

EIPA's Training Courses Catalogue 2017





The European Commission supports EIPA through the European Union budget.

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Welcome

Europe's leading centre of excellence for European public administrations.

In this catalogue you will find our training courses planned for 2017.

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

Having over 35 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 our training courses or any further information, please visit our website:

www.eipa.eu



Prof. Dr Marga Pröhl, Director-General

EIPA's work

EIPA is the place where people who deal with European affairs can learn in a multicultural environment and benefit from a unique combination of practical know-how and scientific excellence. In this catalogue of training courses you will find our open enrolment activities planned for 2017.



www.eipa.eu

Training courses

Our training courses 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. The topics are presented with the systematic use of case studies, simulation exercises and working groups.



Most 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 naturally combined with exchanges of experience and practices drawn from different administrative systems.

Our activities benefit from the practical insights gained by EIPA's long experience of providing training for both the EU institutions and national administrations. EIPA has been awarded four successive framework contracts since 2002 to deliver training for the EU institutions, bodies and agencies. The core materials used, as well as the trainers who deliver the courses, are thus thoroughly tested and kept up to date through constant interaction with EU actors. EIPA experts also bring to the courses the comparative perspective derived from having worked in different national contexts and from applied research and comparative studies taking advantage of these experiences.

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

seminar.eipa.eu

i-Learn: Online Learning Solutions

In addition to our face-to-face courses, EIPA offers online learning solutions. Our self-study modules are the perfect starting point for quick and straightforward updates on key EU affairs topics. Clearly structured content, combined with glossaries, reading material, background documents, links and plenty of opportunities for interaction and self-evaluation enable you to quickly and efficiently improve your EU knowledge. www.eipalab.eu



Tailor-made learning options

We also offer tailor-made learning options on request. Working together with our experts, you can build on the core modules of our open enrolment activities, but add specific topics which meet your particular needs and priorities. These customised activities can be organised in Maastricht, at one of our Centres in Luxembourg and Barcelona, or at your own premises. You can also combine face-to-face interaction with online components and supplemental elements in order to create a blended learning solution. www.eipa.eu > [Service request](#)



Study visits

The European study visit programme is specially developed for continued education, retraining and upgrading of the professional skills of civil servants from non-EU countries. This is achieved through the delivery of a combination of expert lectures, visits to European institutions, and country-specific regional administrations. [Read more...](#)

Consultancy

We offer consultancy to European public administrations and agencies in the areas of Quality Management, public sector performance, organisational and human resource development and in the management of European policies. [Read more...](#)

EIPA Experts

EIPA has a core team of experts from different countries and professional backgrounds, as well as a broad network of regular collaborators. [View the list of experts.](#)

Notes

Participation

The number of places in our courses are limited unless stated differently. Registrations are accepted on a first-come-first-served basis.

EIPA members' fee*

EIPA offers its members a reduced fee. This is available to all civil servants working for one of EIPA's member countries, and civil servants working for an EU institution, body or agency (*with exception of self-study modules*). EIPA's member countries are AT, BE, BG, CY, CZ, DE, DK, ES, FI, FR, GR, HU, IE, IT, LT, LU, MT, NL, NO, PL, PT, SE, UK.

Regular fee**

For all other participants, the regular fee applies.

Language***

Most courses will be conducted in English. We can offer interpretation to and from a second language in the cases indicated if at least six participants request this in advance. Occasionally we provide a training *only* in an other language. This will be stated clearly.

You find more **practical information** on [page 42](#).

EIPA's accreditation

NEN-EN-ISO 9001:2008 certified



Cedeo accredited



Understanding EU Decision-Making: Principles, Procedures, Practice

This course helps you get up to speed quickly on the essentials of EU decision-making, and have a feel for how to operate effectively in an EU environment. EIPA experts will explain key points, and offer practical insights. You will discuss issues with your counterparts, go through a case study and participate in a simulation exercise. At the end of this course, you will have a clear picture of:

- the different powers that the EU has been given and the system of legal acts;
- who does what in EU decision-making processes;
- how you can try to shape EU decisions.

	Dr Edward Best	€940* / €1040**	Maastricht (NL)	2 days	visit the website
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EU Presidency Challenges: Making Things Work in Your Turn in the Chair

Managing the rotating Presidency of the EU Council demands considerable preparation on the part of national administrations. This course builds on EIPA's long experience in delivering Presidency training programmes in different countries. It provides an intensive introduction to the key knowledge and skills which officials need to develop in order to be ready to deal with the challenges effectively, using a combination of simulation exercises, workshops, situation rooms, case studies and presentations. If you are getting ready to take your turn in the chair, this course will equip you to:

- manage meetings in the framework of the Council and interact effectively with the Council Secretariat and the European Commission;
- communicate in intercultural settings and be able to handle informal processes;
- identify interests and build compromises;
- prepare for trilogues and negotiations with the European Parliament.

	Frank Lavadoux	€1179* / €1310**	Maastricht (NL)	3 days	visit the website
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*** interpretation to French

Success in EU Negotiations: The Key Skills for Shaping EU Decisions in Commission Committees and Council Bodies

You need to be prepared if you are called upon to represent your regional, national or institutional interests in meetings in the European Commission or the Council. You have to be well aware of the specific procedures and norms which shape these discussions, and be ready to communicate in new ways. This course will train you in the key skills that can help you to shape EU decisions effectively in these settings. You will learn how to:

- use and respond to the main tactics used in multilateral negotiations;
- identify and cope with the most common intercultural differences;
- plan an intervention and communicate with impact;
- socialise and share information;
- craft a negotiation strategy and build compromises to promote your interests.



