Funding Opportunities

Date

18-19 April 2011

Project number

11/247/01

Fee

€ 750

Project Leader

Cristiana Turchetti,
Seconded National Expert

Target Group

This seminar is designed for public officials, staff of international organisations, universities, Member States' agencies, international financing institutions, NGOs, and interested parties involved in EU programmes and projects related to social protection and social inclusion.

Description

Through the EU Social Protection and Social Inclusion Process, the European Union coordinates and encourages Member State actions to combat poverty and social exclusion, and to reform their social protection systems on the basis of policy exchanges and mutual learning. As in the previous Lisbon Strategy, the social dimension plays a crucial role in the new EU 2020 Strategy and in the new guidelines adopted by the Council to implement it. This seminar will present the European Commission policy and agenda in assisting the Member States through this process. The seminar will also provide information on the main direct funding opportunities in the area, with particular focus on the PROGRESS programme. PROGRESS is the EU's employment and social solidarity programme (2007-2013), established to financially support the implementation of the objectives of the European Union in employment, social affairs and equal opportunities, as set out in the Social Agenda.

Method

The seminar consists of a combination of presentations, lectures, analysis of projects approved by the EU Commission, case studies and working groups.

Objectives

The seminar aims to:

- present the directives and programme of the European Commission's DG Employment and Social Affairs;
- present different case studies on the implementation of the process in the Member States;
- present the funding opportunities – PROGRESS programme (2007-2013);
- enable participants to share ideas, identify useful inputs and find partners for future projects to be supported by the programme.

Location

Maastricht (NL)

Language

English

Exportable

No

For further information

Eveline Hermens,
e.hermens@eipa.eu



Corruption in the Public Sector: How to Identify Threats and Design/Implement Anti-Corruption Measures in the Area of Human Resources and Public Procurement

Date
27-28 October 2011

Project number
11/305/01

Fee
€ 725

Project Leader
Wolfgang Koeth,
Senior Lecturer

Target Group

This seminar is intended for officers and managers in the public sector from the EU Member States, candidate countries and beyond. It should be of interest to those who are involved in designing and implementing general codes of conduct and anti-corruption measures.

Description

Anti-corruption measures in the public sector are widely discussed and there is a general consensus that professional ethics and integrity should be the cornerstone of new codes in the EU Member States. Yet, despite the conventional praise for anti-corruption measures, implementation remains weak. The purpose of this seminar is to identify corruption threats, discuss issues related to designing national anti-corruption measures, and explore the obstacles to implementing new instruments for regulating norms and principles of professional standards.

Method

The facilitators – all high-level experts – will give an introduction to the concept of anti-corruption and integrity, before discussing corruption threats and integrity risks in human resource management and public procurement. Each subject will be illustrated by actual examples and followed up by sub-working groups. The course will be highly interactive, and participants are encouraged to share experiences and discuss practical questions.

Objectives

The objectives of the seminar are three-fold:

- to bring together public officers and managers so that they can share their knowledge and the practical experience they have gained, whilst identifying essential mutual cooperation issues;
- to discuss the main challenges and opportunities of anti-corruption measures in the public sector;
- to allow participants to share their knowledge and professional experience with respect to corruption, integrity and ethics in the public sector within the context of the EU integration process.

Location
Maastricht (NL)

Language
English

Exportable
Yes

**For further
information**
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Managing Change in Public Administration

Date

31 March - 1 April 2011

Project number

11/250/01

Fee

€ 820

Project Leader

Sylvia Archmann,
Seconded National Expert

Target Group

The seminar is intended for public officials from national, sub-national and local authorities and other public bodies who deal with change, organisational development and quality management.

Description

The seminar will focus on the principles of managing change in public administration. Basic theoretical concepts of change management will be presented by high-level practitioners and representatives of universities. Furthermore, recommendations for actions with a focus on skills and competencies required for future eGovernment will help participants to determine opportunities for civil servants in this context. Workshops and plenary sessions will give participants the opportunity to exchange experiences on successfully accomplished processes, obstacles and feelings involved when facing change. A concluding workshop on critical success factors and barriers regarding change management will help participants in applying the theoretical knowledge acquired to daily challenges.

Method

Presentations will be given on theoretical issues regarding how to manage change in public administration. The involvement of civil servants will increase participants' knowledge in this field, whilst real life examples will be examined. Participants will have the opportunity to discuss and exchange experiences in workshops and plenary sessions.

Objectives

- to discuss skills and competencies and offer tools in this field, and to address the role of leadership in managing change;
- to present new methods of quality management and communication strategies (internal and external);
- to explore the role and opportunities of civil servants in this context.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
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Writing for the Internet and Beyond: New Approaches to Producing Concise and Attractive Texts

Dates 19-20 January 2011 16-17 May 2011	Target Group The seminar is intended for professionals and public officials from all levels, who have an interest in online communication or who produce texts for the internet.		
Project numbers 11/254/01 11/254/02	Description The internet has brought about many changes to daily life, both professionally and privately. It is changing the way public administrators communicate and organise information online. The internet allows us to reach broader audiences and make content accessible to citizens and businesses. Consequently, writers of texts to be published on the internet need to keep their messages short and simple, and use language effectively. In addition, the manner in which information is organised is pivotal for the way users access and utilise online resources.		
Fee € 690*	Method The seminar introduces the participants to issues such as: <ul style="list-style-type: none">• the organisation of information online and the structure of websites;• which text formats to use for various online platforms and tools;• which creative strategies and techniques are available for writing and revising texts. Good practice examples of communication and websites will be highlighted. The techniques presented will enable participants to produce more concise and reader-friendly texts. Participants will have the opportunity to put new insights into practice right away. The seminar comprises group discussions as well as workshop exercises.		
Project Leader Sylvia Archmann, Seconded National Expert	Objectives After the seminar, participants will be able to: <ul style="list-style-type: none">• identify and describe the different segments of their online audiences;• understand the key characteristics of web accessibility and user-friendly design;• revise a writing sample to make it more appropriate for the web (e.g. articles, blogs);• produce short pieces of writing that employ the principles of effective web writing;• produce texts as part of a team.		
Location Maastricht (NL)	Language English	Exportable Yes	For further information Nicolette Brouwers, n.brouwers@eipa.eu

* If you book this seminar in combination with the seminar "Social Media in Public Administration and Practical Applications of Web 2.0" a reduced fee applies.



Social Media in Public Administration and Practical Applications of Web 2.0: Strategies and Tools for Maximum Impact

Dates

20-21 January 2011
17-18 May 2011

Project numbers

11/210/01
11/210/02

Fee

€ 690*

Project Leader

Sylvia Archmann,
Seconded National Expert

* If you book this seminar in combination with the seminar "Writing for the Internet and Beyond" a reduced fee applies.

Target Group

The seminar is intended for public officials and related actors who wish to increase their understanding of the use of social media for internal and external communication and acquire practical skills on Web 2.0.

Description

Web 2.0 – commonly known as social media – is emerging as an innovative way of supporting the public sector's communication processes, in terms of organisation, impact and economic value. Public sector Web 2.0 initiatives have demonstrated the added value of social media for mobilising citizens, developing collaborative content or raising their community's profile. However, administrations face new challenges while extending their use of social network platforms, such as regulatory issues, corporate image control, and citizens' inclusion.

Method

The seminar will introduce participants to a variety of topics, including:

- pros and cons of social media;
- collaborative platforms and appropriate content format for informal and effective communication;
- open source, publicly owned content vs. outsourced communication platforms: the collaboration with the private sector for public online communications.

Objectives

Participants will gain concrete know-how on:

- setting up a Web 2.0 communication plan for their organisation including guidelines for the use of social media in an organisation;
- developing online content, to be reusable by constituents and businesses (Creative commons);
- do's and don'ts of social media;
- issues of social participation in Web 2.0 platforms and privacy protection issues;
- effective use of Web 2.0 tools, in terms of both generating online content (text, video, podcast, etc.), and moderating public participation;
- cost-effective use of social media for fostering good communication with constituent groups.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Nicolette Brouwers,
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From Project Proposal to Final Report: Formal Writing in English for Public Officials

Dates 14-15 February 2011 9-10 June 2011 15-16 September 2011 28-29 November 2011	Target Group Public service employees who have to deal with formal English writing in their daily job (writing proposals, memos, etc.). Participants are requested to work on real-life examples such as proposals, memos, reports, etc...
Project numbers 11/223/01 11/223/02 11/223/03 11/223/04	Description The workshop will focus on the principles of formal writing in English, from formulating project proposals to drafting final reports. Participants will be introduced to the necessary steps for producing official texts which are both easy to read and comprehensive. The workshop will cover aspects of structuring texts and ordering information, as well as the correct use of grammar and style.
Fee € 820	Method In addition to trainer input, the workshop will comprise group discussions, as well as small group and individual exercises.
Project Leader Sylvia Archmann, Seconded National Expert	Objectives <ul style="list-style-type: none">• to explore and discuss features of effective formal letters and project documentation;• to experience techniques for cooperative and step-by-step writing;• to learn how to avoid common grammar and stylistic mistakes in formal written English;• to put new insights into practice.

Location
Maastricht (NL)

Language
English

Exportable
Yes

**For further
information**
Nicolette Brouwers,
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Improving Quality and Reducing Costs: A Mission Possible

Date

4-5 April 2011

Project number

11/203/01

Fee

€ 790

Project Leader

Sylvia Archmann,
Seconded National Expert

Target Group

The seminar is intended for public officials from all levels of government, who deal with change, organisational development, eGovernment, training or Human Resource Management.

Description

In the current time of financial recession, optimising the use of resources and reducing costs in public service delivery has become a crucial issue in public management; meanwhile, there is also a demand for better quality and efficiency. Is it possible to reduce costs and increase quality at the same time? Yes, it is! The seminar will focus on organisational development, back-office and front-office coordination, the move towards a culture of shared services, enhancing cooperation and networking and exchanging information within public administration. Moreover, the seminar will also focus upon the main aspects linked to the reduction of costs and achieving customer satisfaction through the citizen-centric delivery of public services through ICT. Part of the seminar will be dedicated to strengthening the government's professionalism in terms of planning, delivery, management, skills and governance of technology and knowledge-driven change in public administration. This seminar is dedicated to achieving a government fit for the 21st century. Participants will be shown how to work around the needs of the citizens and businesses, increase quality and efficiency and reduce costs, through the use of best practice examples selected from among the EPSA2009 (European Public Service Award) winners and nominees.

Method

Presentations by high-level experts from public administration, national and international institutions and academics will be held on theoretical and practical issues. A plenary session will give participants the opportunity to exchange experiences and receive feedback from the experts. A concluding workshop will help participants to apply the knowledge acquired to their daily challenges.

