

Annual Report 2018

European Institute of Public Administration



Bridging theory and practice

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The European Commission
supports EIPA through
the European Union budget

From our Chairman, Guy Verhofstadt

Today, many legitimate concerns are being voiced about the stability and continuity of the European project. Internally, Brexit, populism and Euroscepticism are weakening our unity. Externally, our influence in the world is not getting stronger, and we are dealing with a European Union that is not functioning as it should be.





Guy Verhofstadt
Chairman of the Board of Governors

*“Let us be proud
to say ‘I am
a European’!”*

I may actually be the first and foremost Eurosceptic where the functioning of the European Union is concerned. I strongly believe that Europe needs reforms in order to survive. We have to build a Europe that is more efficient and democratic, with strong institutions and a capable public administration.

And to achieve all of this, we have to defend our European values. We cannot revert back to the nationalism and populist rhetoric of the last century. Instead, I believe that the protection of democracy has to be the foremost goal for the EU, both today and in the future.

But even faced with all these challenges I fully stand behind the vision of a united and strong Europe. My goal is to bring Europe forwards, and what continues to drive me is that amid Brexit and other anti-European movements, we see that citizens value their EU membership more and more.

So let's reform the European Union instead of destroying it!

I believe that EIPA plays an important role in this regard. Its task is to train the public administration of the European Union as well as those of the Member States so they can support the proper functioning of the EU in the best possible way. EIPA does this by means of an interactive, practice-based approach, giving participants the latest insights from public officials within the EU as well as in individual Member States. Most importantly, it provides a place where participants can network and exchange best practices with each other. And this is what Europe should be about: learning from each other and sharing experiences, so we can grow stronger together, instead of drifting apart.

A message from the Director-General

I am pleased to announce that 2018 was, once more, a good year for EIPA. We disseminated a great deal of knowledge on EU affairs to the public administration of the European Union as well as the Member States and beyond. We delivered a vast number of relevant and high-quality activities, with our own staff as well as with a range of external experts that work with us on a regular basis. Nearly 10 000 people participated in more than six hundred activities, resulting in close to 14 000 days of activities. I am very pleased with this achievement.

“Having been EIPA’s Director-General for nearly 12 years, I have seen Europe change a great deal”





Prof. Dr. Marga Pröhl
Director-General

*“We believe that
we constantly
need to innovate
the way we deliver
our activities”*

This turnout in participant numbers and activities is largely due to our contract activities, some of which are multi-annual framework contracts for the European Union, but also various individual activities for the Member States such as for the Foreign Ministry of Luxembourg. The EU remains our biggest client, followed by the Member States.

We note that the market for our open enrolment courses is becoming ever more challenging. Competition is growing steadily, and we have to continuously sharpen our profile and update our activities in order to be able to launch new activities and reach more participants. Nevertheless, our range of established courses was mostly very successful. What is even more important to us, our participants were very satisfied with the services we delivered, as confirmed by our internal evaluations as well as in our latest customer satisfaction review. People highly value that our training courses are practical, interactive and to the point. Participants especially appreciate that they can deepen their knowledge with our experts from diverse backgrounds while exchanging experiences with others from all over Europe. This is what makes our courses unique.

However, we saw a need to assure that EIPA's distinctiveness receives the recognition it deserves. This is why we worked on improving our marketing, in order to strengthen our visibility and enable an even greater dissemination of knowledge. One of the measures we took is to launch our new website at the beginning of the year. This will help to increase our visibility in the market in order to reach a wider range of participants, as well as better promote our activities. We also invested time in setting up an innovation project, which we will continue in 2019 and beyond. We believe that we constantly need to innovate – not only the content of our services, but also the way we deliver our activities. We are continuously working on our methodology, developing new best practices and training our own staff on new methods of delivery. We also researched how best to set up a new range of blended learning activities. From our experience we know that this process is costly, both in time and money. We also see that participants highly value the direct contact with our experts as well as learning and networking with each other. So we decided to take the time we need in order to come up with those blended learning solutions that will work for our clients and that are complementary to our current portfolio.

To conclude, I have to say that EIPA's mission has never been more relevant. Our services are still highly important for the EU institutions and the Member States alike, as the last year has shown once again. I would like to express my gratitude to our dedicated staff as well as all of our external experts for the excellent work they delivered. I have to thank all of our stakeholders and clients for once more putting their trust in us. Rest assured that we will continue to listen carefully to your wishes in order to develop those services that are needed to help the European public sector meet current as well as upcoming challenges. I hope you enjoy reading our Annual Report.

With best regards,
Prof. Dr Marga Pröhl
Director-General

Board of Governors

Situation 15 december 2018



Chairman
Mr Guy Verhofstadt
President of the
Group of the
Alliance of Liberals
and Democrats for
Europe (ALDE)
and former Prime
Minister of Belgium



Vice-Chair
Ms Liesbeth Spies
Mayor of Alphen
aan den Rijn and
former Dutch
Minister of the
Interior and
Kingdom Relations

Secretary-General
N.N.

Full members

Belgium

Mr Peter Vandenbruaene

Learning Solution Manager, Head of International
Relations, Manager Business Unit HRC
OFO-IFA/BOSA

Bulgaria

Mr Pavel Ivanov

Director
Institute of Public Administration

Czech Republic

Mr Josef Postránecký

Deputy Minister of the Interior for Public Administration
Ministry of the Interior of the Czech Republic

Denmark

Mr Poul Taankvist

Director General
Agency for the Modernisation of Public Administration
Ministry of Finance

Germany

Dr Alexander Eisvogel

Präsident
Bundesakademie für öffentliche Verwaltung

Greece

Mr Nikos Michalopoulos

General Director, General Directorate of Public
Organisations, Ministry of Administrative Reconstruction

Spain

N.N.

but represented by the substitute Board member:

Ms Fátima Mínguez, Adviser to the Management Support
Unit of INAP (Instituto Nacional de Administraciones
Públicas), MAP

Ms Natàlia Mas guix

Secretary for Foreign Action and EU
Department of Foreign Action, Institutional Relations
and Transparency
Generalitat de Catalunya

France

Mme Carine Soulay

Directrice, adjointe au directeur général de l'administration
et de la fonction publique (DGAFP)
Ministère de la Décentralisation et de la Fonction publique

Ireland

Mr Robert Watt

Secretary General
Department of Public Expenditure and Reform

Italy

Ms Maria Barilà

Head of the Department of Public Administration

Cyprus

Mr Marios Michaelides

Head of the Cyprus Academy of Public Administration (CAPA)
Public Administration and Personnel Department,
Ministry of Finance

Lithuania

Mr Paulius Skardžius

Director of the Public Governance Policy Department
Ministry of the Interior

Luxembourg

Mme Michèle Eisenbarth

Ambassadeur, Directrice des affaires européennes et des relations économiques internationales
Ministère des Affaires étrangères et européennes

Hungary

N.N.

but represented by the substitute Board member:

Dr Norbert Kis, Dean, Faculty of Science of Public Governance and Administration
National University of Public Service (NUPS)

Malta

Ms Joanna Genovese

Director Training and Development
Centre for Development, Research and Training

The Netherlands

N.N.

but represented by the substitute Board member:

Mr Frans Van Dongen, Program Manager, Ministry of the Interior and Kingdom Relations

The Netherlands (cont'd)

Mr Joost Flamand

Deputy Director for European Integration
Ministry of Foreign Affairs

Mr Ed Kronenburg

Ambassador of the Kingdom of the Netherlands in Beijing and former Secretary General of the Ministry of Foreign Affairs
Ministry of Foreign Affairs

Austria

Mag. Angelika Flatz

Head of Division III (Civil Service and Administrative Reform)
Federal Ministry of Civil Service and Sport

Poland

Ms Sylwia Ojdym

Deputy Director
National School of Public Administration (KSAP)

Portugal

Ms Joana Ramos

Director-General
Directorate-General for Administration and Public Employment (DGAEP)

Finland

Mr Juha Sarkio

Director-General
Personnel and Governance Policy Department
Office for the Government as Employer
Ministry of Finance

Sweden

N.N.

but represented by the substitute Board member:

Ms Karin Edin, Deputy Director, Division for State Administration
Ministry of Finance

United Kingdom

N.N.

Contact person: **Mr Rupert McNeil**, Chief People Officer, Cabinet Office

Third countries

Norway

Mr Asgeir Fløtre

Deputy Director-General
Department of ICT Policy and Public Sector Reform
Norwegian Ministry of Local Government and Modernisation





*“A very complete and professional
outlook on EU decision-making,
with a clear overview on
‘who is doing what’ within
the Brussels environment”*

Sandra Ferrari
Strategic Planning Directorate
Trenitalia

Our locations

Maastricht

9.237

Participant days

EIPA Maastricht, our headquarters, was founded in 1981 on the occasion of the first Maastricht European Council. For more than 35 years, we have been known as an established centre of excellence for European integration and the new challenges for public Management.