Frank Lavadoux

€1395* / €1550**

Brussels (BE)

3 days

[visit the website](#)

*** interpretation to French

Der Entscheidungs- und Umsetzungsprozess in der Europäischen Union und seine Bedeutung für die deutschen Länder (for German Länder Officials)

Das Seminar beleuchtet die aktuellen Strukturen und Entscheidungs- und Umsetzungsprozesse in der Europäischen Union und die Rolle, die die deutschen Länderministerien und nachgeordneten Behörden dabei spielen können. Als Länderbedienstete werden Sie:

- ihr Verständnis der politischen Entscheidungs- und Implementierungsprozesse auf europäischer Ebene vertiefen;
- die Problematik der Beziehungen zwischen Ländern, Bund und EU besser verstehen;
- die Möglichkeiten der Mitwirkung an europäischen Entscheidungsprozessen in ihrem Fachgebiet effektiver einschätzen und ausschöpfen können.



Martin Unfried

€935* / €1039**

Maastricht (NL)

3 days

[visit the website](#)

*** only in German

Managing the EU Policy Cycle: A Comprehensive 4-Day Course on EU Decision-Making in Practice

This course will help you master the core EU policy cycle. EIPA experts will explain how things work in the processes of agenda setting, policy formulation, decision-making, implementation and evaluation at EU level. You will go through a combination of presentations, practical exercises and simulations, as well as guided discussions with European affairs practitioners who will share their insights and experience. By the end of this course, you will have an in-depth understanding of:

- the particular challenges posed in the different phases of EU policy-making;
- how you can try to shape EU decisions most effectively at each stage;
- current issues and trends in EU policy-making which will affect your work.

	Dr Sabina Lange	€1345* / €1490**	Maastricht (NL)	4 days	visit the website
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i-Learn: Online Learning Solutions

www.eipalab.eu

The Council of the European Union and the European Council

This course explains the work of the Council of the European Union and the European Council. It addresses each of them with regard to their composition, structures, tasks and working methods. Together we look beyond the composition and tasks by also reviewing working methods, i.e. programming and flow of documents, including the actors involved in the process. After the course, you will be able to:

- clearly understand the difference and division of tasks between the European Council and the Council;
- understand the life of a dossier in the Council machinery;
- to identify the relevant actors in different stages of the dossier.

	Dr Sabina Lange	€150	self-study module	60 min.	visit the website
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Leadership Architecture: The Multiple Presidencies

This course analyses the current leadership architecture in the European Union, namely the 'pyramid' formed by the President of the European Council, the High Representative of the Union for Foreign Affairs and Security Policy, the Commission President and the rotating Presidency. It looks beyond the composition and tasks by also reviewing working methods, i.e. the programming and flow of documents, including the actors involved in the process. After the course, you will be able to:

- understand the difference and division of tasks between the actors holding the leading positions in the EU;
- understand what the rules prescribe;
- how the holders of the offices have managed to shape their roles and their relations since the Treaty of Lisbon entered into force.



Dr Sabina Lange

€150

self-study module

90 min.

[visit the website](#)

Ordinary Legislative Procedure

This module is about the Ordinary Legislative Procedure of the European Union. This is the procedure by which most EU laws are agreed between the EU institutions, on the basis of objectives and competences agreed upon between the Member States in the EU Treaty. By the end of the module, you will:

- understand the roles of the different institutional actors involved in EU legislative procedures;
- have a clear overview of the various stages of the procedure;
- have an appreciation of the formal and informal aspects of the inter institutional negotiating process.



Dr Edward Best

€150

self-study module

90 min.

[visit the website](#)

Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice

This course will provide you with an understanding of the principles and procedures of European public procurement policy, focusing on the Public Procurement Directives and relevant case law. You will be guided through the Public Procurement Directive 2014/24/EU, the Utilities Directive 2014/25/EU and Directive 2014/23/EU on the award of concession contracts. During the course you will receive insights into the application of professional procurement practices. After this course you should have:

- a good understanding of the European rules and principles on public procurement, including case law and green procurement;
- awareness of the various phases in the procurement cycle and its practical implications;
- insights into professional procurement practices;
- an exchange of experiences with professionals from other countries and organisations in dealing with public procurement.

	Rita Beuter	€1580* / €1755**	Maastricht (NL)	4 days	visit the website
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¿Cómo cumplir con Europa? Soluciones ante la nueva contratación pública

Las Directivas de contratos públicos de 2014 son derecho vinculante en el ordenamiento jurídico español. Este Workshop analizará en detalle los nuevos procedimientos, criterios de adjudicación y la ejecución del contrato. También se tratará el uso estratégico de la contratación pública para fines sociales, ambientales y de innovación, y los nuevos aspectos de la contratación electrónica. Los participantes:

- obtendrán herramientas para trabajar con los nuevos preceptos de las directivas en su quehacer diario;
- aprenderán como usar de manera estratégica la compra publica.

	Gracia Vara Arribas	€775* / €860**	Barcelona (ES)	2 days	visit the website
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***only in Spanish

Recent Developments in European Public Procurement and Case Law

This course will provide you with an update on the legal issues in European public procurement. Legal experts and practitioners will explain recent legal developments and recent case law in the field of European public procurement. You will receive an insight into the jurisprudence of the General Court. This case law relates to challenges to contract awards by the EU institutions/agencies and is based on procurement under the Financial Regulation and its Rules of Application. The essence of the most recent case law of the Court of Justice of the EU (CJEU) in the field of procurement and remedies will be presented and interpreted for you. At the end of this course you should have a good understanding of:

- current legal developments in procurement at European level;
- recent jurisprudence of the CJEU and its implications in the field of procurement, including remedies;
- recent jurisprudence of the General Court and its implications for the application of the rules.



Rita Beuter

€920* / €1020**

Maastricht (NL)

2 days

[visit the website](#)

Competitive Dialogue and Negotiated Procedures Masterclass

Competitive dialogue and negotiated procedures are difficult to implement effectively but are essential for complex procurements. This masterclass will help you answer questions such as:

- when can and should awarding bodies use competitive dialogue and the competitive procedure with negotiations?
- what do awarding bodies need to do to plan the effective use of these procedures?
- how can awarding bodies best use the flexibility that the procedures provide?