Objectives

- to discuss the importance of modernising public administration towards a new culture where citizens and businesses are at the centre;
- to discuss the importance of new technologies in modernising and maximising the potential of an organisation;
- to discuss the importance of new technologies and eGovernment;
- to share the importance of using quality management methods to ensure an organisation's professionalism, preparedness and customer satisfaction.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

Nicolette Brouwers,
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Building Healthier Nations: From Health Strategy to Health Investments and Programmes

Date
13-14 October 2011

Project number
11/235/02

Fee
€ 750

Project Leader
Konstantina Sgouraki,
Seconded National Expert

Target Group

The seminar should be of particular interest to policy makers, public sector officials and staff from international organisations, hospital associations, universities, NGOs, as well as other interested parties involved in health policy design and implementation, and the management, implementation and coordination of reform schemes and strategies in the field of health and healthcare.

Description

The seminar will focus on strategic design, monitoring and evaluation of the health priorities within the primary healthcare, public health and mental health sectors. Detailed sessions on the following fields will be presented:

- the EU public health policy and strategies (2008-2013): planning, monitoring and evaluation instruments and techniques, best practices and case studies from EU Member States;
- Lisbon Agenda and health investments: basic principles, best practices, financing tools;
- health investments, programmes and change management in the health and healthcare sectors – basic principles, methods and tools;
- programmes and large-scale projects implementing e-Health reforms: case studies and best practices.

Method

The seminar will consist of a series of presentations given by EC and WHO officials, regional practitioners, academics and expert consultants. It will also combine lectures, workshops, working groups and discussions aiming to stimulate an exchange of experiences between participants.

Objectives

The areas of primary healthcare, public health and mental health within the EU-27 Member States are usually suffering from under-investment from the respective national governments; the mission of DG SANCO is to support Member States in improving these areas. Therefore, this seminar aims to provide:

- organisational solutions along with methodology and tools, best practices from EU Member States, and information on funding sources from the European Commission in the aforementioned sectors;
- a clear view of the necessity for investments at national level. Economic development and public health provision should be reciprocal: economic development favours a better health level, whilst better health provision favours economic development.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
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e-Health: Innovation, Implementation and Transferability

Dates

9-10 May 2011

2nd date to be confirmed

Project numbers

11/235/01

11/235/03

Fee

€ 750

Project Leader

Konstantina Sgouraki,

Seconded National Expert

Target Group

The seminar is of particular interest to public health policy makers, public sector officials, programme designers and staff from international organisations, hospital associations, universities, NGOs as well as other parties interested in ICT-based tools and services for assisting health services, disease prevention, diagnosis, treatment, health monitoring and lifestyle management.

Description

e-Health tools and applications have been under research, development and use in Europe for over 40 years; employing e-Health strategies appears to be a key solution enabling healthcare providers to face novel challenges in healthcare, such as an ageing population, health disparities, medical errors, increasing patient needs, and rising costs of public health and social welfare. e-Health means placing citizens at the centre of attention in order to simplify and improve their access to and interactions with the wide range of people who look after their health needs. The seminar examines recent developments in the utilisation of ICT in the field of health and will focus on the following fields:

- the key EC e-Health Programmes; integrated approaches for enhancing the synergies between IT providers and healthcare providers;
- e-Health tools for citizen and patient empowerment;
- cross-border care;
- utilisation of IT for chronic and integrated care;
- programmes and large-scale projects implementing tools and e-Health applications;
- financial benefits achieved by e-Health solutions.

Method

Through presentations, workshops and group discussions, the seminar provides an attractive opportunity for participants to gain an insight into the latest developments in the application of e-Health innovations.

Objectives

The objective of the seminar is to present the latest trends in the utilisation of IT in healthcare, as well as relevant case studies from EU Member States. Moreover, it aims to provide participants with the opportunity to share experiences and exchange ideas for innovation in healthcare.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

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Lifecycle Orientation in Human Resources Management: Fantasy or a Policy to Shape the Future in Times of Rapid Changes and Budget Cuts

Date
28-29 March 2011

Project number
11/218/01

Fee
€ 825

Project Leader
Danielle Bossaert,
Seconded National Expert

Target Group

The seminar is designed for practitioners in HR Management with a focus on HR strategy, policies, development, equality, diversity and inclusion, as well as researchers, HR officers and heads of departments of regional, national and international organisations.

Description

The demographic change, an extension of time spent at work and a general change in values towards work-life balance are current challenges for a future-oriented HR management within the public administration. A modern family-friendly HR policy and both Diversity Management and age-based HR management are supposed to be essential elements for coping with these challenges. A lifecycle-oriented HR policy takes these elements into consideration and aims at securing employability for all groups of employees. In a lifecycle-oriented HRM policy, employees are considered during their entire working life in different life phases and thus with different needs and expectations. Against this background, the participants of the seminar will be provided with the required theoretical and scientific fundamentals. The focus will be on practical advice and learning from award winning best practice within public administration and the private sector. Through different case studies, the participants will be motivated to develop a system that might be transferred to the participants' practical working life situations.

Method

The two-day seminar is based on a mixture of presentations, lectures, interactive working groups and case studies.

Objectives

The objectives of the seminar are:

- to present practical approaches to and empirical evidence of lifecycle-oriented HR Management;
- to discuss the topic also in the context of equality, gender pay gap, productivity and public value and the strategic role of HR Management in promoting change;
- To learn by exchange of experiences from other participants.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
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The Implementation of Competency Management in European Public Sectors: a Fad or a Useful Tool for a More Effective HR and Organisational Management

Date

9-10 June 2011

Project number

11/218/02

Fee

€ 825

Project Leader

Danielle Bossaert,
Seconded National Expert

Target Group

The seminar is intended for an international audience of public officials working in the field of HRM, public sector reform and staff training, as well as other interested persons from e.g. trade unions and universities or research establishments, who deal with HRM and reform in the public service.

Description

The aim of the seminar is to provide and discuss models and practices of realised Competency-Based Management (CBM) from different European public sectors, to analyse important factors of success to consider during implementation, as well as more generally looking at integrated management approaches to promote HR and organisational change. Moreover, the seminar aims to discuss competency frameworks for senior civil servants that encourage leadership and management development. Tricky questions dealt with by the seminar are for instance: how to develop a comprehensive competency framework at organisational level? What skills and competencies are essential for our public sectors of tomorrow? What are the experiences and what is the added value of CBM approaches so far? The participants will be provided with the required theoretical fundamentals as well as practical advice from practitioners. If possible, one or two participants should present their systems or work in progress from their institution and discuss in the plenum.

Method

A mixture of presentations, case studies, workshops and discussions.

Objectives

The objectives of the seminar are:

- to present successful practical examples of competency management tools and methods in the context of the different HR processes (e.g. selection, evaluation, training) and how to effectively link them;
- to discuss how competency-based management can contribute to a more effective organisational and HR management;
- to learn more about key prerequisites for a successful implementation of competency-based management.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

Eveline Hermens,
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What Tools for Attracting and Rewarding Highly Competent Staff?

Date
15-16 December 2011

Project number
11/218/03

Fee
€ 825

Project Leader
Danielle Bossaert,
Seconded National Expert

Target Group

The seminar is intended for an international audience of public officials working in the field of HRM, public sector reform and staff training, as well as other interested persons from e.g. trade unions and universities or research establishments, who deal with HRM and reform in the public service.

Description

In times of demographic change, a reduced workforce and financial pressure, it is crucial for European public sectors to remain an attractive and competitive employer on the one hand, while on the other hand, keeping their workforce motivated and maintaining high performance, even up until a higher age. From this perspective, the creation of effective tools for attracting and rewarding highly competent staff is becoming more important than ever. Different mechanisms and instruments that can be mentioned in this context are e.g. an attractive and effective recruitment policy, a good image of the public sector, motivating financial incentives, a professional communication culture, as well as flexible and family-friendly working conditions, including for instance possibilities for sabbatical or educational leave, etc. The seminar will focus on motivational HR and organisational tools and case studies that have shown success in practice, as well as discussing key factors for their effective implementation.

Method

A mixture of presentations, lectures, interactive working groups and case studies.

Objectives

The objectives of the seminar are:

- to analyse the effectiveness of different monetary and non-monetary tools applied in the EU Member States which promote the attraction and rewarding of highly competent staff;
- to discuss major preconditions for an effective implementation of these tools;
- to analyse in a more general way successful motivational tools which stimulate performance in the public sector.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Eveline Hermens,
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Project Cycle Management: A Technical Guide

Dates

6-8 April 2011
7-9 September 2011
30 November-2 December 2011

Project numbers

11/228/01
11/228/02
11/228/03

Fee

€ 900

Project Leader

Cristiana Turchetti,
Seconded National Expert

Target Group

This intensive three-day training course is designed for public officials, staff of international organisations, NGOs, universities, project managers, desk officers and interested parties involved in EC-funded programmes and projects.

Description

The course is an introduction to Project Cycle Management (PCM). PCM is the standard procedure for carrying out programmes and projects. It is the official tool required by the European Commission and many bilateral donors and follows a sequence based on specific phases. This tutorial aims to explain the PCM approach, focusing on theoretical and practical analysis of all project phases (programming, identification, formulation, implementation, monitoring, reporting, evaluation and audit). It is divided into three parts:

- overview of all the project phases including the relevant tools;
- logical framework approach, the basic tool for project development;
- practical guide to contract procedures for European Commission external actions: basic rules and procedures.

Participants will follow the whole evolution of the project cycle and will have the opportunity to get firsthand knowledge of the necessary tools through practical exercises.

Method

The course, based on the EC Project Cycle Management Guidelines, will be a combination of theoretical explanations and practical exercises. Every step will be explained with examples of approved proposals and discussed in working groups and question and answer sessions.

Objectives

The course is a technical guide whereby participants can acquire analytical and practical skills on project cycle management.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Eveline Hermens,
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Competitive Dialogue Master Class

Date
13-14 October 2011

Project number
11/242/01

Fee
€ 1350

Project Leader
Michael Burnett,
Expert

Target group

This Master Class is aimed at policy makers and public officials from national and sub-national administrations and contracting authorities (including academic institutions) in EU Member States, candidate countries and beyond, from European institutions and organisations and from international organisations based in the EU. Attendance is restricted to public sector participants only.