6.487

Participants

Our modern training facilities in the charming, yet vibrant city of Maastricht – at the heart of the Meuse – Rhine Euroregion are easily accessible from Brussels and other European areas. In Maastricht, we are organised around three topical clusters:

- EU Governance
- European Public Management
- European Policies

32

Training courses

415

Contract activities



Luxembourg

3.783

Participant days

Our Centre in Luxembourg, established under a convention signed in 1992 between the Government of the Grand Duchy of Luxembourg and EIPA, the European Centre for Judges and Lawyers has provided practice-oriented EIPA services related to the interpretation, transposition and application of EU law for more than 25 years.

2.627

Participants

The Centre's activities are developed and delivered by a resident team of experienced legal experts who provide training, consultancy and coaching services as well as comparative studies based on their in-depth knowledge of EU law and its incorporation into and enforcement under national law. Its activities concentrate on the legal professions as well as the EU institutions and the public administrations in the EU Member States and EFTA countries, in the applicant and candidate countries, in European Neighbourhood Policy and other third countries.

13

Training courses

138

Contract activities

Barcelona

923

Participant days

EIPA Barcelona was created in 1996 through an agreement between EIPA and the regional government of Catalonia. During more than twenty years, EIPA Barcelona has established itself as a training, research and consultative entity for regional and local authorities dealing with various elements of the European integration process. The Centre also has a long-standing role as a manager of EuroMed programmes, relating to the enhancement of public administrations in the Southern Mediterranean partner countries of the EU.

443

Participants

Our Centre in Barcelona focuses on three topics:

- Multilevel governance and EU legislation
- Regional and local public administration
- Regional development in the EU

12

Training courses

8

Contract activities

EIPA's activities in 2018

618
Activities

In 2018, we succeeded in implementing a substantial number of activities for participants from all over Europe and beyond, resulting in nearly 14 000 seminar days. While this is a very good outcome, it is lower than the results achieved last year and in previous record years.

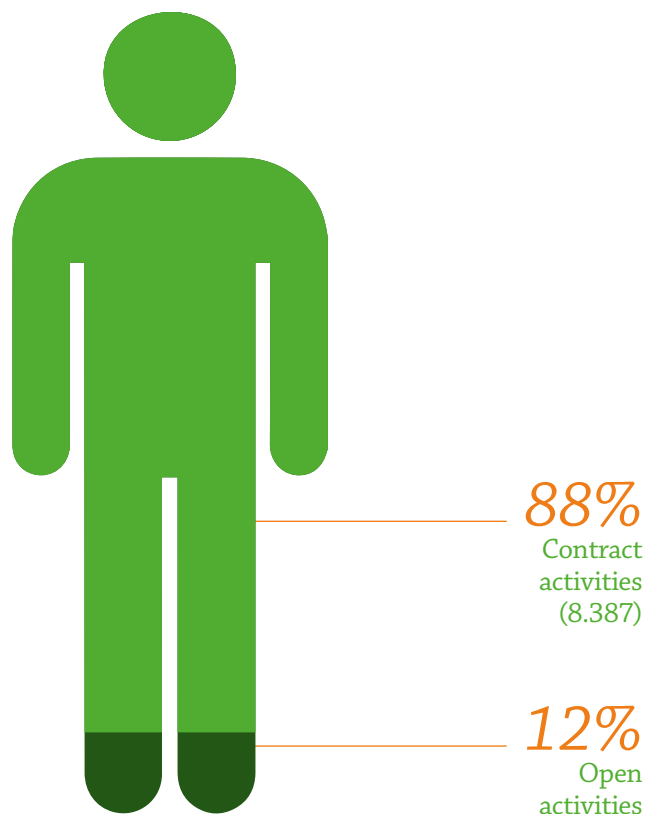
9.557
Participants

The vast majority of activities and participants are attributable to the contract activities that we implemented, mainly under our highly prestigious multi-annual framework contracts with the EU. The relative proportion of participants in open and contract activities is more or less in line with previous years.

13.942
Participant days

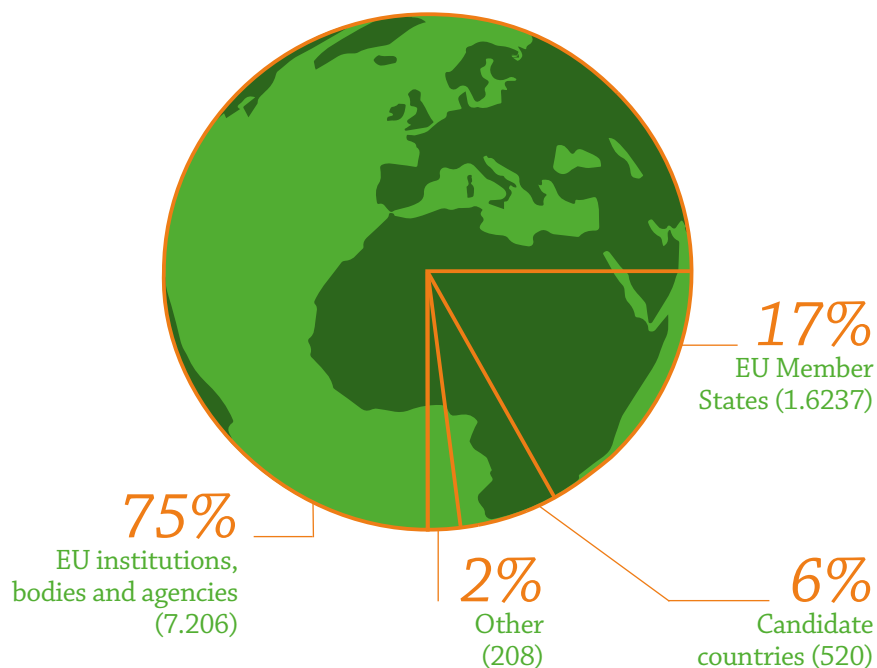
Percentage of participants in open and contract activities

As regards the origins of our participants, the EU and the EU Member States remain our biggest clients. However, the share of participants from the EU Institutions, bodies and agencies increased to 75% (compared to 59% in 2017). In contrast, the share of participants from Member States decreased to 17% (compared to 35% in 2017). The main reason for this change is due to the fact that we received less requests for incidental or large-scale contracts for EU Member States. Unlike earlier years, we also did not win a tender to set up a large presidency training for an EU Member State, which had a substantial influence on the number of participants from the Member States.