Michael Burnett

€1530* / €1700**

Maastricht (NL)

2 days

[visit the website](#)

European Public Procurement, Public-Private Partnerships (PPP)/Private Finance and Concessions

In this course you will receive an overview of the current rules and developments in European public procurement based on the public procurement directive (Directive 2014/24/EU) and the directive on the award of concession contracts (Directive 2014/23/EU). You will get a basic understanding of the concept of Public-Private Partnerships (PPPs)/private finance, indicating where PPPs are being used and when they work best for financing infrastructure projects. After this course you will understand:

- the provisions in the procurement and concessions directives;
- the use of competitive dialogue and the competitive procedure with negotiation;
- the basics of Public-Private Partnerships and private finance for infrastructure in Europe.



Rita Beuter

€895* / €995**

Dubrovnik (HR)

1.5 days

[visit the website](#)

EU Economic Governance

This course will help you understand economic governance in the Economic and Monetary Union (EMU). You will discuss the functioning of the European semester, fiscal and macro-economic surveillance, as well as coordination of economic policies with Europe 2020 and financial stability. You will also obtain insight into the future perspectives of the EMU. In the seminar you will cover economic governance both:

- within EU law such as the Regulations and Directives of the 6-pack and 2-pack;
- outside EU law such as the Treaty on Stability, Coordination and Governance in the EMU (TSCG), and the European Stability Mechanism.



Marco Lopriore

€995* / €1100**

Brussels (BE)

2 days

[visit the website](#)

Recent Developments in EU State Aid: Procedures, Enforcement, Monitoring and Transparency

The seminar aims to meet the needs of managers and 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.

For this purpose, the seminar focuses on the consequences of non-notification and the implications for Member States, which are instructed to recover State Aid that is incompatible with the internal market. At the end of the seminar, you will be better equipped to avoid the risk of state aid repayment, which often jeopardises important projects. In this context, you will benefit from exchanging experiences with experts from the EU institutions and other Member States.

	Dr Roberta Ribeiro Oertel	€900* / €1000**	Luxembourg (LU)	2 days	visit the website
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Summer Academy on EU Economic Local and Regional Development: Policies and Practices

This annual Summer Academy addresses the main aspects and challenges of economic integration, territorial development and its drivers in the EU, as well as regional and urban economic policies. You will discuss how regions and cities can steer their own economic destiny and boost growth while enhancing territorial cohesion and making smart use of available EU supportive resources. At the end of the Summer Academy, you will be equipped with:

- a comprehensive and comparative overview of success formulae;
- best practice cases;
- the necessary policies to shape territories and compete in Europe's economy today.

	Alexander Heichlinger	€1040* / €1155**	Barcelona (ES)	5 days	visit the website
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Understanding Current Challenges to EU Trade Policy

Brexit and the election of Donald Trump are likely to generate a strong impact on EU trade policy. The EU will have to fundamentally rethink the nature of its trade relations with these two major countries. At the same time, China's newly acquired status as a market economy and the current state of play at the WTO raises serious challenges. After this seminar, you will:

- understand the processes and instruments of EU trade policy;
- be aware of the possible consequences of current developments for EU trade policy and for stakeholders;
- be better equipped to help your administration or organisation to take appropriate decisions on issues related to EU trade policy.

	Wolfgang Koeth	€900* / €1000**	Maastricht (NL)	2 days	visit the website
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Successful Preparation and Implementation of Twinning Projects

Twinning is one of the EU's most successful institution-building programmes. It has assisted the new Member States and the (potential) candidates in preparing for EU accession and for full adoption of the acquis. Since 2005, Twinning has also been applied in the countries of the European Neighbourhood Policy. This course will:

- deepen your knowledge about the Twinning instrument and allow you to share practical experiences with colleagues from other countries;
- give you tools and insights to analyse Twinning fiches and better assess the risks and opportunities associated with any given Twinning project;
- provide you with practical skills to prepare both a written proposal as well as the oral selection procedure (the 'beauty contest'), thus enhancing the chances of your administration to win a Twinning project;
- enhance your capacities to manage and implement a Twinning project.

	Wolfgang Koeth	€900* / €1000**	Maastricht (NL)	2 days	visit the website
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Public-Private Partnerships: A Key Tool for Europe 2020

Public-Private Partnerships (PPP) are already well established in Europe as a way of delivering public services. And now they have moved firmly up the European political agenda as a key tool for delivering Europe's infrastructure needs in the coming decade. In this module we explain what PPP are and the role they could play in modernising European infrastructure quickly. At the end of this module you will have a basic introduction to:

- what PPP are and why they are being used;
- how they are different from other means of delivering infrastructure;
- current EU policy in respect of PPP;
- how PPP are relevant to the delivery of the Europe 2020 agenda.

	Michael Burnett	€150	Self-study module	90 min.	visit the website
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EU Environmental Law for Non-Lawyers

This course will provide an in-depth introduction into EU environmental law as regards both:

- sector-specific legislation (waste framework directive, water framework directive, birds and habitats directives, etc.);
- and more horizontal legislation applicable to all sectors (access to justice, environmental impact assessment, main principles of EU environmental law, etc.).

The case law of the Court of Justice of the European Union will also be presented, primarily through interactive case-studies.

	Igor Dizdarevic	€810* / €900**	Luxembourg (LU)	1.5 days	visit the website
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Introduction to EU Asylum and Migration Law

This course explains the policy considerations and legal concepts related to asylum law as developed in the European Union's area of freedom, security and justice. It examines the core principles, concepts and EU-specific institutions relating to asylum and refugee law as evolved in the EU's Common European Asylum System (CEAS). This will be complemented by an introduction to policy considerations and legal concepts relating to regular and irregular migration. The challenges of policy formulation and the regulation of asylum matters will be discussed, as well as EU's new legislative and policy responses to the current 'migration crisis' – a crisis that does not merely pose a challenge in itself but also entails much broader questions about Europe's future, identity and responsibility. You will gain a thorough understanding of:

- EU law and policy relating to asylum and migration;
- the key issues pertaining to the recent 'migration crisis';
- the European and national responses to the 'migration crisis'.