Description

Competitive Dialogue was created by the 2004 Public Procurement Directives as a new and more flexible solution for public authorities wanting to award contracts for complex infrastructure projects and is now firmly established in Europe as a means of awarding public contracts (more than 4000 procedures launched). But it raises many practical questions about its effective implementation eg Is Competitive Dialogue a better procurement route than the Restricted Procedure or the Negotiated Procedure? When can Competitive Dialogue be used? What does the public sector need to do to plan the effective use of Competitive Dialogue? How can the public sector best use the flexibility which the procedure provides? Experience so far shows that not all methods of using it have proved to be equally effective in promoting value for money for the public sector and objective advice for public sector decision makers on when and how to use Competitive Dialogue effectively is hard to find. This Competitive Dialogue Master Class will give you the opportunity to get advice on your specific the issues from our experts and to share the experience of others in the public sector.

Method

Presentations and exchange of experiences. Participant numbers are limited to maximum 15 to facilitate discussion and maximise learning benefits.

Objectives

Master Classes are intended for public officials with a good understanding of public procurement issues aiming to improve knowledge/skills in Competitive Dialogue and to discuss practical issues relevant to procurements in progress/ about to be launched.

Location
Maastricht (NL)

Language
English

Exportable
Yes

For further information
Belinda Vetter,
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The New Directive on Concessions: What Does it Mean in Practice?

Date

12-13 December 2011

Project number

11/204/01

Fee

€ 900

Project Leader

Michael Burnett,
Expert

Target Group

The workshop should be of particular interest to those planning to award, or currently involved in awarding contracts which are defined as concessions in EU law or may be capable of being defined as concessions. These include policy makers in EU Member States, public officials from Contracting Authorities, private sector service providers and legal and other professional advisers from the EU Member States, candidate countries and beyond. It should also be of interest to academics and officials in European institutions and organisations.

Description

In spring 2011, the European Commission plans to publish a draft Directive which will set out new rules for the awarding of concessions in EU law. This practitioners' seminar aims to explain the new rules and what they will mean for Contracting Authorities awarding concessions for the delivery of public services, as well as assessing how and to what extent they address current issues in awarding such concessions. The workshop will address economic, financial, operational and legal considerations and the aim will be to use experience to date as a means of:

- developing a common assessment of the risks, challenges and opportunities arising from the use of concessions as a means of delivering public services;
- exploring solutions which enable Contracting Authorities to award concessions in a way which meets both the need to secure value for money and to comply with EU law.

It will draw together experiences from different countries and stakeholders in the European arena.

Method

Presentations, plenary discussions and exchange of experiences from different countries.

Objectives

The objectives of the workshop are to ensure that participants understand the rules for the awarding of concessions proposed in the new draft Directive and how to apply them.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

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Practical Tools for Implementation of EU Policies at the National Level

Dates 14-16 March 2011 29-30 September 2011	Target group Officials and experts from ministries, central agencies and authorities responsible for the transposition, coordinating and/or application of EU policies and legislation at the national level.
Project numbers 11/241/01 11/516/01	Description The seminar deals in a very practical way with specific political, legal and (project) managerial aspects of the implementation of EU law at the Member State level, including the identification of different legal instruments, planning, timing, consultation, allocation of responsibilities, communication, enforcement and notification. Workshops sessions will give the participants the opportunity to exchange experiences and views on successfully accomplished processes, encountered obstacles etc. The seminar also illustrates the need for timely and correct implementation, both in general and in the light of the Lisbon Treaty, as well as the consequences of non-, incorrect or late implementation.
Fee € 840 (module 1) € 375 (module 2) € 1090 (both modules)	Method Presentations, Q&A, workshops, exercise and working groups.
Project Leaders Tore Chr. Malterud, Senior Expert Peter Goldschmidt, Expert	Objectives Our aim is to provide the participants with a better understanding of national and the Commission's needs when implementing EU legislation and practical approaches to meeting these needs. Based on feedback and suggestions from participants over the past years, the programme has been revised to include new topics and workshops. To this end, the programme has been divided into two modules, which can be attended separately or together: Module 1 (first two days) focuses on implementation obligations and the law approximation process, including the identification of different legal instruments and what needs to be implemented, co-ordination and consultation, planning and allocation of responsibilities, communication, notification of National Execution Measures (NEM), enforcement, etc. Module 2 (last half day) concentrates on Regulatory Impact Assessment (RIA) and evaluation of nationally implemented EU legislation.

Locations
Maastricht (NL)
Luxembourg (LU)

Language
English

Exportable
Yes

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D Quality Management in the Public Sector

EIPA's Quality Management seminars introduce managerial techniques including the Common Assessment Framework (CAF) in the public sector (ministries, agencies, regional and local administration in addition to special sectors).

Since the launch of the CAF excellence model in 2000 at the first European quality conference, more than 2000 public sector organisations have applied the model. Over the past 10 years the CAF model has established its position among the many existing quality management tools. The European CAF Resource Centre (RC), established at EIPA, organises training to raise the awareness and effective implementation of different aspects related to CAF.



The CAF External Feedback and Label: Training on the Delivery of External Feedback

Date
13-14 January 2011

Project numbers
11/206/10

Fee
€ 800

Project Leaders
Patrick Staes,
Seconded National Expert

Nick Thijs,
Lecturer

Target Group

The newly created CAF External Feedback Procedure needs people (CAF External Feedback Actors) to judge the CAF self-assessment and its impact on an organisation; thereby providing useful feedback. External Feedback Actors need to have a broad knowledge and experience of management and change processes in public sector organisations. The actor can gain the necessary competencies from a variety of sources, including work experience, previous assessment experience (with CAF or EFQM), education and training.

Description

Since the launch of the CAF in 2000, its implementation and use has shifted from a self-evaluation (making a good diagnosis of the organisation), to making improvements based on this diagnosis. But organisations applying the CAF also want to see the results of all their efforts and are looking for feedback. In order to provide organisations with this feedback, the CAF External Feedback Procedure has been created by the EU Member States. This CAF External Feedback Procedure, which is made available to CAF users, aims – by means of external assessment – to verify the quality and effectiveness of CAF implementation. This feedback is given by peers and/or external experts: the so-called CAF External Feedback Actors. In order to be selected by a national organiser as a CAF External Feedback Actor, candidates have to follow an approved training course.

Method

A mixture of presentations, specific case studies, exchange of experiences and interactive discussions in a combination of workshops and plenary sessions.

Objectives

At the end of the seminar the participants should be able to:

- analyse the implementation of CAF through the process of self-assessment and improvement actions and assess whether the organisation is installing TQM values;
- provide feedback and suggestions regarding the implementation of CAF, its strengths, weaknesses and how it could be improved;
- support and renew the organisation's enthusiasm to work with holistic quality development and self-assessment using the CAF model;
- be a candidate for selection as a CAF External Feedback Actor in his/her country.

Location
Maastricht (NL)

Language
English

Exportable
No

For further information
Ann Stoffels,
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The Common Assessment Framework and the Balanced Score Card

Date

15-17 June 2011

Project number

11/206/01

Fee

€ 990

Project Leaders

Patrick Staes,
Seconded National Expert

Nick Thijs,

Lecturer

Target Group

Trainers as well as quality and change managers involved in introducing quality management techniques and management tools in the public sector (ministries, agencies, regional and local administrations, education, police, healthcare, etc.).

Description

The Common Assessment Framework (CAF) is a Total Quality Management tool (TQM) based on the Excellence Model of the European Foundation for Quality Management and the model of the German University of Administrative Sciences in Speyer. It has been specifically designed for the development of TQM in public sector organisations, starting with a self-assessment of their organisational performance. Since the launch of the first version in 2000 and revised versions in 2002 and 2006, more than 2000 organisations in many European countries have implemented the CAF. In the same period, the Balanced Score Card (BSC) was discovered by the public sector and adapted; it is now increasingly being used. This training will discuss both tools, compare their specific characteristics and consider the most appropriate way to use them. Should the CAF and BSC be used in an integrated way or should they be used separately, each model delivering the benefits it was designed for? In doing so, how can both models complement each other? Cases from different countries will illustrate how both tools strengthen the performance of public sector organisations.

Method

A mixture of presentations, specific case studies, exchange of experiences and interactive discussions in a combination of workshops and plenary sessions.

Objectives

At the end of the seminar the participants should have a clear understanding of:

- the CAF 2006 quality model itself, the self-assessment process and the impact on the organisation;
- the Balanced Score Card as used in the public sector;
- the key points of difference in approach, process and benefits;
- their common features;
- how to implement them together.

As a result, the participants will be better prepared to implement the CAF and BSC in public sector organisations.

Location

Maastricht (NL)

Language

English

Exportable

Yes

For further information

Ann Stoffels,
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Quality Management in the Public Sector: The Common Assessment Framework in Action

Date
22-23 September 2011

Project number
11/602/01

Fee
€ 800

Project Leaders
Gracia Vara Arribas,
Expert

Patrick Staes,
Seconded National Expert

Target Group

Trainers as well as quality and change managers involved in introducing quality management techniques in the public sector (ministries, agencies, regional and local administrations, education, police, healthcare, etc.).

Description

The Common Assessment Framework (CAF) is a total quality management (TQM) tool specifically designed for the development of TQM in public sector organisations, starting with a self-assessment of their organisational performance. Since the launch of the first version in 2000 and revised versions in 2002 and 2006, more than 2000 organisations in many European countries have implemented the CAF. This CAF training will be based on the CAF 2006 version. The training will provide a more in-depth analysis of different aspects such as:

- how to adapt the self-assessment process to your own organisation(s);
- the development of action and improvement plans;
- outlines of CAF training schemes;
- efficient use of e-tools for the CAF;
- the role of the CAF Resource Centre (RC) at EIPA.

Method

A mixture of presentations, specific case studies, exchange of experiences and interactive discussions in a combination of workshops and plenary sessions.

Objectives

By the end of the seminar, participants should have a clear understanding of:

- the CAF 2006 quality model itself and the self-assessment process;
- how to set up training at national, regional or organisational level;
- how to launch improvement actions on a short-, medium- and long-term basis;
- the benefits of e-tools, databases and benchlearning;
- the support they can receive from EIPA's CAF Resource Centre.

They should be better prepared to implement the CAF in their own countries and their organisations or be able to assist other organisations in the implementation of the CAF.

Location
Barcelona (ES)

Languages
English
Spanish

Exportable
Yes

For further information
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Marta Gràcia,
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Performance Management in the Context of Total Quality Management

Date

7-9 December 2011

Project number

11/206/04

Fee

€ 990

Project Leaders

Patrick Staes,
Seconded National Expert

Nick Thijs,

Lecturer

Target Group

Top and middle public managers as well as quality and change managers interested and/or involved in introducing management tools and quality management techniques in the public sector (ministries, agencies, regional and local administrations, education, police, healthcare, etc.).