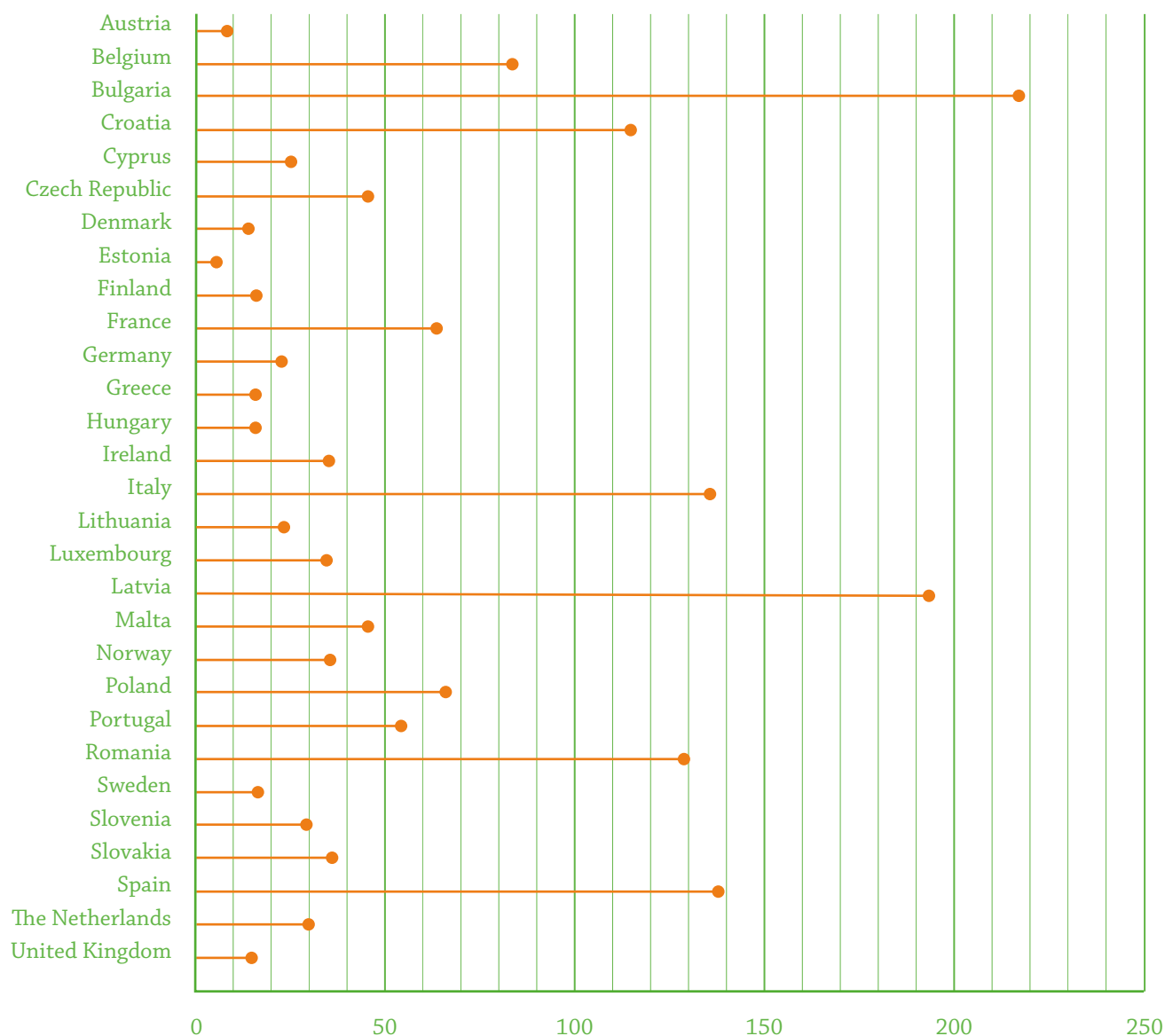


Percentage of participants in terms of origin

In 2018, the largest number of participants came from Bulgaria, followed by Latvia and Spain. Given that we did not implement a large presidency training for an EU Member State and that some of our regular, large-scale Italian contracts were reduced, no single country dominated the number of participants. As a matter of fact, the remaining number of participants from the various EU countries remained more or less stable compared with other years.



EU Member States (+ Norway) participants in terms of origin



Support from the European Commission and the Member States

EIPA receives financial support from its member countries and the European Commission. Besides these statutory contributions, the host countries of EIPA Luxembourg and EIPA Barcelona subsidise them financially, as well as contributing to housing and related costs. In addition, selected Member States also support the Institute by seconding staff members.

Contributions to basic costs

Through their annual contributions, EIPA's member countries, excluding the Netherlands, supported the Institute with an amount of ca. €1.6 million.

In 2018, the statutory contribution from the Netherlands amounted to ca. €0.7 million.

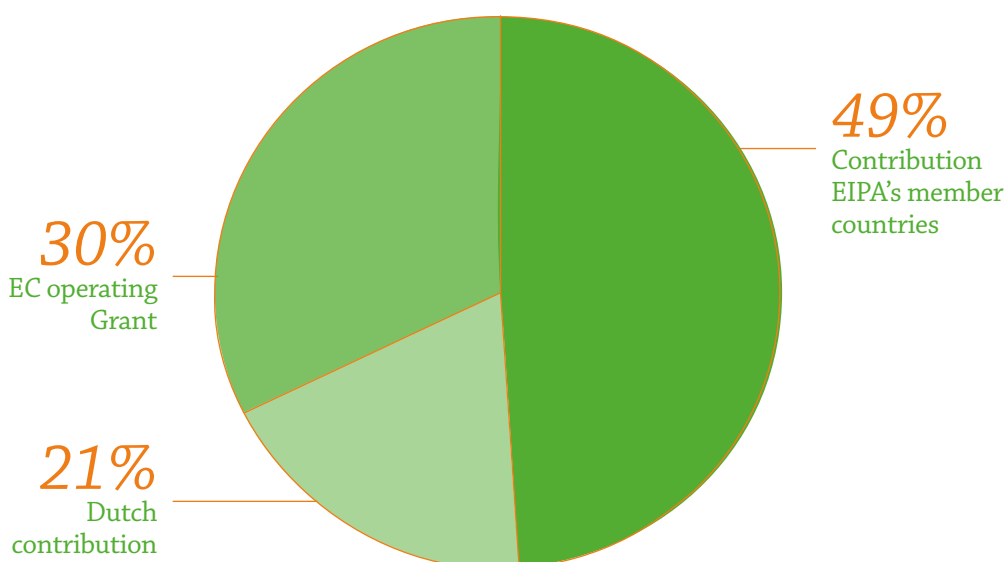
The amount from the European Commission is based on a yearly Operating Grant Agreement between the Directorate-General for Education and Culture and EIPA. In 2018, EIPA received ca. €1 million from the European Commission.

Subsidies

In 2018, the Luxembourg Government contributed to the overhead costs of EIPA Luxembourg. In addition, the costs for housing facilities and related costs for the Centre were also borne by the Luxembourg Government.

The Catalan Authorities contributed to the overhead costs of EIPA Barcelona, as well as part of the housing costs.

Contributions in 2018



Fourth customer satisfaction survey

We regularly commission CEDEO, the Dutch independent certifying body for the providers of training courses and other HR services, to conduct an extensive customer satisfaction survey. Both open and contract activities are part of these surveys, which see CEDEO canvass participants and contracting partners from all over Europe. The survey covers all conceivable issues relating to our activities, such as the quality of our lecturers, materials and the organisational part of the activities. In all surveys undertaken so far, our clients gave us very high scores on all fronts. Once more, all of the respondents said that they would recommend EIPA to a colleague and they would all consider purchasing another EIPA programme.

We are very pleased with this outcome, as it shows that we deliver the quality we aim for. After all, here, at EIPA, we strongly believe in continuously working on improving our quality, in order to deliver the best services to our customers.

These are some of the comments that we received in our last customer services.

On the course programme:

'For our most recent training course, we wanted to combine components from two standard training programmes and tailor them to our practical situation. Shortly after we contacted them, they came up with a proposal that combined those elements of the programme that were relevant for us.'

On our experts:


'EIPA uses top-level experts for our training programmes'. Another participant stated that 'The instructor is truly an expert and the collaboration was extremely smooth. Each expert has his own specialism and is aware of the political sensitivities in that field'

On our training materials:

'We are always sent the training materials well in advance. This is great, as it means that the participants have the opportunity to prepare themselves. In addition to the presentation, we are sometimes given sections of law, news reports or links to websites so that we can take a look at the subject beforehand.'

About the course implementation:

During the training programmes, the theory is covered in relation to practice and various methods are used to convey knowledge as effectively as possible. One of the respondents had this to say: 'The training course is based on a presentation, but all sorts of other methods are used in conjunction with it, such as case studies, group assignments and a workshop. This allows the participants to become actively engaged with the subject matter instead of just sitting and listening for the entire day.' Another respondent said: 'The training programme mainly consists of a presentation, but we also have discussions and do exercises. Practical examples are taken from law as well as cases that appear in the media. This makes the subject matter relevant.'

A close-up photograph of a person's hand holding a dark pen, poised to write on a document. The hand is resting on a desk with a laptop keyboard visible in the foreground. The background is blurred, showing more papers and a green plant. A semi-transparent green rectangular box is overlaid on the right side of the image, containing white text.

*“One important aspect has been
the possibility of networking with
colleagues from all over Europe
(EU institutions and the private sector)”*

Luca Furlotti
Information Management Specialist
Data Protection Coordinator
European Central Bank

Training courses

57
Open seminars

Our open enrolment training courses are the perfect example of how we bridge theory and practice when it comes to the latest developments and upcoming challenges in key areas of European affairs and public management. They offer participants from all over Europe the chance to get involved in practice-oriented discussions with leading experts and counterparts from other countries and institutions.

1.170
Participants

Our intensive, interactive training courses are short and succinct. Most aim to update participants' knowledge and deepen their understanding of the European environment in which they operate as well as the particular policy areas they need to master. Others provide an opportunity to acquire or upgrade skills. Our experts make systematic use of case studies, simulation exercises and working groups.

2.831
Seminar days

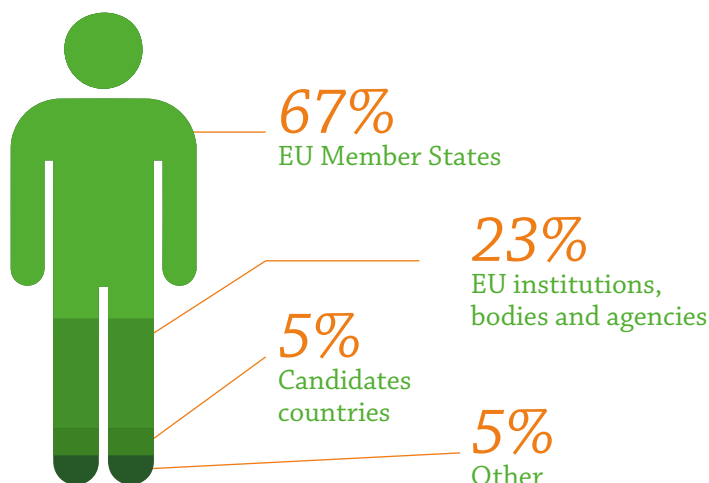
Once more, we could see that our participants really appreciate our multi-disciplinary learning methodology and the comparative approach that is a hallmark of our seminars. Just like in years gone by, the practice-oriented discussions with leading European experts from individual Members States as well as from the European Union bodies and institutions provided participants with an ideal opportunity to exchange experiences and learn from practices from different administrative systems.