	Petra Jeney	€810* / €900**	Luxembourg (LU)	1.5 days	visit the website
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EU Criminal Law: Recent Developments and Challenges

The course will provide an overview of what EU criminal law has achieved in making judicial cooperation between EU Member States more efficient, in setting common concepts related to 'euro crimes' and facilitating investigations and prosecutions relating to cross-border crime, particularly organised crime. The course will take a critical look at the instruments adopted so far, examine the contribution of the Court of Justice of the European Union to EU criminal law, as well as national implementation issues. It will also discuss future avenues, in particular the establishment of the European Public Prosecutor's Office (EPPO) which could shape the Area of Justice of the EU. You will benefit from the course by acquiring a better understanding of:

- the EU criminal law acquis and its critical assessment;
- the contribution of Eurojust to EU criminal law;
- new directions of EU criminal law, especially with the establishment of the EPPO.



Petra Jeney

€810* / €900**

Luxembourg (LU)

1.5 days

[visit the website](#)

Intersections of Fundamental Rights Protection and the Application of the European Arrest Warrant

The European Arrest Warrant (EAW) is the seminal instrument in the field of EU judicial cooperation in criminal matters. It is widely used and has proved to be an efficient tool in accelerating the execution of warrants and surrender procedures in cross-border criminal cases within the EU. At the same time, the EAW still poses a number of issues – mostly related to fundamental rights protection – that Member States find difficult to accommodate in their respective legal systems, especially with regard to their obligation to respect fundamental rights. In this context the seminar maps out the operational success of the EAW and discusses the fundamental rights concerns, in particular with regard to detention conditions present in the application of the EAW. You will gain a better understanding of:

- the practical application of the EAW;
- fundamental rights issues directly affecting the execution of an EAW;
- recent case law of the CJEU relating to the EAW.



Petra Jeney

€630* / €700**

Luxembourg (LU)

1.5 days

[visit the website](#)

EEA Law Advanced: A Practical Guide to Reservations and Enforcement Actions by the EFTA Surveillance Authority

This workshop is divided into two stand-alone modules in order to offer you flexibility in adapting the event to your needs and interests. At the end of the workshop, you will:

- fully understand the scope of and limitations to the right of reservation set out in Article 102 of the EEA Agreement;
- have a practical guide to the infringement procedure that can be initiated against EFTA countries, which have not – or have only incompletely or incorrectly – implemented EEA law at national level;
- receive advice as regards arguments accepted – and not accepted – by the EFTA Court.

	Peter Goldschmidt & Juan Diego Ramírez-Cárdenas Díaz	€900* / €1000**	Luxembourg (LU)	3 days	visit the website
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EU Law for Non-Lawyers

This course will provide you with a concentrated, in-depth introduction to the most important rules and principles of European law. While the first module concentrates on the system of legal acts adopted at EU level as well as the decision-making process for the adoption of EU law, the second module focuses on various procedures of the Court of Justice of the European Union. After this course you will gain a good understanding of:

- the system of European Union legal acts;
- the EU decision-making process;
- the effect of EU law and EU law enforcement;
- the procedures of the Court of Justice of the EU.

	Dr Alina Domaradzka	€935* / €1039**	Luxembourg (LU)	3 days	visit the website
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EU Financial Services Law for Non-Lawyers: Institutional and Legal Framework

This training course aims to deepen your knowledge of the main principles and legal concepts underpinning the regulation and supervision of the financial services sector. You will be introduced to the specific legal instruments applied in this sector such as regulatory technical standards and implementing technical standards. In addition, you will learn about the decision-making process for financial services, including the Lamfalussy process. Furthermore, the course will provide you with an overview of the entire system of financial regulation and supervision and the powers conferred on various institutions that play a role within this system.

	Dr Alina Domaradzka	€900* / €1000**	Luxembourg (LU)	2 days	visit the website
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EU Civil Service Law

EU civil service law deals not only with issues directly relating to labour relations (such as pay, career development, recruitment and disciplinary measures), but also with the social security system (illness, pensions, disability, accidents at work and family allowances). It also covers disputes between all bodies or agencies and their personnel, for which jurisdiction is granted to the Court of Justice of the European Union (including disputes between Europol, the European Union Intellectual Property Office (EUIPO) or the European Investment Bank (EIB) and their agents).

This annual conference is an opportunity to gather together EU civil service law specialists in order to debate the most pertinent topics of this rapidly evolving area of EU law.

	Tomasz Kramer	€900* / €1000**	Brussels (BE)	1.5 days	visit the website
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*** interpretation to French

EU Financial Services Law: Prudential Regulations for Banking

This course will acquaint you with Level 1 and Level 2 measures that were recently adopted for the banking and investment sector with the aim of introducing the new single rulebook for prudential regulation and supervision of financial services at EU level. Participants will learn about the new requirements relating to capital, governance and risk management for the banking and securities sector. The course will also address the most recent developments with regard to the Banking Union and Capital Markets Union, especially their objectives and key players. We will look at the three pillars of the EU Banking Union: the establishment of a single supervisory authority within the ECB the Single Resolution Mechanism (SRM) and the European Deposit Insurance Scheme. Our experts will share their practical assessment of the legal and economic impact of the EBU and the CMU as well as their practical experience with implementing new rules and future challenges for the regulation and supervision of financial services markets.