Description

Performance management in public administration has a long history, and in all probability, also a long road ahead. Nonetheless, performance management is not without its problems. Practitioners, management consultants and academics have sought solutions in response to the paradoxical and often problematic nature of performance management. New public management reforms worldwide have introduced a variety of performance measurement and management practices. Performance management has gradually become an integral part of modern governance arrangements. For the term “performance” itself, different interpretations are possible; not to mention how public sector organisations can manage this performance, i.e. how to define objectives, monitor execution and evaluate the results? This three-day seminar will focus on organisational performance. Experts and practitioners will present their views and experiences in this field. The participants will be invited to discuss their outputs (services and products delivered) and their outcomes (impacts on society), and the way their organisation is managed in order to achieve these results. Indicators are often the magic word. But is measuring (and managing) performance the same as creating a set of indicators and gathering data or is more at stake? Answers to these and many more questions are discussed and to be found during this seminar.

Method

A mixture of presentations, specific case studies, experiences and interactive discussions in a combination of workshops and plenary sessions.

Objectives

At the end of the seminar participants should have a clear understanding of:

- the essence of public sector performance measurement and management;
- the reasons for which performance measurement can be used;
- how to set up a sound performance measurement system in a public sector organisation.

Location

Maastricht (NL)

Language

English

Exportable

No

For further information

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E EU Law

Understanding EU law is essential for anyone dealing with the transposition, application and enforcement of rules and legislation in national administrations and legal systems. EIPA provides training in the fields of European law and the administration and quality of justice for those working in the European legal professions, as well as for civil servants, corporate counsels, academics and others with an interest in EU legislation and law.

Our training courses and seminars in the field of EU Law revolve around a package of regular seminar series:

- **Implementation, application and enforcement of European law:** seminars providing updates on recent developments in various fields of law as well as practical training activities on the interpretation, transposition/approximation, application and enforcement of specific European legal instruments. Our activities cover various Internal Market and Regulatory issues such as European food law, consumer protection law, environmental law, intellectual property

and financial services, as well as in the fields of judicial co-operation in civil and criminal matters and law enforcement co-operation.

- **Administration and quality of justice:** practical training modules on the introduction and implementation of quality management and electronic tools within the judicial system, access to justice and development of personal skills of members, officials and other representatives of the European legal professions.
- **EU procedural law:** improving knowledge of and practical training on the procedures of the European Union Courts (e.g. the different legal actions before the courts and the preliminary ruling), good litigation practices before these courts as well as various enforcement procedures (such as the infringement procedure).
- **Horizontal and special programmes:** general adult learning programmes (such as the Masters in European Legal Studies and the Master in European Integration and Regionalisation), intensive training programmes on general European economic law and how to prepare for the EPSO competitions, and training of EU law trainers programmes.



Public Relations, the Media and the Judiciary: Media Relations for Courts, Magistrates and Lawyers

Date
9-12 May 2011

Project number
11/519/01

Fee
€ 445 (one module)
€ 1480 (all modules)

Project Leader
Peter Goldschmidt,
Expert

Target Group

Judges, advocate generals and press officers working in EU and national courts, public prosecutors, lawyers working in the legal service/department of public authorities and private companies, private lawyers, officials working for regulatory authorities (whether at a national or regional level) and lobbyists. The seminar will also be of particular interest to people in a variety of roles such as spokespersons or officials who are required to deliver or help prepare key messages on complicated legal issues as well as to managers whose area of responsibility includes a substantial communications brief.

Description

This workshop provides practical advice and training for members of the judiciaries, spokespersons and other court service personnel, who increasingly find themselves exposed to media coverage and who, on some occasions, also have to communicate face-to-face with journalists, e.g. to explain the initiation (or discontinuation) or conclusion of certain proceedings or in response to negative publicity arising out of particular proceedings. Structures and approaches to managing media relations by courts in different European jurisdictions will also be discussed. The programme is divided into four separate one-day modules, which can be attended separately or together.

Method

This seminar utilises a variety of interactive training methods and is delivered by an experienced team composed of a communications expert, a legal expert, press officers from national and EU jurisdictions and a journalist.

Objectives

The objectives of this workshop are two-fold:

- to provide practical guidance and techniques on how to deliver clear concise messages about complex legal issues and cases in today's information-laden society;
- to constitute a forum for the exchange of experiences and good practices.

Location
Luxembourg (LU)

Language
English

Exportable
No

**For further
information**
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From E-Justice to European e-Justice: Electronic Technology in the Justice Sector in the European Union

Date

28-29 March 2011

Project number

11/503/01

Fee

€ 725

Project Leader

Nadja Long,
Lecturer

Target Group

Judges, private practicing lawyers, national, international and Community officials wishing to learn more about the use of new technologies in the area of justice.

Description

The use of modern electronic technology in the field of justice is in constant development: from the mere access to information on laws via the internet to the possibility of electronic communication with persons involved in court proceedings, there is a wide range of possibilities for using information technologies at national, European Union and international level. This not only facilitates networking at the justice level but also helps citizens, economic operators and practitioners of law with their access to justice. The citizen is no longer a passive part of the system but they are now able to have an easy direct access to the proceedings. At the European Union level an important step has been the adoption of the European e-Justice Action Plan in the Justice and Home Affairs Council of 27-28 November 2008 that aims to lend structure to work in the area and to set priorities for its implementation. The necessary coordination has now been defined and the indispensable strategy with concrete objectives, an action plan and a timetable are in motion, the first step being the European e-Justice Portal.

Method

A combination of presentations, discussions and online work.

Objectives

The objectives of this seminar are three-fold:

- provide a general overview of the use of electronic technology in the justice sector (not only by the EU Member States but also at the international level);
- discuss real examples and share best practices at the European and international level;
- provide a practical overview of the European e-Justice Portal.

Location

Luxembourg (LU)

Language

English

Exportable

No

For further information

Juliette
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Ensuring that Crime Does Not Pay: Who Does What and How in the European Union?

Date
9-10 June 2011

Project number
11/551/01

Fee
€ 725

Project Leader
Nadja Long,
Lecturer

Target Group

Practitioners in the field of law enforcement (police, customs and other national forces) and in the judiciary (judges, prosecutors) as well as tax officers working in investigation teams, administrators at EU level, officials at ministries of justice, interior and law-makers/legislators dealing with asset forfeiture.

Description

The actions of identifying, locating, freezing, seizing and confiscating criminal-related assets have received more and more international, European and national interest in recent years from legislators and practitioners. European tools have been adopted to facilitate the different stages of this process and new structures have been given the responsibility at national level to facilitate international requests for exchange of intelligence and assistance in this specific field. Nevertheless, availability of information and legislations still differs widely today from one Member State to the other. Additionally, the authorities in charge, their powers and the relevant databases are also varied and structured differently from one country to the other. A closer look at practical issues in this area is necessary to understand the possibilities offered (and to be able to use them!) to recover proceeds of crime.

Method

A mixture of presentations of national and European approaches, discussions and workshops.

Objectives

The objectives of this seminar are two-fold:

- to help practitioners to understand and use the possibilities existing in different Member States and at EU level to restrain criminal-related assets and identify good practices;
- to enhance communication and cooperation in this field between judicial and law enforcement authorities and between Member States.

Location
Luxembourg (LU)

Language
English

Exportable
No

For further information
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Judicial Cooperation in Criminal Matters in the European Union, Institutional Processes and Topical Areas

Date

21-23 November 2011

Project number

11/513/01

Fee

€ 990

Project Leader

Nadja Long,
Lecturer

Target Group

This seminar is specially designed for national judges and prosecutors and is also useful for lawyers representing defendants in criminal acts.

Description

This seminar gives an overview of the current state of judicial cooperation in criminal matters in the European Union. Specific sessions (European Arrest Warrant, Asset recovery, ECRIS, the role of the Court of Justice of the European Union in the criminal law field etc.) are also presented and discussed. The seminar aims at presenting the jurisdictional system that the EU has put in place for the judicial enforcement of EU law. Participants will be shown that this enforcement corresponds to two complementary branches:

- the European Courts;
- the national judge as a European Union judge.

Additionally, the seminar will provide participants with information on the latest policy developments in this area.

Method

The methodology will consist of a combination of presentations, discussions, practical examples and case studies, so that participants can derive as much as possible from the complementary practical experience from the facilitators in the area covered by the seminar. Some session(s) will include completing formulas online. Participants will have the opportunity to follow the entire three-day seminar or to follow only one or two days.

Objectives

The overall objective of this seminar is to enhance the national judicial capacity through the understanding and use of the legal principles, diverse instruments, enforcement procedures and various substantive areas, which are part of the EU legal system and to encourage cooperation with judicial authorities from different Member States of the European Union.

Location

Luxembourg (LU)

Languages

English
French

Exportable

No

For further information

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The Infringement Procedure Under Article 258 TFEU: A Practical Overview

Date

3-4 October 2011

Project number

11/531/01

Fee

€ 725

Project Leader

Juan Diego Ramírez-
Cárdenas Díaz,
Senior Lecturer

Target Group

The seminar addresses all public sector employees, who are in charge of or involved in the transposition of EU law and/or preparing the defences of the State in all stages of the infringement procedure, irrespective of the level of government or origin of the case (i.e. national, regional and local level). The programme is also relevant to private practicing lawyers, consultants and other interested actors from the private sector, who wish to update their knowledge of the infringement procedure and obtain a comprehensive overview.

Description

As “Guardian of the Treaties”, one of the tasks entrusted to the European Commission by Article 17 of the EU Treaty is to oversee the application of EU law. The infringement procedure – Articles 258-260 TFEU – is one of the enforcement mechanisms that can be applied by the Commission against a Member State whenever the Commission is of the opinion that the Member State is in breach of its obligations under Union law.

Method

Presentations, workshops and case studies. All sessions will include question and answer sessions and the possibility to exchange experiences.

Objectives

The objective of this seminar is to present a practical analysis of the infringement procedure with a view to improving the capacity and quality of responses to Commission investigations of potential infringements. This seminar provides a practical overview of the infringement procedures, the role of the Commission and the position of the Member States (e.g. how to avoid a Court case and possible defences).

Location
Luxembourg (LU)

Language
English

Exportable
No

**For further
information**
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How to Litigate Before the European Courts

Date

17-19 October 2011

Project number

11/522/01

Fee

€ 825

Project Leader

Nadja Long,
Lecturer

Target Group

This seminar addresses the needs of lawyers, judges and government legal representatives who apply European Union law in their work, as well as other members of the legal and judicial professions, academics, and people working in national and European administrations, who are concerned by EU law and the functioning of the Court of Justice of the European Union.