In 2018, we once again organised a range of established and new open enrolment seminars in our core topical areas:

- EU Governance
- EU Policies
- European Public Management
- EU Law

Most of our open activities took place in our attractive headquarters in Maastricht as well as near our locations in Barcelona and Luxembourg. As in previous years, we regularly organised a range of training courses in Brussels as well as other attractive European locations, such as Dubrovnik, Vienna, Warsaw, Prague and Rome. In addition, we explore national markets by offering seminars in the national language, such as our seminars in Barcelona. We are always ready to adapt our activities to the needs of specific target groups in order to ensure that knowledge can be disseminated to an even wider public.

Ratio of participants in terms of training courses



Our training courses at a glance

EU Governance:

- Understanding EU Decision-Making: Principles, Procedures, Practice
- Working with Impact Assessment at the EU Level
- Understanding the EU Budget

EU Policies

Public Procurement

- Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice
- The Procurement Cycle and Practice
- Recent Developments in European Public Procurement and Case Law
- Seminario Europeo de Contratación Pública
- Come and learn about European Public Procurement, PPP/Private Finance and Concessions
- European Public Procurement, PPP/Private Finance and Concessions

Data Protection

- Data Protection Certification
- Data Protection Compliance in the EU: Advanced Training Course incl. certification
- The Essential GDPR Course for non-Data Protection Officers
- GDPR and How to Conduct a Data Protection Audit

EU Structural Funds/ESIF

- Implementing the European Structural and Investment Funds Regulations
- Implementation Lessons from EU Structural Funds programmes 2014-2020 and the Draft New Regulations for 2021-2027
- Programme Performance and Implementation of the EU Structural Funds Regulations, 2014-2020 - Results, Delivery Challenges, Programme Lessons, and the New OMNIBUS Regulation
- Financial Management of EU Structural and Investment Funds
- Financial Management and Control of EU Structural and Investment Funds: Management Verifications, the Audit Trail and the new Draft Regulations 2021-2027
- Evaluation and Monitoring of EU Structural and Cohesion Funds programmes, 2014-2020
- Combining ESIF and EFSI or not? Choices for EU Co-Funding Infrastructure and SME Support Operations
- Making ESF a Success in 2014-2020: Challenges and Best Practice in Programme Management, Monitoring and Evaluation
- Cost-Benefit Analysis (CBA) of EU-Financed Projects: 10th Anniversary Special Event
- Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How? - CBA Guide 2014-2020

- Cost-Benefit Analysis (CBA) of EU-Funded Projects: Advanced Course
- Internal, External and Performance Audit of EU-Funded Programmes and Projects
- Performance Auditing of EU Co-Funded Investments carried out by the European Court of Auditors
- Anti-Fraud and Audit of European Social Fund (ESF)

Others

- Capacity Building in Impact Evaluation: Counterfactual and Theory Based Approaches
- Learn How to Master Theory-Based Impact Evaluation
- Effective Preparation and Implementation of Twinning Projects

EU Public Management

- Knowledge Management in Public Sector Organisations: the Dos and Don'ts
- Competitive Dialogue and Negotiated Procedures Master Class
- Learning to Prepare Public Sector Budgets: What to Do and How to Do It
- Efficient Management of Public Sector Budgets and Services
- Learning to Manage Public Contracts - What to Do and How to Do It
- Improving Public Sector Performance in the 21st Century
- Ensure Better Performance Management and High Quality Services for Citizens

EU Law

- EU Law for Non-Lawyers
- EU Law for Non-Lawyers – Advanced
- EU Financial Services for non-Lawyers
- European Union Civil Service Law
- Recent Trends in the Case Law of the Court of Justice of the European Union
- Introduction to EU Asylum and Migration Law
- Free Movement of Persons
- A Practical Guide to the Infringement Procedure: How to respond to Commission investigations and avoid Court Cases
- How to Litigate before the Court of Justice of the European Union
- How to Plead Successfully before the CJEU - Advanced Course on the Annulment Action and Pleading Skills
- Intersections of Fundamental Rights Protection and the Application of the European Arrest Warrant
- Collecting evidence in criminal matters
- A Practical Guide to EU Law Approximation for Candidate Countries



“The fantastic line-up of practitioners from both the EU institutions and the Member States complemented the theoretical part of the course and provided an excellent opportunity for us to discuss more complex matters. This was time well spent!”



Data protection

The European Union's General Data Protection Regulation (GDPR) entered into force on 25 May 2018. Since then, statistics collected from several EU countries show that Data Protection Authorities in EU Member States have received thousands of complaints and breach notifications. A first large fine has already been imposed: 50 million EUR, imposed by the French data watchdog on Google for violating the GDPR.

“A really great course with varied presenters from across the spectrum of Data Protection.”

Paul Brett

Information Management Specialist
European Central Bank

According to data published by the EU Commission, a total of 41 502 data breach notifications have been submitted across the EU between 25 May 2018 and 28 January 2019.

It is the responsibility of the national administrations to support regional and local administrations in preparing for the requirements of the GDPR. This demands an abundant knowledge of the Regulation as well as awareness among public officials and trained, certified Data Protection Officers. These past months have confirmed that the GDPR is not merely a set of general principles and empty promises, but a practical and widely used tool for safeguarding citizens' rights to data protection.

In 2018, EIPA offered certified training courses for Data Protection Officers (DPOs) in cooperation with the European Data Protection Network and supported by the European Data Protection Supervisor. We have certified more than 70 DPOs around Europe. We also found it essential to offer a basic course on GDPR for anyone who works with data on a daily basis but does not have prior knowledge of the GDPR and has no need to become a DPO. Moreover, we supported

Cristiana Turchetti



our stakeholders on Data Protection Auditing and organised additional training sessions that provided participants with the necessary insights and techniques to successfully plan and execute an audit for the organisation's compliance with the GDPR.

Our courses are specifically designed to provide participants with the required knowledge, explaining theory and regulations by using practical examples, comparative case studies, pragmatic implementation and a peer-to-peer approach. Our data protection courses are not designed to form the conclusion of a learning journey – they are only the beginning. We offer a forum for knowledge exchange and a sense of belonging to a community of professionals who continue to work together long after they leave our Institute. This is also possible thanks to our speakers, who not only contribute and support the seminar but are actively involved in EIPA's data protection family.

We are proud to be the only training provider that can share the experience, knowledge and professionalism of high-level experts and EU DPOs from the EU Commission, Council of Europe, European Parliament, Eurojust and Europol.

In 2019, to better assist Member State and EU Institutions, bodies and agencies, EIPA is heavily committed to pursuing its mission to provide the right services for professionals across Europe, so that they can learn how to deal with the specific needs and challenges brought by the GDPR.

As well as offering our updated, improved and specific training courses portfolio, our ambition in 2019 is to build and develop a strong network amongst our certified Data Protection Officers and data protection experts working in Europe.

Daniel Drewer
(Data Protection Officer and Head
of the Data Protection Unit at Europol)



7th Annual Civil Service Law Conference

In 2012, EIPA's European Centre for Judges and Lawyers (ECJL) held an inaugural conference in Brussels devoted to the European Union civil service law. The line-up of speakers included the greatest experts in the field: law professors, judges at the Civil Service Tribunal, representatives of the General Court of the EU, Heads of Legal Services of the EU institutions and selected agencies and leading lawyers practicing in this area of EU law. The event was a great success and attracted all kinds of stakeholders: from officials of the Legal Services of the European institutions, agencies and bodies and activists of the trade unions to officials working in human resource management and other EU affairs managers and professionals.

The success of this first conference highlighted the need for a neutral platform where representatives of the European judiciary, lawyers representing the interests of the EU institutions' services and lawyers representing the interests of individual civil servants could meet and debate in an unbiased, honest and open environment. EIPA clearly delivered on that premise as the conference has been organised annually ever since, each time attracting a large number of participants. Over recent years, the event venue has alternated between Brussels and Luxembourg.

Haris Tagaras, Professor of European Law (Panteion University of Athens)



*“Meet and debate
in an unbiased,
honest and open
environment”*

In 2018 the leading experts in the field gathered in Brussels once again to discuss topical developments whilst collating the practitioners' points of view in the field of both substantive and procedural EU civil service law at the 7th annual EIPA conference. More than 60 people attended this event.