Dr Alina Domaradzka

€900* / €1000**

Luxembourg (LU)

2 days

[visit the website](#)

How to Litigate before the European Court of Justice

The seminar provides a comprehensive overview of the procedures involved in litigating before the Court of Justice of the European Union (CJEU). It is presented by practitioners working at the CJEU or litigating before it. You will gain thorough insight concerning:

- the various procedures for litigation before the CJEU;
- the internal rules of procedure of the Court of Justice and the General Court;
- litigation techniques and how to argue a case successfully before the CJEU.



Petra Jeney

€990* / €1100**

Luxembourg (LU)

2.5 days

[visit the website](#)

Recent Trends in the Case Law of the Court of Justice of the European Union

This annual conference reviews key rulings of the Court of Justice of the European Union issued during the 12 preceding months which either interpret new EU legal instruments, establish new interpretations or adapt past jurisprudence on a wide range of EU law issues.

	Juan Diego Ramírez-Cárdenas Díaz	€765* / €850**	Luxembourg (LU)	2 days	visit the website
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*** interpretation to French

Summer School on EU Law and its Implementation

This two-week course provides you with comprehensive insight into the constitutional organisation and law-making procedures of the European Union and introduces the fundamental concepts and principles of EU law. It offers you an overview of specific policy areas, linking them to EU law implementation aspects (including impact assessment). You will learn about the specific requirements for the EU Member States when implementing EU law, especially in terms of administrative capacities and human resources. Finally, the course will introduce you to the various procedures of the Court of Justice of the European Union. After these two weeks you will gain a thorough understanding of:

- the system of European Union legal acts;
- the EU decision-making process;
- the effect of EU law and EU law enforcement;
- the implementation of EU law;
- the procedures of the Court of Justice of the EU.

	Peter Goldschmidt & Dr Alina Domaradzka	€1795* / €1995**	Luxembourg (LU)	10 days	visit the website
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Master of European Legal Studies (MELS Online)

MELS Online is a programme designed for professionals who wish to advance their career or change its direction while continuing to work. It allows you to obtain a comprehensive understanding of EU law and to receive a Masters degree from the Université de Lorraine (FR). Face-to-face sessions in Luxembourg are combined with online tutorials and distance learning. Over the course of two years you will:

- meet leading experts in EU law from the academic environment and the world of practice;
- specialise in the field which is most relevant for you;
- obtain a Masters degree while working full time.

	Tomasz Kramer	€765* / €850**	Luxembourg (LU)	2 years	visit the website
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*** English and French (active knowledge required only for one)

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The EU Courts

This module first provides an overview of the European Courts' organisation, structure and composition. It then briefly discusses the catalogue of judicial remedies under EU law and thus, procedures heard by the Courts. Particular attention will be given to demonstrating the jurisdiction of the existing Courts. The module concludes with an analysis of future potential developments of the Court of Justice.

By the end of this module you will have a solid understanding of the institutional component of the judicial system of the EU.

	Tomasz Kramer	€150	Self-study module	60 min.	visit the website
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Introduction to the EU Legal System

The module provides an insight into the specific legal nature of the EU and the main features of its legal system. Based on general principles of EU law, primary law (Treaties), secondary law (directives, regulations, decisions) and the jurisprudence of the Court of Justice of the EU, it provides an overview of the main characteristics of EU law such as primacy, direct effect and state liability.

By the end of this module you will have a solid understanding of the specificity of the EU legal system, a comprehensive overview of rights conferred to individuals as well as obligations imposed on the Member States by EU law. The objective of the module is also to clarify the relation between EU law and national laws of the Member States.

	Igor Dizdarevic	€150	Self-study module	90 min.	visit the website
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The Infringement Procedure

This module provides a thorough and practical analysis of the infringement procedure, established in Articles 258-260 of the Treaty on the Functioning of the European Union, as the most important enforcement mechanism that can be applied by the Commission against a Member State whenever it is of the opinion that the Member State is in breach of its obligations under European Union law.

By the end of this module you will have a practical insight into the procedure, which will illustrate how to intervene in the different phases and how to maximise the influence of the respective roles you perform in it.

	Juan Diego Ramírez-Cárdenas Díaz	€150	Self-study module	60 min.	visit the website
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Implementing the European Structural and Investment Funds Regulations, 2014-2020

In this seminar you will discuss the key elements of the Structural and Cohesion Funds Regulations for the 2014-2020 period (and therefore much of the regulations affecting European Agricultural Fund for Rural Development (EAFRD) and European Maritime and Fisheries Fund (EMFF)). You will examine practical challenges relating to the implementation of the new operational programmes, in particular on how the rules have changed from the last programming period, under three headings: 1) programme finance and management 2) financial management and 3) financial control and audit. By the end of the seminar, you will have a clear understanding of:

- the rules for the new programming period;
- how the challenges for implementation are being addressed;
- detailed management procedures and best practices for implementation;
- the use of tools to measure the effects of interventions.

	Marco Lopriore	€995* / €1100**	Warsaw (PL)	2 days	visit the website
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Making ESF a Success in 2014-2020: Challenges and Best Practice in Programme Management, Monitoring and Evaluation

This course will help you to make programmes under the European Social Fund (ESF) more effective on the ground, taking into account the challenges now facing the ESF. You will focus on the key elements of ESF programme implementation:

- targeting and project selection;
- achieving results;
- financial management and control;
- monitoring, and evaluating priorities and actions.

At the end of the seminar you will have looked closely at how to apply ESF rules, principles and procedures and at how to develop good practice in implementation of ESF programmes and projects.