Description

This seminar provides a practical approach to the European Court's proceedings on how to draft the application, the response, the reply and the rejoinder and how to prepare for the oral hearing. It will also set out how to plead in an appeal case and ask for legal assistance, so as to promote the quality of judicial protection in the EU legal system and to ensure speedy and smooth proceedings.

Objectives and Method

Taking a practical approach and using practical examples, the seminar will discuss the written and oral proceedings before the Court of Justice and the General Court. The seminar includes a visit to the Court of Justice to observe a hearing.

Location
Luxembourg (LU)

Languages
French
English

Exportable
No

For further information
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The Preliminary Ruling Procedure in Practice

Date
10-11 November 2011

Project number
11/554/01

Fee
€ 775

Project Leader
Juan Diego Ramírez-
Cárdenas Díaz,
Senior Lecturer

Target Group

Members of national courts and tribunals (magistrates, judges, court clerks, registrars etc.) participating in the procedure as referring party, legal officials and agents from Member States and EU institutions who may take part by presenting their observations. The seminar is also useful for lawyers, academics, and other practitioners wishing to update their knowledge of the procedure and obtain a comprehensive overview.

Description

The Court of Justice of the European Union cooperates with all the courts of the Member States in matters of European Union law. In view of the enlarged competence of the Court of Justice given in the Lisbon Treaty and in order to ensure the effective and uniform application of European norms and to prevent divergent interpretations, the national courts may, and sometimes must, refer to the Court of Justice of the European Union and ask it to clarify the meaning or review the validity of an act of European Union law which is of relevance to the case upon which they need to adjudicate. This procedure, specific to the European Union, has contributed to the creation and articulation of a true European Judicial Space. Against this backdrop, this seminar will offer a practical analysis of the procedure in order to provide those who are called to participate in it with a thorough understanding of its workings. The seminar will review matters such as the role of the Court in the procedure, the typology of references, the decision to submit a question to the Court, the stage at which to submit it and the formulation of the reference, the different procedural phases and the actors involved. Particular attention will be given to the accelerated and urgent preliminary ruling procedures and their specific features.

Method

Presentations, workshops and case studies. All sessions will include question and answer sessions and the possibility to exchange experiences.

Objectives

The objectives of this seminar are two-fold:

- provide a practical guide on the use of the procedure to those participating in it (members of referring Courts and Tribunals, legal agents of intervening parties, etc);
- review the value and legal consequences of the Court's response.

Location
Luxembourg (LU)

Languages
English
French

Exportable
No

For further information
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EU Patent

Date

10-11 October 2011

Project number

11/506/01

Fee

€ 775

Project Leader

William Bull,
Researcher

Target Group

Judges, private practicing lawyers, in-house counsels, patent offices, national, international and EU officials who wish to learn more about the status, content and effects of the new Regulation establishing the EU Patent.

Description

The focus of this seminar will be on the concept of the EU-wide patent (as first proposed in 2000 in the form of the Community Patent Regulation) and the pan-European patent litigation system. In particular, the participants will be given an in-depth view of the status quo ante and post the introduction of this instrument, and the consequences for practice and litigation in this area. In addition, to the extent that implementation has already occurred, the successes and difficulties experienced to date in this respect will also be discussed, and compared with the experience of the EU Trade Mark and EU Design.

Method

A combination of presentations, discussions with participants and case studies.

Objectives

This seminar aims to provide a comprehensive understanding of the nature and effect of the EU Patent, both theoretical and practical, and to encourage debate as to its ramifications.

Location

Luxembourg (LU)

Languages

English
German

Exportable

No

For further information

Stéphanie Gemnig,
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EU Company Law and Tax Law: Cross-Border Mobility of Companies in Practice

Date
14-15 February 2011

Project number
11/521/01

Fee
€ 725

Project Leader
Tomasz Kramer,
Lecturer

Target Group

Lawyers in private corporate legal and tax practices, in-house counsels, lawyers in corporate legal departments of financial institutions, domiciliation agents and other firms, officials of the trade or commercial registers and tax authorities, judges dealing with company law and officials and specialists in the national administrations and EU institutions responsible for developing a friendly business environment for companies.

Description

The Treaty on the Functioning of the European Union grants European entrepreneurs a fundamental right of establishment. This freedom covers e.g. the possibility to transfer companies' seats between different Member States, establishing subsidiaries and setting up branches in other MS, however, subject to certain legal limitations. The workshop will therefore provide an opportunity to discuss in detail the current legal set up for cross-border mobility of companies and will aim at providing pragmatic solutions to the problems faced in practice. As one of the most important reasons to relocate companies is tax planning, the workshop will put a particular emphasis on the link between the European company law and tax law.

Method

This workshop will involve high-intensity coaching based on interactions between the EIPA specialists, external experts and a small group of participants. In advance the registered participants will receive a concise package of reading materials, which will be discussed during the workshop. Moreover, participants will be divided into smaller groups to solve a number of case studies of their choice.

Objectives

The aim is to provide the participants with a hands-on, practical understanding of the European law framework applicable to companies' mobility within the European Union. This will be achieved not only by analysing applicable primary and secondary European law (but discarding inapplicable legal instruments in the pipeline such as European Private Company) and the CJEU case law, but also, where relevant, examples of national law provisions and real life examples and case studies. Moreover, the facilitators and participants alike will try to establish an extensive list of available strategies for cross-border mobility enabling the lacunas of the current legal framework to be overcome.

Location
Luxembourg (LU)

Language
English

Exportable
No

For further information
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Environmental Law

Date

14-15 March 2011

Project number

11/552/01

Fee

€ 725

Project Leader

Igor Dizdarevic,
Lecturer

Target Group

The seminar targets officials, judges and prosecutors of law, consultants and other interested role players from private sector institutions and non-governmental organisations.

Description

This seminar will review the latest rules and initiatives aiming at improved enforcement of European environmental law, such as the Strasbourg Convention on the protection of the environment through criminal law, the Lugano Convention on civil liability for damage resulting from activities dangerous to the environment, and the Aarhus Convention on access to information; public participation in decision-making and access to justice in environmental matters outline the crucial role of the judiciary actors in the enforcement of environmental law.

Method

Experts, mainly officials from the European Commission and national central administrations, but also private practicing lawyers, will give presentations on topics of particular interest and engage in discussions with participants.

Objectives

The training should raise the awareness of practitioners of law regarding the key role of the judiciary in ensuring sustainable development. Using the technique of sharing best practices, the seminar will contribute to a better understanding of the challenges of enforcing national, European and international environmental law, thus enhancing practitioners' knowledge of environmental law.

Location
Amiens (FR)

Language
English

Exportable
No

For further information
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Tutorial: EU Law for Non-Lawyers

Date
7-9 February 2011

Project number
11/504/00

Fee
€ 375 (one module)
€ 990 (all modules)

Project Leader
William Bull,
Researcher

Target Group

All officials and specialists in the national and local administrations and EU institutions and agencies whose work is affected – directly or indirectly – by European Union legislation, e.g. by participation in EU law-making, law approximation or application of national laws derived from EU law.

Description

As the body of national law derived from EU directives and regulations expands into all areas of government, officials in both national and EU administrative bodies can no longer plead 'ignorance' of their role as administrators and enforcers of EU law and legal principles. This series of one-day tutorials will provide a concentrated, in-depth introduction to the most important rules of European law for civil servants. It is divided into three modules, starting with fundamental issues of EU law, moving to the most important field of substantive law that is the internal market, and ending with the powers and activities of the Court of Justice of the European Union. This will be followed by a focus on case studies designed to enable the participants to apply the rules in practice.

Method

The programme has been divided into one-day modules to offer participants flexibility in adapting the event to their needs. The tutorials will involve high-intensity coaching by EIPA specialists for a small group of participants (maximum 20), allowing an individualisation of training for the specific positions of participants in order to demonstrate the relevance and consequences of the rules for their daily work, while also offering new perspectives and differing views as a result of interaction between the participants.

Objectives

This tutorial provides participants with a practical understanding in normal language of the legal system of the EU, the most important principles to bear in mind in any field of government activity, as well as the internal market and its latest developments. This will be presented in a way that clearly shows their relevance and impact on their daily work and, as such, hopefully contribute to a reduction of compensation claim cases against officials and their authorities due to non- or wrong implementation of national rules derived from European legislation.

Location
Luxembourg (LU)

Language
English

Exportable
No

For further information
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Preparing for New EPSO Competitions: The Road to the European Institutions

Dates

14-16 March 2011
19-21 September 2011
7-9 December 2011

Project numbers

11/538/01
11/538/02
11/538/03

Fee

€ 350 (one module)
€ 990 (all modules)

Project Leader

Tomasz Kramer,
Lecturer

Target Group

This seminar is designed for those applying for administrator (AD), assistant (AST), linguist and certain specialist positions within the EU institutions. For detailed information about specific target groups see descriptions of the training modules.

Description

The European Personnel Selection Office (EPSO), within a modernised process of staff selection, annually announces open competitions for positions within the EU institutions. EIPA offers comprehensive training on how to prepare for both stages of the competitions:

Module 1 (Day 1) Creating a successful application via personal EPSO account. The first pre-selection: verbal, numerical, abstract reasoning and situational judgement tests.

Module 2 (Day 2) A crash course on European integration, EU law and policies, additionally providing tools and methodology for further studies. Policies presented during this module will be used as a basis for assessment centre simulations during Module 3.

Module 3 (Day 3) The second admission stage of the competition – the assessment centre. Practicing case studies, group exercises oral presentations and structured interviews.

Method

Presentations, case studies and simulations of tests and of assessment centre. All sessions will include question and answer sessions and the possibility to exchange experiences.

Objectives

The objective of this seminar is to provide candidates with an understanding of the new EPSO selection procedure and a thorough preparation for all stages of EPSO competitions.

Location

Luxembourg (LU)

Language

English

Exportable

No

For further information

Stéphanie Gemnig,
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Joint Master in European Integration and Regionalism: MEIR NewLine

Dates 12-21 September 2011 November 2011	Target Group This course targets in particular: <ul style="list-style-type: none">• civil servants and officials from local, regional or national administrations;• lawyers, economists, social scientists and people working for non-governmental organisations;• journalists and teachers as well as translators and interpreters.
Project number 11/501/01	Description This multi-disciplinary Master programme is divided into five modules, which take place in different countries throughout Europe. Each module consists of a combination of online sessions (equivalent to 2-3 days per module) and face-to-face learning sessions (8-9 days per module). Each module focuses on one or more clearly defined topical areas in order to provide participants with a complete understanding of what integration and regionalism mean today at a European and national level.
Fee To be determined	Method A combination of online sessions, which guide participants through an introduction to the topics of the respective modules, and face-to-face learning sessions, where participants obtain in-depth explanations to the topics introduced online as well as hands-on training and exchange of experiences through presentations, both by experts and by the participants, group exercises, simulations and workshops. Study visits to relevant institutions are also included in the programme.
Project Leaders Nadja Long, Lecturer	Objectives The overall objective of this Master programme is to provide participants with a practical understanding of current integration and regionalism issues and the resulting effects on national administrations. Additionally, the Master aims at facilitating the establishment of personal and professional networks.
Dr Iwona Karwot, Lecturer	

Locations
Luxembourg (LU)
Barcelona (ES)
Zagreb (HR)
Bolzano (IT)

Language
English

Exportable
No

For further information
Juliette
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Recent Trends in the Case Law of the Court of Justice of the European Union: What Directions for the Future?