As usual, a considerable proportion of the debate related to recent case law of the General Court (now competent to hear civil service disputes following the dissolution of the Civil Service Tribunal). While litigation remains the most important tool in the resolution of conflicts between officials and their respective employers, one session was specifically devoted to an extrajudicial method – amicable settlement. Other topical issues such as the protection of whistle-blowers, compliance with data protection laws and multiple issues surrounding the question of officials' remunerations were the subject of individual presentations followed by question and answer session. **The participants clearly appreciated the illustration of the theory by the personal experiences of the practitioners present.**

EIPA will continue to provide a platform for constructive discussions on the trends and developments in the field of law, which is of vital interest to many civil servants, contractual and temporary agents and other staff members of the EU administrative apparatus. The 8th annual conference will take place in Luxembourg on 14-15 November 2019.

Tomasz Kramer



Contract activities

561
Contract activities

8.387
Participants

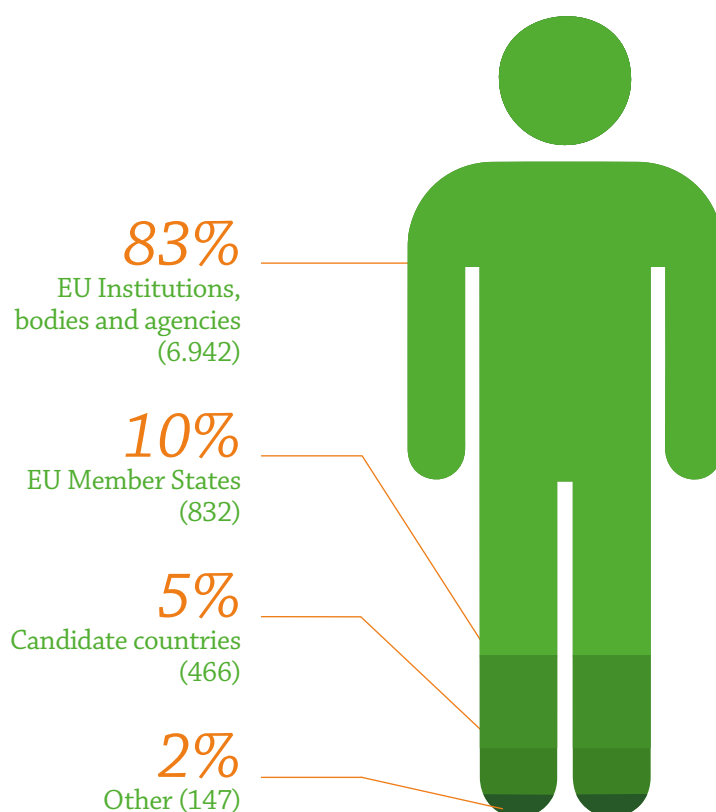
11.111
Seminar days


In 2018, we offered and hosted more than 550 contract activities, enabling us to reach a wide audience not only at the EU Institutions, bodies and agencies, but also in the EU Member States, candidate countries and other countries. We are pleased that our services were once again requested by such distinguished partners and that we implemented an extensive range of activities.

An important aspect in developing our contract activities is that we have an in-depth discussion of our clients' specific requirements as early as the preparatory stage, so we can develop a programme that is tailored to their individual needs. This approach is clearly appreciated: 'It's a fantastic organisation to work with. They take the time to listen carefully to what we expect from the training programme. The instructor usually comes to visit us to find out exactly what our training needs are.'

On the following pages, you will find a selection of deliverables that give you an idea of the various types of services we provided in 2018: for the public administrations of the European Union or targeted towards a specific group of clients, in this case the national judiciary or local governments. Afterwards, we present you with a list of our contracting partners in the last year.

Percentage of participants in terms of contract activities in 2016



A photograph of two men in business attire. The man on the right is standing, wearing a dark blue suit, a light blue shirt, and black-rimmed glasses. He has a short beard and is looking down towards the other man. The man on the left is seated or leaning forward, wearing a dark suit and an orange tie. They are positioned in front of a brick wall and large glass windows. A semi-transparent green banner is overlaid across the middle of the image, containing white text.

*“We often provide specialised
expertise on an ad hoc basis”*

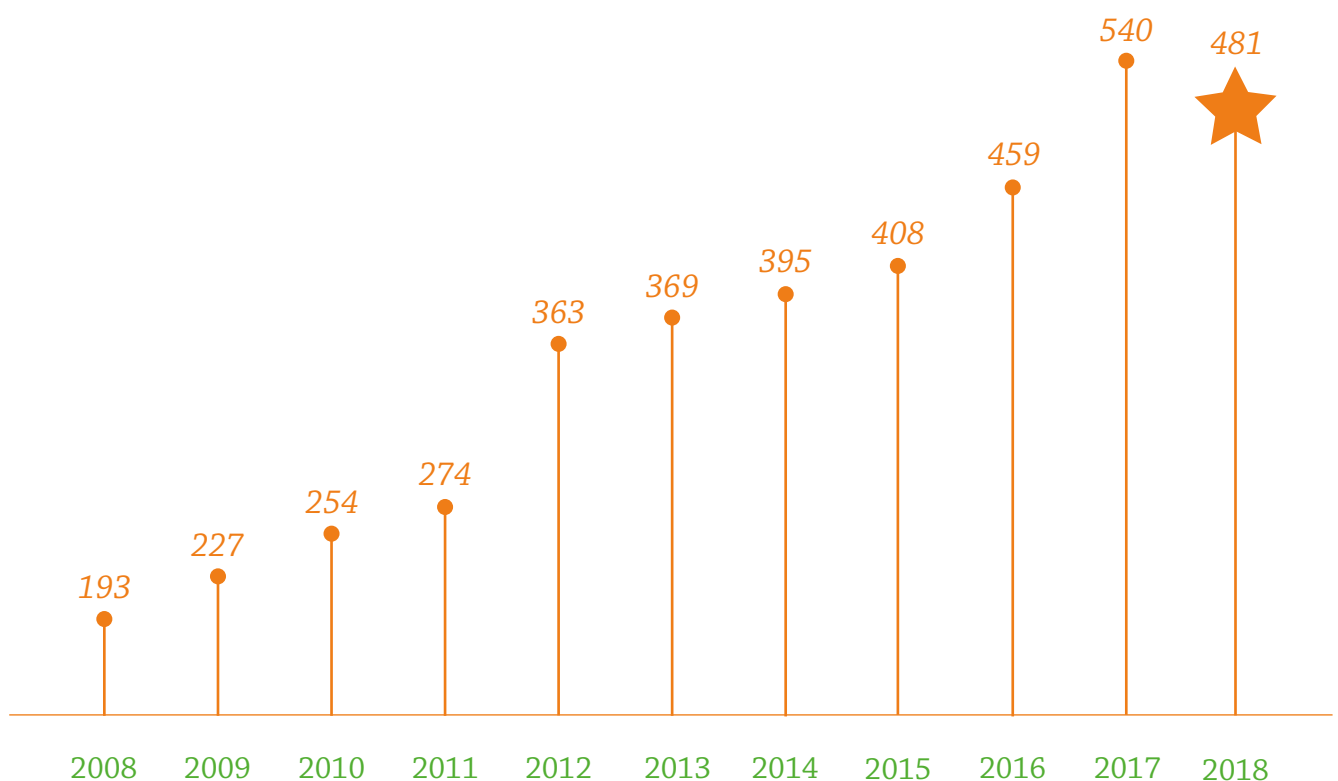
Services to the European Union

Multi-annual framework contracts with the EU

Since 2002, we have won four successive multiannual framework contracts for services to support learning and development of EU staff in the field of European and international affairs, governance and EU law. While we managed the first two on our own, the third and fourth were won by a consortium led by us together with the College of Europe and Lattanzio Learning. In 2016, we also won the framework contract on policy making and strategic management, in partnership with Capita Business Services.