	Marco Lopriore	€995* / €1100**	Vienna (AT)	2 days	visit the website
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Good Practice for Implementing Structural Funds Programmes, 2014-2020: Generating Good Projects and Ensuring Results Orientation

This course focuses on key implementation issues for new programmes and looks at how good projects can successfully deliver results. You will examine the use of the project pipeline model as a means to identify a range of typical implementation issues for programmes. EIPA experts will provide answers to the question: 'how do we produce a constant flow of high quality projects and ensure that the new programmes produce the results they plan to achieve?' You will examine:

- the lessons learnt from implementing ERDF, ESF and Cohesion Fund programmes and projects;
- common issues for business development initiatives and the particular question of how Structural Funds operations can be linked to Horizon 2020, the new EU framework programme for research and development;
- the challenges for the European Social Fund in relation to the unemployed, low skills, social inclusion and deprivation.

	Marco Lopriore	€995* / €1100**	Vienna (AT)	2 days	visit the website
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Delivering Better Results and Making Greater Use of Simplification in ESI Funds

This course will help you introduce simplification into your European Structural and Investment Funds (ESIF) programmes and look at how ESIF projects can successfully deliver programme results also in light of the latest Omnibus Regulation. You will understand how to build and implement Simplified Cost Options (SCOs) such as lump sums, flat rates, and standard unit costs, as well as more advanced options such as Article 14 (1) of ESF and Joint Action Plans (JAPs).

EIPA experts will share best practices of in ESIF management structures and in simplifying procedures (wider use of public procurement, global grants, vouchers) as well as in developing synergies between EU funds.

	Marco Lopriore	€995* / €1100**	Brussels (BE)	2 days	visit the website
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Financial Management and Control of EU Structural and Investment Funds

This set of training courses helps you understand the essentials of financial management of Operational Programmes under ESI Funds in the 2014-2020 period. The core of the courses consists of detailed discussion of:

- interim payments;
- the new eligibility of expenditure rules;
- financial planning and addressing n+3;
- financial control and audit;
- Simplified Cost Options.

The course will be offered in three versions during 2017. Each of these has a different specific emphasis in addition to the core elements. You can choose which of these three versions is most suited to your particular needs:

- ESI and compliance with public procurement;
- financial management and control of programmes under ESI;
- audit of ESI funds.

		Martin Unfried/Marco Lopriore	€900* / €1000**	Maastricht (NL)	2 days	visit the website
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2-Stage Seminar: Evaluation and Monitoring of EU Structural and Cohesion Funds Programmes, 2014-2020

This course will look at the new Evaluation and Monitoring framework for 2014-2020, as well as covering the fundamentals of evaluation. EIPA experts and European Commission officials will explain the essentials of the Evaluation Cycle, evaluation terminology and concepts, monitoring and reporting tasks as well as Evaluation Plans. You will discuss the implications of the new emphasis on results orientation for evaluation and monitoring in the 2014-2020 programming period. The course will explain the quantification of programmes using result and output indicators for projects and programmes and you will do exercises on indicators, project appraisal and job creation.

	Marco Lopriore	€1275* / €1415**	Maastricht (NL)	3 days	visit the website
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Internal, External and Performance Audit of EU-Funded Programmes and Projects

This practical workshop gives you a detailed understanding of the practical aspects of control (external and internal) and audit of EU Funds in the programming period 2014-2020, as well as of the audit experiences from closing programmes 2007-2013. The unique feature of the course is that it combines the experience of audit experts from the public sector, the EU Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF). After the presentations, you will work with ECA experts on practical case studies concerning:

- an audit of public procurement;
- an audit of state aid;
- a performance audit.

	Dr Iwona Karwot	€999* / €1110**	Barcelona (ES)	3 days	visit the website
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Performance Auditing of EU Co-Funded Investments carried out by the European Court of Auditors

The new legal framework 2014-2020 aims to be a more results-oriented spending framework, which is why performance and results are the new key words. This Performance Auditing course assesses the results and outcomes of EU Cohesion Policy spending using the concepts of economy, efficiency and effectiveness to conclude whether or not the EU funds provide value for money.

This practical course includes the unique feature of providing insight into how the European Court of Auditors plans, prepares and implements its audit assignments, covering real audit case studies and experiences of the Court's teams. In small groups you will practice all aspects of each stage of the performance audit process, with guidance from ECA experts.

	Dr Iwona Karwot	€995* / €1100**	Rome (IT)	2 days	visit the website
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Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How? New CBA Guide 2014-2020

Cost-Benefit Analysis (CBA) remains one of the most important requirements for all investment projects eligible for EU funds in the programming period 2014-2020. This course covers all essential aspects of CBA in 2014-2020 in line with the European Commission's Guide to Cost-Benefit Analysis published in December 2014. It includes presentations by representatives of the European Commission, as well as experts from JASPERS (the lead author of the New CBA Guide) and an expert from the European Court of Auditors. You will learn:

- why CBA is such an important tool, not only for beneficiaries of EU funds (key element of feasibility studies), but also for national and regional administrations as the managing authorities of EU co-financed programmes;
- how to prepare and assess CBAs;
- how the European Court of Auditors audits CBAs.

	Dr Iwona Karwot	€999* / €1110**	Barcelona (ES)	3 days	visit the website
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Cost-Benefit Analysis (CBA) of EU-Financed Projects: Advanced Course

This intensive course explains in a very practical, detailed and comprehensive way how to perform each element of CBA (financial, economic, sensitivity and risk analysis) for projects eligible for EU funds in different sectors, with a special focus on typical benefits and the most used techniques to evaluate them in the programming period 2014-2020. You will practice in small groups:

- how to review the quality of CBA of projects from different sectors;
- how to report their results;
- how to adjust the project to improve the quality of the CBA and make it desirable for the EU co-financing.

	Dr Iwona Karwot	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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European Territorial Cooperation: How to Build a Successful European Partnership for the Better Use of EU Funds

This course provides a thorough knowledge of all accessible financial and legal instruments for territorial cooperation in the programming period 2014-2020, as well as the rules that apply to joint programmes and projects, the use of best practices and how to avoid mistakes. It also helps to build a territorial cooperation network between you and the other participants to support future joint projects and the exchange of practical experiences. You will learn:

- about best practices of joint EU co-financed projects implemented in the previous programming periods in different Member States;
- how to build the best possible partnership for a very successful EU project;
- how to be successful during negotiations in the consortium built for a joint project during our practical workshop;
- best practices of joint projects: one-day visit to successful projects.