Date

1-2 December 2011

Project number

11/502/01

Fee

€ 875

Project Leader

Juan Diego Ramírez-
Cárdenas Díaz,
Senior Lecturer

Target Group

This annual conference is addressed to legal professionals within the public and private sector, judicial professionals, law enforcement officers, national civil servants and persons working on European Union law issues, academics, and others who are active or interested in EU legal issues in general, and in the main rulings delivered by the European Courts in particular.

Description and Objectives

The overall objective of this annual conference is to provide participants with an overview of the current case law of the three European Courts. By looking at general trends and also at specific cases stemming from different areas of EU law, we will depict the main directions for the future.

Method

Experts, mainly officials from the Court of Justice of the European Union but also from other EU and national administrations, private practicing lawyers and renowned academics will give presentations on topics of particular interest and engage in discussions with participants.

Location

Luxembourg (LU)

Languages

English
French

Exportable

No

**For further
information**

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F Regions and Cities in the EU

The regions and cities in Europe have constantly been gaining an increasingly substantial role in the European integration process and are taking their territorial development and strategic steering within this context very seriously.

In order to meet the specific needs of regions and cities in the European Union, EIPA provides – in Barcelona or elsewhere – tailor-made training and development activities, research and comparative analysis between territorial administrations, networking, and dissemination of best practices for cooperation

We offer activities in three areas:

- **Multilevel governance and EU legislation:** analysis of the tools and mechanisms for effective participation and involvement of the regional and local authorities in the policy-making cycle, adequate impact assessment, effective transposition of European rules, subsidiarity control, and implementation of laws with high territorial relevance.

- **Public administration:** support for enhancing the Europeanisation and political positioning of regions and cities within the European context, including institutional and administrative capacity building, evaluation of public policies, eAdministration and quality management in the regional and local public sector, as well as networking skills.
- **Regional development in the EU:** tools and practical experiences for using networks, regional policies, developing project strategies for EU programmes and funds in order to place your region in the European landscape and contribute to its competitiveness, growth and prosperity in line with the EU 2020 Strategy.



Complying with Europe? New Developments in the Field of Public Procurement in Spain

Dates 24-25 March 2011 10-11 November 2011	Target Group The seminar is addressed to public officials from national, regional and local authorities, public and private companies, judges, lawyers, consultants and academics. In general, the seminar is intended for all professionals dealing with the new public procurement rules, whether contracting on behalf of public authorities or involved in the provision of goods or services to them.
Project numbers 11/650/01 11/650/02	Description The Law 30/2007 on Public Sector Contracts (LCSP) entered into force on 30 April 2008, with the exception of its subjective scope, which, pursuant to its transitional provision No. 7, came into force the day following its publication in the Official Journal of the State (BOE). The State legislator has undertaken a profound reform of public procurement in Spain. On the one hand, this has been imposed by the necessary adaptation of our domestic legislation to the Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004, on the coordination of procedures for the award of public works contracts, public supply contracts and public service contracts (the Directive 2004/18/EC). On the other hand, this resulted in the legislator's willingness to introduce a comprehensive reform of the traditional public procurement, which fundamentally affects the traditional philosophy and methodology of this subject matter. However, the reform process is still in progress and this seminar will focus more specifically on the major novelties (present and future) that are giving rise to some relevant questions in Spain in the field of public procurement.
Fee € 825	Objectives This seminar will address the legislative novel aspects of the LCSP, which are already known, on the new concept of subjective scope, the new category of contracts subject to harmonised regulation, the introduction of a new special remedy in the field of procurement, the possibility for the tenderers to benefit from the means of the subcontractors to accredit their solvency, the introduction of a new tendering procedure (competitive dialogue) or typifying of a new administrative contract. Moreover, the seminar will also focus on the recently approved reforms, mainly contained in the Law 34/2010 of 5 August, as well as on those pending approval.
Project Leader Gracia Vara Arribas, Expert	Method There will be lectures given by EIPA experts together with speakers from academic and professional spheres coming from different regions. These lectures will be combined with the presentation of practical examples and the organisation of working groups.

Location
Barcelona (ES)

Language
Spanish

Exportable
Yes

For further information
Natalia Domenech
García,
n.domenech@eipa.eu

How to Implement European Law at Regional and Local Level: Local Governments' Involvement in EU Integration with Regard to Implementation

Date

31 March - 1 April 2011

Project number

11/615/01

Fee

€ 800

Project Leaders

Gracia Vara Arribas,
Expert

Peter Goldschmidt,
Expert

Target Group

This seminar is addressed to local, regional, national and European officials involved directly or indirectly in the transposition, implementation and enforcement of European policies and laws. It also aims to bring together members of European local and regional umbrella associations.

Description

The Treaties define the State as the sole and final body responsible for breaches of EU law. Regions and local entities are the main implementers of the European norms. The responsibility of this level for non-compliance of EU law is opening up a wide debate in Europe: preliminary rulings, damages actions and money claims are marking the path for a clearance on the responsibilities that those sub-national tiers must assume in the case of infringement of EU law.

Method

Presentations and lectures focusing on the legal context will be complemented and illustrated by open sessions and group exercises, as well as the sharing of experiences among participants.

Objectives

The main aim is to identify the correlation between a growing involvement of the regions at EU level, their important role in the proper implementation of EU legislation, and the concept of responsibility for non- or bad compliance of the European mandates. Participants will gain an in-depth knowledge of the different national arrangements in place in Europe, established to ensure accountability of the sub-state level for breaches of EU law.

Location

Barcelona (ES)

Languages

Spanish
English

Exportable

Yes

**For further
information**

Natalia Domenech
García,
n.domenech@eipa.eu



The Services Directive: The Challenge of Implementation and Management at Sub-State Level

Dates 11-12 April 2011 20-21 October 2011	Target Group This Services Directive seminar is designed to meet the concrete needs of public and private players involved in completing the single market for services, as well as lawyers, academics, policy makers and experts who are keen to deepen their knowledge of this new instrument within a complex and multi-level European space.
Project numbers 11/603/01 11/603/02	Description During this intensive two-day programme, relevant academics and practitioners, as well as national and European decision makers, will meet and exchange their respective expertise. Based on proficient presentations and subsequent round tables, the participants and speakers will have a unique opportunity to learn how to avoid expected pitfalls in implementing the Services Directive.
Fee € 825	Method A mixture of presentations, comparative analysis, discussions, working groups, exchanges of experiences as well as specific exercises and practical examples concerning the implementation of the Directive.
Project Leader Gracia Vara Arribas, Expert	Objectives The seminar aims to provide genuine problem-solving guidance regarding the implementation and enforcement of the Services Directive in daily practice. As this seminar is mainly focused on regional and local concerns, it will bring together experiences and concrete challenges of completing the single market for services. The working sessions will address complex governance with a strong comparative and practitioner-oriented perspective. In order to best focus the content of the programme, our team has consulted a large number of stakeholders and identified the most urgent needs. A number of provisions of this Directive are perceived to be of particular complexity, including vast sectors and issues within the jurisdiction and competences of sub-state level. Situations will be handled taking account of the diverse regional arrangements existing in the EU Member States.

Location
Barcelona (ES)

Languages
Spanish
English

Exportable
Yes

For further information
Natalia Domenech
García,
n.domenech@eipa.eu

European Regions in EU Policy Making and Implementation after Lisbon

Date

22-23 June 2011

Project number

11/661/01

Fee

€ 775

Project Leader

Gracia Vara Arribas,
Expert

Target Group

This seminar is directed at civil servants from the Member States, from the candidate countries and from the EU institutions, as well as those working for NGOs or the private sector, who require a better understanding of the complete processes of policy implementation in the EU.

Description

This seminar will provide in-depth training on the European regions' role in EU decision-making and both direct and indirect implementation of EU law and policies. The first day will be devoted to the EU legislative procedures after Lisbon with a particular focus on the regions' role in the policy-making process. It looks into legally-binding acts on the basis of powers, specifically delegated to the European Commission in EU secondary legislation and related modifications introduced by the Treaty of Lisbon (Article 290-291 TFEU) for delegated and implementing acts. The second day will be devoted to the legal transposition and practical implementation of legislative and non-legislative acts. The day will involve a detailed examination of the processes of national implementation in key sectors (including transport and social policy) with a particular focus on regions and some of the most relevant recent Internal Market Directives.

Method

The seminar is based on a range of presentations and interactive group work to enable participants to put their knowledge into practice.

Objectives

At the end of the seminar, participants should have a sound understanding of the regions' role in the new system of legal acts in the Union, with special attention paid to delegated acts as well as implementing acts. In addition participants should have a good understanding of the national and regional transposition procedures as well as the regions' specific role in the Member States' compliance with EU legislation.

Location

Barcelona (ES)

Languages

Spanish
English
* French on demand

Exportable

Yes

For further information

Natalia Domenech
García,
n.domenech@eipa.eu



Evaluation of Public Policies: Learning from Comparative Experiences

Dates 21-22 February 2011 6-7 October 2011	Target Group This seminar is addressed to directors and managers responsible for designing evaluation systems, managing and monitoring evaluations carried out by external evaluators, as well as those responsible for controlling public administrations at different government levels, and who need to develop or are interested in developing their knowledge about public policy evaluation.
Project numbers 11/606/01 11/606/02	Description The seminar aims to improve participants' skills in designing, managing and monitoring evaluation activities. The seminar sessions will be divided according to the following scheme: the first sessions will focus on the reasons for evaluation, on showing its critical importance in the policy formulation process, and on how to design an evaluation. The subsequent sessions will be devoted to seeing how institutional capacity can be developed for a better evaluation through different experiences of European public administrations. The final sessions will include the evaluation in practice, the role of evaluators and various methods and tools which are regularly used in evaluation. Participants will also have the opportunity to present problems or queries on evaluation issues that they face in their own practice, and will be offered suggestions on how to address them.
Fee € 875	Method A combination of presentations on real experiences, group work and debates with a practical perspective. The sessions will be complemented by reference material and documentation that will offer an adequate source of information to those wishing to gain more in-depth knowledge.
Project Leader Gracia Vara Arribas, Expert	Objectives The seminar does not aim to train participants on how to use evaluation techniques; however, those techniques will be presented and explained with the aim of analysing the advantages and disadvantages that justify the use of some techniques above others. The objective is to raise awareness of the importance of evaluation, to learn how to design an evaluation, prepare and define the scope of work, how to negotiate with evaluators, perform quality control of an evaluation, etc. Experiences of institutionalising evaluation systems in different European countries will also be presented.