The total number of activities delivered annually through these activities has grown constantly over the years. **In 2018 alone, we trained nearly 7,000 participants during 481 activities.**

Annual total number of activities organised by EIPA and consortium partners for the EU institutions, bodies and agencies, 2008-2018

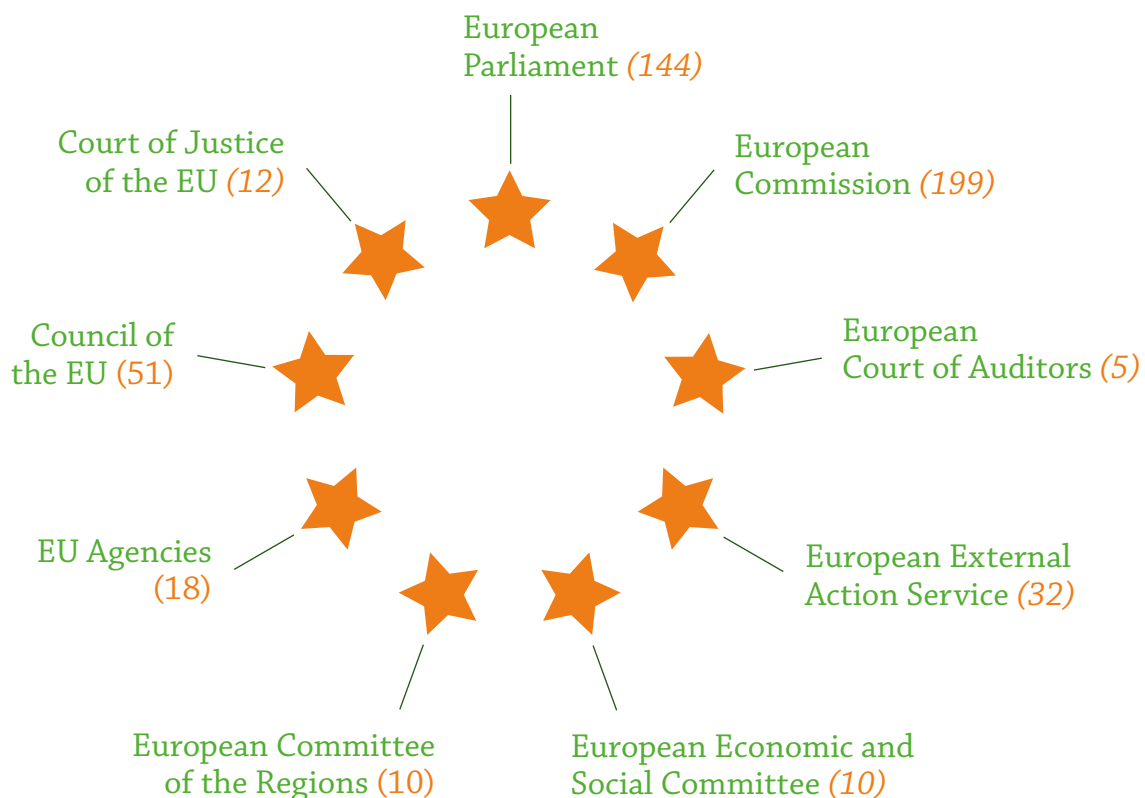


These contracts cover almost all the EU institutions, bodies and agencies. The main exception is the European Investment Bank, for which we deliver services separately. The European Commission and the European Parliament request the largest number of activities. In 2018, we also delivered services for the European External Action Service and the Council of the EU, as well as the European Committee of the Regions, the European Economic and Social Committee, the Court of Auditors, the Court of Justice and nine different EU Agencies.

We often provide specialised expertise on an ad hoc basis, although many of our courses form part of EU institutions' catalogues. We develop these in close consultation with the requesting authority. For example, our courses for the Commission are developed in collaboration with Commission officials and often draw on in-house expertise in their delivery, with a view to maximising the direct relevance of the activities for the work of the officials who participate.

The illustrative table below shows the main activities of this sort that we deliver on a regular basis for the Commission, Parliament and Council.

Number of activities organized by EIPA and consortium partners for the EU Institutions, bodies and agencies, 2018



Main series of activities delivered by our consortia, 2016-2018

European Commission

Secretariat-General

Ariane courses

Internal and interinstitutional procedures
Relations with the Council
Relations with the European Parliament
The ordinary legislative procedure
Delegated and implementing acts
EU decentralised agencies

Better Regulation courses

Better Regulation around the policy cycle
Subsidiarity analysis
Intervention logic
Impact assessment
Monitoring and indicators
Quantification and monetisation
Evaluation in the Commission

DG Human Resources

The European Semester
The politics of new economic governance
Introduction to microeconomics
Introduction to macroeconomics
The global financial crisis
The EU sovereign debt crisis

DG Joint Research Centre

The role of DG JRC in EU decision-making
Economics for non-economists

DG Research and Innovation

Economics for non-economists

DG Trade

WTO and international law

DG Translation

Asylum and migration policy

European Parliament

Drafting legislation
Working with legislative amendments
Better Regulation
Delegating and implementing acts
EU decision-making in the budgetary field
EU environmental law
EU law for non-lawyers
Economic governance in the EU
External action and the EP
Union policies in the EP
Citizenship of the EU
Judicial cooperation in criminal matters
Protocol and etiquette

Council of the EU

EU institutions and legal acts
EU law for non-lawyers
Delegated and implementing acts
EU financial services
Better Stats, Better Policy
Political thinking
Writing effective policy briefings
Delivering better oral briefings
Strategic foresight and scenario planning
Open Source Intelligence
Equal opportunities



We cover a range of specialised topics in international affairs for the EU. In the case of the European External Action Service (EEAS), for example, in 2018 these again included a range of themes such as radicalisation and counterterrorism, human rights, religion and foreign policy, public diplomacy, political analysis and reporting, as well as addressing the EU's relations with the United States, Russia and China, and the perspectives for the EU's global strategy as a whole.

Learning formats and methods

Most of the activities are face-to-face in format. Given the wide range of topics and the diversity of the groups of participants, there is considerable variety in the methodologies used. However, we always try to tailor the specific content to the particular concerns of the client. We make the greatest possible use of case studies, which we often elaborate jointly with the partner organisation; we include practical exercises and interactive elements and we incorporate structured discussion with internal experts and experienced officials.

E-learning under the framework contracts for the EU

We contributed to the content of new central learning portals in the EU institutions that offer greater flexibility and personalisation for staff learning. We are also discussing blended learning approaches with our partners and use new learning formats already.

The image is a composite of two photographs. The top photograph shows a building with a dark roof and several chimneys under a cloudy sky. The bottom photograph shows a building with a large glass facade reflecting the sky and surrounding environment. In front of the building is a courtyard with a gravel path, green hedges, and numerous European flags on poles. A semi-transparent green rectangular box is overlaid on the middle of the image, containing white text.

“One important aspect has been the possibility of networking with colleagues from all over Europe”



The European City Economic and Financial Governance (CEFG) Group

Entering its fifth anniversary year!

In 2018, for the fifth successive year, the **European City Economic and Financial Governance (CEFG) Group** continued to successfully disseminate knowledge and best practices and to strive for good governance and quality in **local public finance**.

Since its foundation through EIPA's Centre in Barcelona and the City of Barcelona in 2014, the CEFG Group has been functioning as a high-level partnership of senior city executives and chief financial officers who are supported through the active participation of the European Commission – Eurostat.





In 2018, the member cities examined and exchanged views and practices on two 'burning issues' during their ninth and tenth meetings:

1. **Luxembourg (at Eurostat's location), 5-6 April 2018** on 'The role of CEOs and CFOs in today's new complex city environment'
2. **Hamburg, 29-30 October 2018** on 'Good financial management principles and guidelines'

During the meeting in **Luxembourg**, which was hosted for the first time by the European Commission, it was highlighted that in order to drive reforms and to clarify and explain a project like EPSAS in a simple manner to all groups involved, there is a need for a common language between ICT, the CEO, and the CFO.

CFOs are the most important people with regard to the implementation of EPSAS as they should lead the implementation and forward the information to the Mayor. They can be seen as the main 'resellers' of financial information to politicians. However, they should be fully convinced about the costs and benefits of IPSAS/ EPSAS. It should also be specified to politicians that IPSAS/EPSAS is not a universal solution to everything.

At the **Hamburg** meeting, the different city cases clearly showed that good public financial management is contextual to economic, social environment, and fiscal rules. Cities should be able to adapt and develop resilience in both the short-term and the long-term, as crises may arise as a result of external factors, even against the backdrop of a sound financial situation. For the development of local resilience, it is crucial to involve politicians to a high degree and to make them understand and care about long-term financial implications.

In order to carry out local reforms and implement good financial management, a balance has to be struck between the process, the instruments, and **people** in order to achieve better results. The importance of cultural aspects when implementing good management should never be underestimated.

The CEEG Group, which has received the good news about the **City of Trondheim (NO)** joining as a new member, will continue its knowledge and practice exchanges in 2019 to further contribute to European local public sector management through showcasing strong local European experiences. Please consult www.ceeg.eu for more information or contact us at info@ceeg.eu.

Institutional capacity building

In August 2018, we completed the large-scale assignment entitled *Support for developing better country knowledge on public administration and institutional capacity building (EUropean Public Administration Country Knowledge – EUPACK)* which was commissioned by the European Commission's DG for Employment, Social Affairs & Inclusion. From 2016 onwards, we led this project in a consortium with the Hertie School of Governance and Ramboll Management Consulting.