	Dr Iwona Karwot	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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Sound Management of EU Funds for Renewable Energy Projects

The 2014-2020 multiannual framework offers a wide range of funding possibilities to facilitate compliance with the Renewable Energy (RE) Directive. This course focuses on how to use the possibilities available within European Regional Development Fund (ERDF) and Cohesion Fund (CF) for renewable energy projects. By reviewing the different phases of project management, we will set out the dos and don'ts with reference to real case examples. You will learn:

- how to write a successful proposal, handling the intermediate and final phases of a project;
- how to prepare for audits and learn how to avoid errors in financial reporting.

	Gracia Vara Arribas	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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Technical Assistance and Active Learning: How to Select and Develop a Convincing Project Strategy for EU Funding: Dos and Don'ts

With 10 years of training experience and having equipped 1000 participants across Europe with the necessary skills to develop successful proposals for EU grants, this seminar is one of EIPA Barcelona's flagship activities. It addresses all relevant aspects for developing added-value projects, convincing proposals or bids for EU funds and their territory. You will:

- learn about the main EU supportive actions and 'key rules of the game';
- be better prepared to compete in the EU funding arena (dos and don'ts);
- experience in two interactive exercises the real world of project development, selection and execution.

Bring your own draft proposals and take advantage of the opportunity to receive individual feedback from experts in tailor-made technical assistance sessions!

	Alexander Heichlinger	€999* / €1110**	Barcelona (ES)	2 days	visit the website
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Sector Reform Contracts and Performance Indicators

This course will help you to design Sector Reform Contracts and, in particular, indicators for variable tranches, which are a precondition for releasing funds under EU Sector Budget Support (SBS). Our experts will explain the methodology to be used and how the EU Commission assesses these documents. Through practical case studies an interactive practical exercise, you will be able to:

- increase your knowledge about Sector Budget Support and understand the motivations of the EU for increasingly channeling funds through Sector Budget Support;
- get a better understanding of the methodology for designing Sector Reform Contracts;
- increase your practical skills in drafting Sector Reform Contracts and, in particular, designing indicators for variable tranches.

	Wolfgang Koeth	€900* / €1000**	Maastricht (NL)	2 days	visit the website
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Project Management Academy: From Theory to Practice in 4 Steps

This highly practical course presents the essential elements of modern and effective project management, including current trends, techniques, tools and best practices, which you need in order to provide a complete project management training programme. It will help you as a project manager, desk officer or official of public, private and international organisations, NGOs and universities to:

- improve the quality project planning and project organising;
- secure, monitor and manage the necessary resources;
- deliver specific project goals and objectives in an effective and efficient way.

	Cristiana Turchetti	€1510* / €1675**	Maastricht (NL)	5 days	visit the website
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Mastering Theory-Based Impact Evaluation

This seminar aims to improve the quality of projects undertaken by shifting emphasis in evaluation to what tested intervention theories tell us about which types of intervention are more likely to work. If you design or finance projects, it will help you to assess:

- when theory-based impact evaluation might be a better alternative to counter-factual impact evaluation;
- how theory-based impact evaluation can be applied to maximise the benefits of using it.

	Michael Burnett	€900* / €1000**	Maastricht (NL)	2 days	visit the website
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Capacity-Building in Impact Evaluation: Counterfactual and Theory-based Approaches

This seminar will boost your capacity to design, manage and monitor evaluations. The main aim is not to train you to be an evaluator, but to put you in a position to manage evaluations and understand the basics of certain tools. You will:

- gain a deeper understanding of two groups of approaches and improve your skills in the design and monitoring of evaluations through a combination of lectures and workshops;
- receive coaching and advice from our evaluation experts on your practical evaluation projects.

	Gracia Vara Arribas	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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The Common Assessment Framework: The Reference Model for Total Quality Management in the Public Sector

The CAF is a Total Quality Management (TQM) tool specifically designed for the public sector, starting with a self-assessment of its organisational performance and leading to an effective improvement plan that brings the organisation step-by-step to the maturity level of excellence. At the end of this training course, you should have a clear understanding of:

- the concepts of TQM and their integration in the CAF 2013 model;
- how to use the CAF for self-assessment;
- how to formulate and prioritise improvement actions.

	Patrick Staes & Nick Thijs	€1089* / €1210**	Barcelona (ES)	3 days	visit the website
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Public Sector Innovation Lab: Innovation Updates, Business Cases and Practical Tools

This PSI 'lab' will pave the way towards more strategic and systematic approaches to innovation. It will build on current trends, including the reform potential of digital technologies, leading-edge methodologies such as behavioural insights, co-creation and design-thinking for innovative policy-making and improved public services as well as the building of local innovation systems and their management. You will:

- actively apply and become familiar with a variety of leading practical innovation methodologies, and gain inspiration and tools that can be applied to your own national, regional or local contexts;
- learn from first-hand examples of public sector innovation drawn from various sources such as EIPA's [European Public Sector Award \(EPSA\)](#) or the [EC's Toolbox for Quality of Public Administration](#);
- acquire from two interactive workshops the skills and tools to formulate challenges, co-create and co-design new services, draft an innovation agenda, and ultimately learn how to develop successful innovation projects ready to be launched.

	Alexander Heichlinger	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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Improving Public Sector Performance in the 21st Century

This seminar challenges conventional thinking about managing public sector performance, including current methods of setting objectives, Key Performance Indicators (KPIs) and targets and managing performance. After the seminar, you will better understand:

- mistakes often made in setting KPIs and targets, and using them to manage performance;
- how public sector bodies can improve performance by the way they set KPIs and targets for them;
- how KPI outcomes should be used to improve future performance.