Location
Barcelona (ES)

Languages
Spanish
English

Exportable
Yes

For further information
Natalia Domenech
García,
n.domenech@eipa.eu

Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How?

Dates

14-16 March 2011

14-16 September 2011

Project numbers

11/609/01

11/609/02

Fee

€ 900

Project Leaders

Dr Iwona Karwot,
Lecturer

Target Group

Beneficiaries eligible under structural funds, cohesion fund and IPA (national, regional and local administrations, NGOs, agencies, SMEs, associations, etc.), managing authorities, intermediate bodies, consulting companies and other actors involved in EU funding programmes and projects.

Description

The goal of this intensive three-day practical seminar is two-fold. Firstly, it will explain why cost-benefit analysis (CBA) is one of the most important tools in the programming period 2007-2013, not only for beneficiaries of EU funds (key element of feasibility studies), but also for national and regional administrations (managing authorities and intermediate bodies of EU co-financed programmes) in their decision-making process. Secondly, the seminar will offer guidance on how to prepare and assess CBA.

Method

The method will be a combination of traditional training methods (lectures and presentations, including concrete examples and case studies), and a more interactive approach. Participants will work in small working groups on practical exercises using case studies with direct involvement of CBA experts. There will be discussions in question and answer sessions after each practical component.

Objectives

By the end of the seminar, participants will have improved their theoretical and practical knowledge with regard to the elaboration and assessment of CBA prepared for EU funding investment projects in the programming period 2007-2013, conforming to the DG Regio requirements, including, among others, "Guide to COST-BENEFIT ANALYSIS. Final Report. 16 June 2008", implementing regulations, COCOF notes, Working Document No. 4, etc.

Location

Barcelona (ES)

Languages

English
Spanish

Exportable

Yes

For further information

Miriam Escolà Salvans,
m.escola@eipa.eu



How to Build a Successful European Partnership for Better Use of EU Funds?

Date
30-31 May 2011

Project number
11/610/01

Fee
€ 800

Project Leader
Dr Iwona Karwot,
Lecturer

Target Group

National, regional and local public administrations, NGOs, associations and other actors interested or involved in the design, development and implementation of territorial cooperation programmes and projects.

Description

This two-day practical seminar will give a complete overview of all existing financial instruments accessible to countries, regions, provinces and municipalities in the framework of territorial cooperation in the current programming period. Topics covered will include:

- objective 3 of the Cohesion Policy: European Territorial Cooperation;
- European Grouping for Territorial Cooperation (EGTC), new legal instrument to facilitate and promote territorial cooperation;
- European Neighbourhood and Partnership Instrument (ENPI), designed to target sustainable development and approximate EU policies and standards in the neighbour countries;
- Instrument for Pre-Accession Assistance (IPA).

Method

Traditional training methods (lectures and presentations, including concrete examples and case studies), will be combined with an interactive approach (discussions, exchange of experiences, expert panels and round table). Examples of best practices in projects implemented by the previous and current programming periods in different Member States and candidate countries will be examined.

Objectives

By the end of the seminar, participants will gain a thorough knowledge of all accessible financial and legal instruments for territorial cooperation, the rules which apply to joint programmes and projects, the use of best practices and how to avoid mistakes. The goal of the seminar is also to build a real territorial cooperation network between participants to support future joint projects through the exchange of practical experiences.

Location
Barcelona (ES)

Languages
English
Spanish

Exportable
Yes

For further information
Miriam Escolà Salvans,
m.escola@eipa.eu



Internal and External Audit of the EU-Funded Programmes and Projects

Dates

13-15 April 2011
26-28 October 2011

Project numbers

11/666/01
11/666/02

Fee

€ 900

Project Leaders

Dr Iwona Karwot,
Lecturer

Target Group

Beneficiaries eligible under structural funds, cohesion fund and IPA (national and regional), managing authorities, certifying authorities and audit authorities, intermediate bodies, as well as independent auditors and junior auditors dealing with or interested in EU-funded projects and programmes, and consulting companies specialised in the audit of EU funds or programmes and projects.

Description

The seminar will not only focus on the EU structural and cohesion funds, but also on the pre-accession instrument IPA. Apart from the presentation of the relevant legislation, methods of increasing efficiency of control and audits, this seminar will provide know-how on combating fraud and preventing irregularities. The unique feature of this seminar is that it covers the experience of internal and external audit experts coming from the public sector, EU Commission, as well as the European Court of Auditors and the European Anti-Fraud Office (OLAF).

Method

There will be a combination of traditional training methods (lectures and presentations, including concrete examples and case studies) and a more interactive approach. Participants will form small working groups to work on concrete practical exercises using case studies with the direct involvement of experts. After each practical part there will be discussions in question and answer sessions.

Objectives

By the end of this three-day seminar participants will have improved their whole overview and detailed understanding of practical aspects of control (external and internal) and audit of the EU funds in the programming period 2007-2013.

Location

Barcelona (ES)

Languages

English
Spanish

Exportable

Yes

For further information

Miriam Escolà Salvans,
m.escola@eipa.eu



How to Develop a Convincing Project Strategy for EU Funding: Do's & Don'ts for Local and Regional Actors

Dates 4-6 May 2011 21-23 November 2011	Target Group This practical seminar will be of great added value to a regional or local public administration, as well as authorities or bodies in charge of or involved in the design, development and implementation of projects subject to compliance with European fund resources. The seminar will also be of particular interest to those persons, NGOs, associations, university departments and consultants that are planning to apply (for the first time) for such EU tenders and calls for proposal with their projects.		
Project numbers 11/601/01 11/601/02	Description This seminar will address many issues whilst providing participants with practical advice and techniques, as well as allowing them to exchange experiences. The seminar will consequently enable them to produce a convincing proposal, to establish sustainable local and regional partnerships and strategies and align them to the Lisbon and EU 2020 targets, to build capacities and communicate results, and hence to develop added-value projects for their territory. It will thus allow local and regional participants to quickly grasp the most relevant guiding principles and rules when it comes to preparing a bid for EU funding and to increasing its absorption capacity.		
Fee € 900	Method A variety of training methods will be used, such as lectures and presentations, including concrete examples, discussions and an interactive group exercise preparing real cases subject to an evaluation panel. Furthermore, each participant will be provided in advance with a glossary of the main EU financing instruments available for local and regional actors and related web links. Finally, the seminar will offer participants the opportunity to network with peers with the same interests, as well as giving them the potential to identify new partners for future projects.		
Project Leader Alexander Heichlinger, Expert	Objectives Participants will be better prepared to compete in the ever-changing arena of EU funding. Each programme or initiative has its own objectives or specific characteristics, but as far as the “basic rules of the game” are concerned (e.g. submission of proposal or offers, management and invoicing) elements converge and show a harmonised pattern.		
Location Barcelona (ES)	Languages English Spanish	Exportable Yes	For further information Miriam Escolà Salvans, m.escola@eipa.eu

Summer School: EU Economic Integration and Regional Development

Date

27 June - 1 July 2011

Project number

11/646/01

Fee

€ 1050

Project Leader

Alexander Heichlinger,
Expert

Target Group

The Summer School is addressed to public officials from Member States, candidate countries or potential candidates in the field of EU regional integration policies, as well as social scientists, economists and professionals working for NGOs or think tanks, officers working for regional development agencies or bodies promoting business for the SMEs (such as Chamber of commerce, regional parliaments, etc.) or dealing with European economics, and graduate students.

Description

During this Summer School, the main EU economic policy issues will be introduced in the first part of the week and the concepts of regional development policies will be progressively presented. The second part will illustrate how regions may steer their own economic destiny and enhance territorial cohesion by making use of the available resources and EU supportive actions. In particular, the opportunity for the EU regions and local actors to implement sustainable partnerships and strategies for regional development will be portrayed.

Method

A variety of training methods (i.e. lectures and presentations, workshops, case studies and interactive discussions) will be applied during the Summer School. Participants will have the opportunity to receive practical advice, to exchange experiences, and to establish contacts for local and regional partnerships and strategies.

Objectives

Based on the economic module of the Joint Master degree programme on European Integration and Regionalism (MEIR), the Summer School will equip the participants with a comprehensive understanding of the regional and economic integration process in the EU, and a clear overview of the EU policy instruments in place to strengthen regional development. Moreover, participants will have the unique opportunity to network with peers with the same interests and from various nationalities, as well as giving them the potential to identify new partners for future projects.

Location

Barcelona (ES)

Language

English

Exportable

Yes

**For further
information**

Marta Gràcia,
m.gracia@eipa.eu



Publications

EIPA publishes books, the series Current European Issues and Conference Proceedings, as well as electronic publications. All manuscripts are either the direct result of research conducted at EIPA or the proceedings of a conference held at EIPA. Following a cooperation agreement between EIPA and the Office for Official Publications of the European Union, EIPA books can be found on the EU Bookshop website. Publications can be purchased online through our website and when visiting EIPA's headquarters in Maastricht one can also visit the EIPA bookshop.

EIPA's Bulletin – EIPASCOPE – is published three times a year and contains a combination of academic articles, institutional news and the Institute's conference agenda. The articles are written by EIPA's academic staff and are directly related to the Institute's fields of interest. Through the bulletin, EIPA aims to keep its public informed on current issues of common interests and offers a timely analysis of new developments on topical aspects of European integration.

EIPASCOPE is free of charge and the full text is available online at www.eipa.eu

Library

The library, which is open to the public, specialises in publications on European policies, European public administration and public management, international and European economy, external relations of the European Union, as well as national and European law.

EIPA's library has the status of European Documentation Centre and receives all the official documents of the European Union.

The library is fully automated and provides access to all EU databases. Visitors to the library can also make use of the computer terminals available with internet access.



Management



Prof. Dr Marga Pröhl (DE)
Director-General



Wim van Helden (NL)
Director of Finance
and Organisation



Maastricht, Unit I - EU Decision-Making



Dr Edward Best (UK)
Professor;
Head of Unit European
Decision-Making

Fields of Specialisation

European institutions and decision-making processes; comparative regional cooperation and integration.