The overall purpose of EUPACK was to enhance knowledge and understanding of the status and reform dynamics of public administration in the EU Member States and to contribute external support for improving its quality, with a view of better targeting EU support in this area in the future (post 2020).

In this context, good governance and the quality of public administrations are recognisably in the interests of the citizens and Europe's Member States in order to achieve best value from finite public funds and create a regulatory environment that promotes employment and growth. Worldwide, the evidence is irrefutable: economies with high productivity and high income per head but also countries with the highest quality of life and citizen satisfaction levels have highly effective and efficient government institutions.

With around 75 million employees, the public sector is Europe's biggest single 'industry,' employing around 25% of the workforce (around 16% in central government alone) and responsible for almost 50% of GDP (Source: Eurostat). Given its scale and scope, public administration – the organisation and management of publicly-funded resources – has enormous importance for the daily lives of citizens, but also the performance and prospects of businesses.

This was in fact the first time that the European Commission requested the development of this kind of consistent country and thematic overview of the characteristics of public administrations in all Member States. As is already known, the EU has no treaty-based specific competences in the administrative sphere or the field of reform initiatives undertaken in the MSs, but still has a strong interest and indirect impact on administrative practice and change efforts in the countries through the administrative standards set in the EU acquis, the transfer of best practices with EU financial instruments, the promotion of management practices of its own institutions, etc.

As a consequence, this study focused on the content, outcomes, and impact of reforms, with a view to better understanding the effects and effectiveness of the EU support approaches and initiatives that aim to enhance the quality of public administration in EU Member States.

After the initial analysis, both quantitative and qualitative, and the mapping of the administrative characteristics for each Member State, **a unique report was produced along with a very extensive collection of information which systematically described and compared key characteristics of public administration systems and their broader institutional context for all 28 EU Member States.** The results are available in the form of 28 country reports in addition to a publicly-available report entitled *A comparative overview of public administration characteristics and performance in EU28*.

<http://ec.europa.eu/social/BlobServlet?docId=19208&langId=en>

Subsequently, our consortium captured key reform dynamics in each Member State over time and thus examined the effects of specific reforms based on an analysis of selected reforms in each country as well as shedding light on the drivers of effective administrative reforms in the Member States.

Alex Heichlinger





The European Commission's work on this 'internal advice' continued in 2018. We finalised our assessment of the role and effect of external support for public administration reforms and capacity building in selected Member States in order to improve EU support in the next programming period (MFF 2021-2027). The purpose of the assignment was therefore both summative (Where did the money go? Was funding effectively used?) and formative (How can we improve target support in the future?)

On 22-23 March 2018, more than a hundred people – practitioners from the EU Member States, leading academics and experts, and representatives of think tanks and the European Commission – gathered in Brussels in a final conference entitled 'Quality of Public Administration: What have we learned, what can we do better' to explore in a participatory manner the various approaches to ultimately achieving outstanding public administration in Europe. The event was organised by the European Commission, through a collaboration of several services and directorates: the Structural Reform Support Service, DG Employment, DG DIGIT, DG CONNECT, DG Human Resources, and DG Research and Innovation. The EUPACK study provided the specific context for several more focused break-out sessions.

<https://ec.europa.eu/social/main.jsp?catId=88&eventId=1308&langId=en>

“As a consequence, this study focused on the content, outcomes, and impact of reforms”

‘What makes reforms happen and successful’ was the ‘Leit’ question in the final EUPACK report, its conclusions, and its recommendations. Despite some known limitations as well as a constant heterogeneity regarding the level of implementation of reform processes in the EU countries in addition to related obstacles such as low (or lower) ownership by some actors, the political reversal of PARs, and the change of direction with a new government, or even fatigue with such initiatives in some public sector systems, a common set of ‘ingredients’ and reform actions could be identified throughout our work. These ‘pearls of wisdom’ have been highlighted; if these ‘to dos’ are done, our European public administrations will maintain and/or convert themselves into the much sought-after world-class performing and top-level organisations.

EUPACK key findings presentation:

https://ec.europa.eu/social/main.jsp?pager.offset=0&advSearchKey=eupack&mode=advancedSubmit&catId=22&doc_submit=&policyArea=0&policyAreaSub=0&year=0

EUPACK conclusions and recommendations:

<https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8140&further-Pubs=yes>

Law services



Through the European Centre for Judges and Lawyers in Luxembourg, we provide both general as well as highly specialised training courses in the field of European Union law to a number of Member States as well as the European Union administration. The centre specialises in assisting clients and beneficiary partners in the transposition, interpretation, application and enforcement of EU law and jurisprudence, judicial and law enforcement co-operation as well as in the fields of comparative law, the administration and quality of justice and change management in judicial systems. Finally, the centre's in-house experts support national public administration and judicial training institutions in developing EU affairs curricula and also train national trainers on these curricula.



In 2018, examples of the services include the following:

Training modules for the French l'Inspection générale des affaires sociales (IGAS)

Having started with two pilot modules in 2017, EIPA's training modules have now become a regular feature of IGAS's initial training for newcomers as well as of the specialised continuous training offer for experienced inspectors. While two modules tend to be repeated from year to year (the 'EU legal and institutional frameworks' and the 'EU's social policy'), the topic of the third module will vary from year to year depending on needs.

For example, in 2018 the topic was the new Posted Workers Directive adopted in June 2018. The objective of the programme was to explain the background of the directive as well as the most important new provisions compared with the old 1996 directive, with a view to support IGAS's contribution to the national transposition of the Directive into French law as well as to prepare staff for the application of the new provisions.

Training-coaching sessions for the legal departments of EU agencies

Within the framework of Lot 1 contract with the EU Institutions, EIPA provides both traditional training for a broader audience and combined training-coaching sessions for select groups. As an example of the latter, EIPA Luxembourg continues to provide such sessions for the Legal Departments of various EU agencies on EU administrative law and the rights of the agency and litigation before the Court of Justice of the European Union. In some cases, the sessions are prepared and delivered by the EIPA training expert(s); in others, the client forwards specific questions related to ongoing cases in advance of the session in order to discuss and find solutions to identified problems.


EU law training curriculum for judges and prosecutors

EIPA Luxembourg has supported the Centre for Training in Judiciary and State Prosecution (JTC) in Montenegro since 2008 under various Conventions with the Luxembourg Ministry of Foreign and European Affairs in a number of ways. Resulting from an analysis of learning needs in the field of EU law, undertaken in 2014-2015 with the support of EIPA Luxembourg, our in-house experts assisted with the development of an EU law training curriculum for judges and prosecutors.

Based on the methodologies transferred to the JTC at that time, this training needs analysis exercise as well as the centre's training curriculum for judges and prosecutors are updated every year. In 2018, our experts continued to support the JTC by designing and delivering training for judges and prosecutors on topics set out in the said EU law training curriculum. Three two-day training programmes were delivered on a variety of topics such as:

- EU judicial cooperation in civil and commercial matters instruments: cross-border litigation procedures
- Cooperation between national courts and the Court of Justice of the European Union.
- The reference for a preliminary ruling
- Legal Requirements of the EU Enlargement Process





“The pluralism of both the lecturers’ and students’ backgrounds, accompanied with a novel blend of educational methods results in a truly unique Master programme”

Master of European Legal Studies **MELS Online**

In partnership with the Université de Lorraine in France, EIPA Luxembourg is offering a truly international Master programme that provides a comprehensive understanding of European law using an innovative teaching methodology: face-to-face lectures are combined with online tutorials and distance learning.

This programme has been developed with a particular student profile in mind – a student who may already have launched a professional career, but who still feels a thirst for knowledge and the need for professional development; a student who demands a thorough, yet flexible study programme.

The current promotion of MELS 2017 – 2019 started in September 2017 and will be finished in September 2019. The group consists of 17 students from all over Europe.

Programme about rapidly evolving European law

The Master of European Legal Studies is designed to achieve two principal aims: to provide an initial background to the fundamental issues underlying the European integration process and to offer progressive and increasing specialisation in the vast field of European law, with a view to enabling students to deal with legal questions in a practical way. The legal focus of the programme is on the broader ambit of European integration, also touching upon different economic and political aspects of the integration process and duly considering their legal and practical implications.

The first academic year provides the students with an introduction to the field of European studies. On that basis, the legal dimension of the process of European integration is progressively developed through substantial courses on the constitutional and legal system of the EU, the European Internal Market and the fundamental aspects of European economic law.

In the second academic year, after considering a number of other fundamental aspects within the legal core of the EU, and which originated as flanking policies to the Internal Market, attention shifts to the legal acquis already existing in other areas, including common foreign and security policy, the area of justice, freedom and security and human rights protection at EU level. The practical implementation of European law both at European and national level also features in the second year.