	Michael Burnett	€900* / €1000**	Maastricht (NL)	2 days	visit the website
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Managing and Leading the Civil Service: Knowledge Management and Knowledge Transfer in the 21st Century

Baby boomers are now reaching retirement age in record numbers. We need to do everything we can to bring the next generation of government leaders on board, and to ensure that the expert knowledge of the actual managers is preserved. This seminar will present the best Knowledge Management (KM) practices in Europe and demonstrate how to ensure a real transfer of knowledge. You will therefore:

- discuss the stages of development of a conceptual KM framework, building up strategies and plans for implementing it;
- learn best practices from real examples;
- design training and intervention programmes for efficient knowledge transfer between generations.

	Gracia Vara Arribas	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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*** interpretation to Spanish

Annual Forum on Leadership and Governance in a Multilevel Europe

At a time when local governance is fundamentally changing, national and local governments have to redefine their role and functions, with a greater focus on digital innovation and citizen engagement in order to maximise 'local knowledge'. Good leadership matters more now than ever. This Forum will boost your knowledge and skills and help you exercise leadership in the highly complex public environment. You will learn to:

- detect the key challenges for your own administration, working with the principles of good governance;
- list priority areas suitable for change, maximise the potential of your HR management, work with targets, improve partnerships, and develop networking skills.

	Gracia Vara Arribas	€1230* / €1365**	Barcelona (ES)	4 days	visit the website
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Boosting Future Skills for Job Creation and Employability

Investing in human capital is one of the essential factors for economic growth, prosperity and social cohesion. Nevertheless, Europe is facing an increasing risk of investment gaps in human capital and skills development. This seminar addresses the development of effective present and future skills strategies and policies. You will:

- acquire the necessary expertise to develop successful multi-stakeholder partnerships/skills alliances;
- gain insight and inspiration from real cases in equipping young adults with the right future skills;
- learn about skills forecasting and the design of skills strategies.

	Alexander Heichlinger	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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The European Professional Card

Since 18 January 2016, pharmacists, physiotherapists, nurses, mountain guides and real estate agents have been able to apply for a European Professional Card (EPC). If the application is not responded to within the deadline, recognition is granted tacitly. This course will help you understand the requirements for compliance with the EPC. You will:

- gain a better understanding of the concept and rules of procedure;
- be informed about the consequences of the EPC for the competent authorities;
- benefit from an exchange of knowledge and practices.

	Gracia Vara Arribas	€900* / €1000**	Barcelona (ES)	2 days	visit the website
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Project Cycle Management (PCM): Corso online su come scrivere e gestire un progetto

Al termine del corso i partecipanti avranno acquisito un conoscenza base degli strumenti tecnici necessari per accedere ai finanziamenti comunitari e poterli gestire.

Il corso è destinato ad enti pubblici, imprese, università e organizzazioni non governative e liberi professionisti interessati a partecipare alla progettazione comunitaria.

	Cristiana Turchetti	€150	Self-study module	90 min.	visit the website
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*** only in Italian

Practical information

Participation

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 website. Unless stated differently, 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 has special price arrangements with hotels indicated. 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

For administrative reasons, you will be charged €150 for cancellations received within 15 days before the activity begins. There is no charge for qualified substitute participants. EIPA reserves the right to cancel the activity up to two weeks before the starting date. In that case, registration fees received will be fully reimbursed. EIPA accepts no responsibility for any costs incurred (travel, accommodation, etc.). The mention of a speaker's name in the programme does not commit EIPA. In case an announced speaker does not appear, EIPA will do its utmost to find a suitable replacement.

Personal data protection

Names and addresses of our customers will be part of EIPA's database and used for EIPA mailing purposes only. If you wish you can unsubscribe via the link in the mailing. If you encounter any problems you can contact: c.diemel@eipa.eu

EIPA's Data Protection Officer (DPO): Nicole Pletzers, n.pletzers@eipa.eu

Practical information

Discounts

EIPA offers its participants several types of discount. The applicable fees and type of discount are always indicated. Please tick the relevant box when registering for an EIPA training. You will automatically get an invoice stating the correct fee.

EIPA members' fee*

EIPA offers its members a reduced fee. This is available to all civil servants working for one of EIPA's member countries, and civil servants working for an EU institution, body or agency (*with exception of self-study modules*).

Who are the member countries?

Civil servants coming from the following EIPA member countries are entitled to get the reduced members' fee: AT, BE, BG, CY, CZ, DE, DK, ES, FI, FR, GR, HU, IE, IT, LT, LU, MT, NL, NO, PL, PT, SE, UK.

Regular fee**

For all other participants, the regular fee applies.

Early bird discount

For a limited number of training courses, EIPA offers an early bird discount. This is indicated clearly on the website. The early bird discount is always applied on the regular fee.

Please note discounts cannot be accumulated.

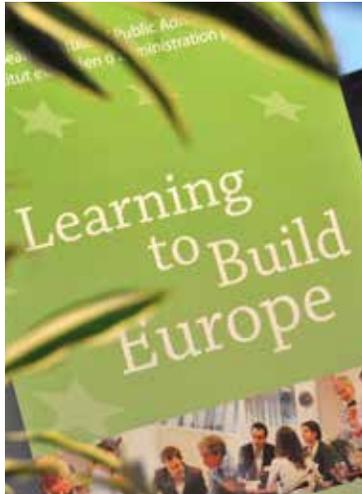
Language***

Most courses will be conducted in English. We can offer interpretation to and from a second language in the cases indicated if at least six participants request this in advance. Occasionally we provide a training *only* in an other language. This will be stated clearly.

General terms and conditions

For the general terms and conditions for the provision of services by EIPA, please check our website: www.eipa.eu (**About us - Legal notice**).

European Institute of Public Administration (EIPA)



www.eipa.eu



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