Alain Guggenbühl (FR)
Senior Lecturer based
at EIPA's Representative
Office in Brussels

Fields of Specialisation

EU governance and European negotiations.



Dr Theo Jans (BE)
Senior Lecturer

Fields of Specialisation

Decision-making and European governance.



Frank Lavadoux (FR)
Senior Lecturer

Fields of Specialisation

Institutional context of and communication and behavioural techniques for European negotiation processes.



Cosimo Monda (IT)
Senior Lecturer;
Head of Information,
Documentation,
Publications and
Marketing Services

Fields of Specialisation

EU Information and communication management; EU decision-making procedures and institutions; EU agencies; EU law; transparency; data protection; consumer protection and e-Learning & information society.



Dr Alan Hardacre (UK)
Lecturer

Fields of Specialisation

European institutions and decision-making processes; comitology (incl. Lamfalussy); better regulation; interest representation; comparative regional cooperation and integration.

Maastricht, Unit I - EU Decision-Making



Dr Michael Kaeding (DE)
Lecturer

Fields of Specialisation

EU decision-making and implementation; EU institutions; comitology; European social dialogue, EU agencies; EU transport policies and Lamfalussy.



Dr Sabina Kajnc (SI)
Lecturer

Fields of Specialisation

Decision-making in external relations of the EU; Presidency organisation and conduct.



Frank Lambermont (NL)
Research Assistant

Fields of Specialisation

EU decision-making procedures and Institutions; Common Foreign and Security Policy; data protection and EU law.



Maja Augustyn (PL)
Research Assistant

Fields of Specialisation

European legislative processes (ordinary and special legislative procedures; delegated and implementation acts; Lamfalussy structure and its reform) and EU level expert groups.

Maastricht, Unit II - European Public Management



Tore Chr. Malterud (NO)
Senior Expert;
Head of Unit European
Public Management

Fields of Specialisation

General knowledge of public administration; European integration (mainly first pillar); implementation of European law into national law; European negotiations; comitology; coordination at national level and between ministries; interaction between political and administrative levels in ministries.



Dr Christoph Demmke (DE)
Professor

Fields of Specialisation

Implementation of European environmental policy and law; comparative studies on public service reform (including HRM reforms).



Michael Burnett (UK)
Expert

Fields of Specialisation

Public procurement; public-private partnerships and privatisation and public service delivery management.



Harry List (NL)
Expert

Fields of Specialisation

Training; public administration and public management; organisational development; human resource management and project management.



Sylvia Archmann (AT)
Seconded National Expert

Fields of Specialisation

Public administration; organisational development; eGovernment; quality management; performance management; project management and administrative development; benchmarking; change management and communication.



Danielle Bossaert (LU)
Seconded National Expert

Fields of Specialisation

Comparative public administration; public sector reform and human resource management.

Maastricht, Unit II - European Public Management



Cristiana Turchetti (IT)
Seconded National Expert

Fields of Specialisation

Public administration issues; cultural diversity; intercultural and interreligious dialogue; technical cooperation; accountability mechanisms; ethical and equal opportunities issues; labour standards and social dialogue.



Konstantina Sgouraki (EL)
Seconded National Expert

Fields of Specialisation

Public sector reform; organisational change in the health care sector; human resources management; training needs analysis and quality management.



Patrick Staes (BE)
Seconded National Expert

Fields of Specialisation

Public management; quality in the public sector; Common Assessment Framework (CAF) and consulting services.



Nick Thijs (BE)
Lecturer

Fields of Specialisation

Public management reform; comparative public administration; public sector quality management; quality models and techniques (Common Assessment Framework – CAF) and consultancy services.



Pavlina Stoykova (BG)
Researcher

Fields of Specialisation

Comparative public administration; the role of national parliaments in the EU accession process; interface between political and administrative levels.



Astrid Guiffart (FR)
Research Assistant

Fields of Specialisation

Public administration; organisational development; eGovernment and quality management.

Maastricht, Unit III - EU Policies



Dr Phedon Nicolaides (CY)
Professor;
Head of Unit European Policies

Fields of Specialisation

Economic integration; competition policy (anti-trust and state aid).



Dr Simon Duke (UK)
Professor

Fields of Specialisation

Common Foreign and Security Policy; EU defence budgets and procurement; EU-US security relations; EU relations with WEU and NATO.



Rita Beuter (DE)
Senior Expert

Fields of Specialisation

European public procurement rules and policy.



Martin Unfried (DE)
Expert

Fields of Specialisation

Environmental policy; climate change and integration of environmental policies into other sectors.



Robin Smail (UK)
Expert

Fields of Specialisation

Structural and cohesion policy; EU economy and innovation policy.



Wolfgang Koeth (DE)
Senior Lecturer

Fields of Specialisation

EU External Relations; Enlargement Policies and Common Foreign and Security Policy.

Maastricht, Unit III - EU Policies



Marco Lopriore (IT)
Senior Lecturer

Fields of Specialisation

European Social Fund (ESF); Lisbon Agenda; enterprise policy and SME aspects of the structural funds.



Dr Mihalis Kekeleakis (EL)
Senior Lecturer

Fields of Specialisation

EC competition law (state aid, antitrust law and mergers) and regulation.



Dr Katerina-Marina Kyrieri (EL)
Lecturer

Fields of Specialisation

EU law (institutional developments, multilevel governance); European Parliament; legislative procedures (co-decision); immigration; employment; labour market trends and SMEs policies.



Maria Kleis (DE)
Researcher

Fields of Specialisation

Environmental policy & climate change and state aid.



Aurélie Courtier (FR)
Research Assistant

Fields of Specialisation

EU external relations and EU peace building.



Dr Ioana Eleonora Rusu (RO)
Research Assistant

Fields of Specialisation

Competition law and state aid.

Luxembourg, European Centre for Judges and Lawyers



Peter Goldschmidt (DK)
Expert;
Director of the European
Centre for Judges and
Lawyers

Fields of Specialisation

Coordination of national preparation and implementation of EC and EU policies and law; EC competition and merger control law; training needs analysis, evaluation of training and training-of-trainers; EU international and accession negotiations; EU enlargement and law approximation and the administration of justice.



Juan Diego Ramírez-Cárdenas Díaz (ES)
Senior Lecturer

Fields of Specialisation

Legal aspects of the European integration process; the constitutional and judicial system of the EU; the internal market and the four freedoms (free movement of goods); consumer law (particularly food law issues) and external relations of the EU.



Nadja Long (FIN/FR)
Lecturer

Fields of Specialisation

Judicial and law enforcement cooperation in criminal matters.



William Bull (UK/IT)
Researcher

Fields of Specialisation

Fundamental EU law and constitutional issues; EU institutional and procedural law; the internal market and the four freedoms (free movement of goods); EC intellectual property and competition law; certain aspects of labour law and legal aspects of flexicurity.



Igor Dizdarevic (FR)
Lecturer

Fields of Specialisation

EU environmental law; general EU constitutional law; all activities related to the European Investment Bank; EU regulations on structural funds and public-private partnerships.



Tomasz Kramer (PL)
Lecturer

Fields of Specialisation

The internal market, notably the free movement of persons and services and freedom of establishment; EPSO recruitment procedures and staff regulations of EU institutions; EU company law and EU competition law.



Alina Domaradzka (PL)
Lecturer

Fields of Specialisation

EU financial services law; the free movement of capital and EU constitutional law.

Barcelona



Alexander Heichlinger (AT)
Expert;
Manager EPSA 2011

Fields of Specialisation

Regional and local (economic) development, structures and cooperation (in line with the Lisbon Strategy) including the management of EU affairs/projects at these levels; lobbying and the regional/local representation offices in Brussels; eGovernment and information and communication technologies (ICT) in public administrations.



Gracia Vara Arribas (ES)
Expert

Fields of Specialisation

EU law and institutions; EU multilevel governance; gender equality law and policies; penitentiary public service models in Europe and European public procurement law and practice.



Khaled Abouali (BE)
Senior Lecturer;
Coordinator Euromed
Justice II Project

Fields of Specialisation

The Barcelona process; European Neighbourhood Policy; EU twinning projects; cooperation in criminal matters and analysis of reforms in justice matters in the MEDA countries; analysis of the JHA chapter on the *acquis communautaire* and management of ministerial services in Belgium (interior/justice).



Dr Iwona Karwot (PL)
Lecturer

Fields of Specialisation

European Regional Development Fund (ERDF); regional development and institutional building and pre-accession funds.

Venue and Contact Information

The headquarters of EIPA are ideally located in the historic centre of Maastricht, the Netherlands. At this location we offer all the facilities to successfully host our training activities and meetings: conference rooms are fully equipped with a wide range of technical facilities, we offer simultaneous interpretation at many of our international conferences, participants can make use of our documentation centre, wireless internet is available and we offer in-house services for lunches, coffee breaks, social events, etc.

In addition, EIPA's organisational staff will offer their professional assistance for any practical arrangements you might need: hotel accommodation at special rates in the centre of Maastricht, booking airport shuttles and taxis, administrative matters, etc. Moreover, our staff are at your disposal throughout the seminar/conference.

The city of Maastricht has its own airport and can also be easily reached by train, car or airport shuttle from Brussels, Liège, Amsterdam, Cologne and Aachen.

Close proximity to Brussels and Luxembourg means that study visits to the European institutions are easy to arrange.

With Centres in Luxembourg and Barcelona, as well as an office in Brussels, EIPA extends its facilities throughout Europe and also hosts training activities at these locations.

Contact Information



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Participation in activities

The number of places for participants is limited; unless stated differently, registrations are accepted on a first-come-first-served basis. The fee applicable to each activity is clearly indicated on the registration form and on the website. Unless stated differently on the registration form, the fee includes participation in the activity, lunches and beverages during the activity, documentation and participation in the evening social event (if applicable).

Travel and accommodation costs are at the expense of the participant or his/her administration. Pre-payment of the fee is a condition for participation in an activity. Prior to the activity, each participant will receive an invoice which can be paid by bank transfer or by credit card. In most cases, EIPA will assist in making hotel bookings. Participants should settle payment directly and personally at the hotel. Costs resulting from cancellation or “no-show” are also at the participants’ expense.

Cancellation policy

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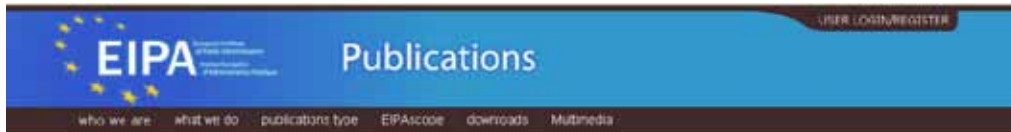
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