Innovative teaching methodology

The Master programme is taught by a multinational and highly experienced 'flying faculty' composed of staff members of EIPA, renowned academics from various universities and academic institutions, legal experts from the European institutions, as well as lawyers and judges. This variety of nationalities and professional backgrounds results in a challenging blend of teaching methods and learning techniques, broadening the participants' academic and practical understanding of the issues covered.

The MELS Online programme is based on a combination of various teaching methodologies. First, students attend face-to-face lectures and tutorials using various interactive education methods, such as group work, case studies, simulation exercises and problem-solving learning. These methods provides them with a unique opportunity to learn not only the theory, but to discover how the European law works in practice.



Second, face-to-face lectures are supplemented by online work, guided distance learning and self-study. A set of web-based learning tools such as audio-video tutorials, web-conference lectures, assignments and online tests are offered. By virtue of the 'Campus', MELS e-Learning platform, students regularly receive up-to-date learning material including extracts of legislation, case law and references to recommended literature designed to structure and supplement their study. These provide students with an excellent opportunity to broaden and deepen their knowledge of the law in the particular areas of their interest. Students are also able to participate in online interactive discussion fora, and can communicate with fellow students on various aspects related to the programme.

What our participants think about the MELS programme

“MELS Online courses are very engaging, challenging and stimulating learning experience. In addition to being flexible for persons already engaged in perusing a career, MELS Online provides opportunities to immerse and explore the EU law through legislation and case studies. It is organized for a limited number of selected students in a very friendly environment, with supportive and encouraging MELS team. It's highly recommended for those individuals who like to move forward.”

Ajla Ablaković

(Advisor, Directorate for European Integration of Bosnia and Herzegovina, MELS Promotion 2017-2019)

Our partners in 2018

European Institutions/Agencies and Bodies

- Committee of the Regions (CoR)
- Council of the European Union
- Education, Audiovisual and Culture Executive Agency (EACEA)
- Eurojust
- European Centre for the Development of Vocational Training (CEDEFOP)
- European Chemicals Agency (ECHA)
- European Commission (EC)
- European Court of Auditors (ECA)
- European Economic and Social Committee (EESC)
- European Environment Agency (EEA)
- European External Action Service (EEAS)
- European Investment Bank (EIB)
- European Parliament (EP)
- European Police Office (EUROPOL)
- European Railway Agency (ERA)
- European School of Administration (EUSA)
- Frontex
- Single Resolution Board (SRB)

Central Government's Ministries

- Committee of the Regions (CoR)
- Ministry of Foreign Affairs and European Integration of the Republic of Croatia (HR)
- Department of Public Expenditure and Reform (IE)
- Department for European Policy, Italian Presidency of the Council of Ministers (IT)
- Ministry of Foreign and European Affairs of Luxembourg (LU)
- Luxembourg Ministry of the Civil Service and of Administrative Reform of Luxembourg (LU)
- State Chancellery of the Republic of Latvia (LV)

National Agencies and Authorities

- National Agencies and Authorities
- Road Infrastructure Agency – RIA (BG)
- French General Inspectorate for Social Affairs – IGAS (FR)
- Italian Permanent National Committee for Microcredit (IT)
- The Supreme Court of Korea (KR)
- The Court Administration of the Republic of Latvia (LV)
- Netherlands Vehicle Authority – RDW (NL)

Regional/Federal/Local Authorities

- Municipality of Barcelona (ES)
- Municipality of Maastricht (NL)
- Braşov County Council (RO)

Public Administration Networks and Schools

- Training Institute of the Federal Administration – TIFA (BE)
- Bulgarian Institute of Public Administration - IPA (BG)
- Basque Institute of Public Administration - IVAP (ES)
- Canary Institute of Public Administration – ICAP (ES)
- Luxembourg National Institute of Public Administration - INAP (LU)

Universities

- University of Milan (IT)
- Institute for Transnational and Euregional cross border cooperation and Mobility (ITEM), University Maastricht University (NL)
- Maastricht University (NL)
- Nord University (NO)
- Norwegian University of Science and Technology - NTNU (NO)
- BMW Center for German and European Studies (CGES), Georgetown University (US)

International Organisations

- International Organisation of La Francophonie - OIF
- Regional Cooperation Council – RCC

Others

- Diplomatic Academy of Vienna (AT)
- Education Centre for the Utilities and Waste Management Sectors Ltd., Essen - BEW GmbH (DE)
- German Agency for International Cooperation - GIZ (DE)
- Barcelona Institute of International Studies – IBEI (ES)
- Institute of Advanced Studies – iASK (HU)
- OK Service Corporation (RO)

A blurred photograph of a group of people sitting around a table in a meeting or training session. They are looking towards the left side of the frame. The background is out of focus, showing some indoor plants and bright light sources.

“We are proud to be the only training provider that can share the experience, knowledge and professionalism of high-level experts”





EIPA's International Management and Staff

Management



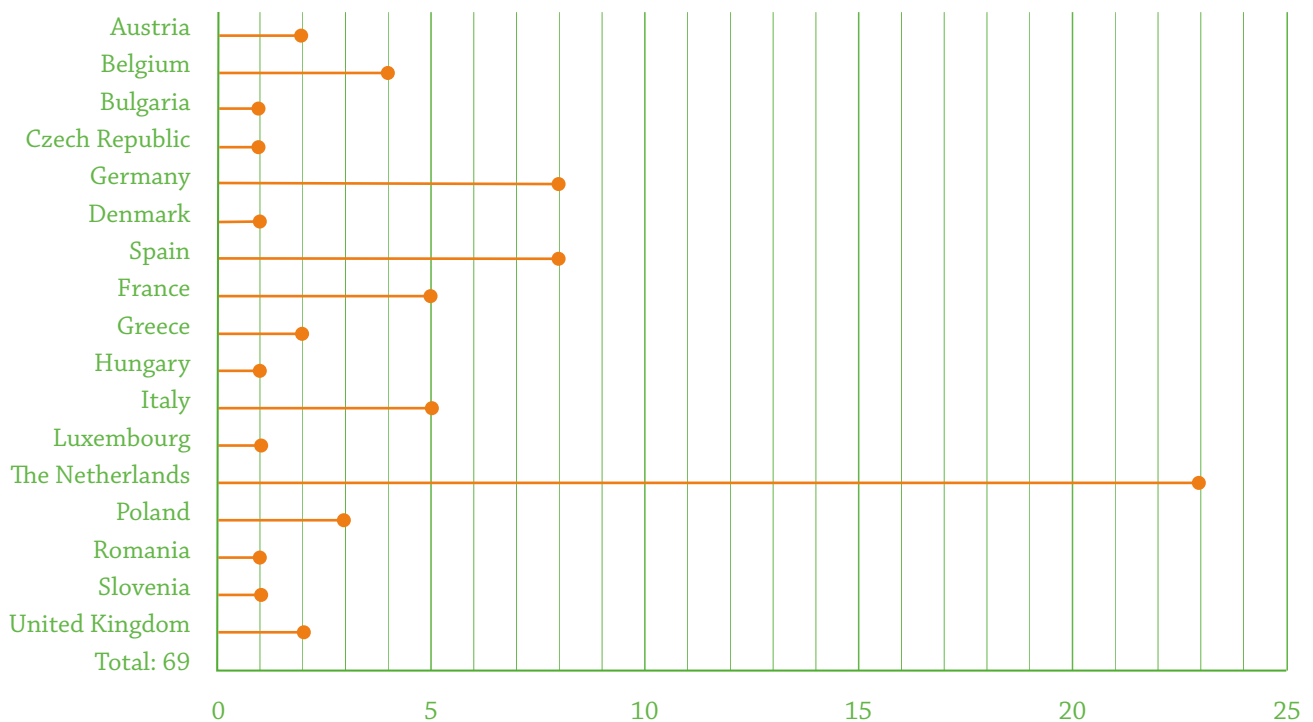
Prof. Dr Marga Pröhl (DE)
Director-General



Wim van Helden (NL)
Deputy Director-General
Director of Finance and Organisation

Nationalities

Being a multicultural and multinational Institute, EIPA's staff consisted of people from 17 different European nationalities in 2018:



Unit heads / director antenna

[alphabetical order]



Dr Edward Best (UK)
*Head of Unit on EU Governance;
Acting Head of Unit European Policies;
Professor*

Fields of specialisation

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



Julia Bosse (DE)
Researcher

Fields of specialisation

Administrative and institutional capacity- building; European Public Sector Award (EPSA); Lifelong Learning; European Union. Lifelong Learning Programme.



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

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; EU international and accession negotiations; EU enlargement and law approximation and the administration of justice.



Paola Bruni (IT)
Researcher

Fields of specialisation

Project Cycle Management; EU project monitoring and evaluation; Public administration policies; European Neighbourhood Policy; Instruments for Pre-accession Assistance; EU macro-regional strategies.



Cristiana Turchetti (IT)
*Head of Unit European Public
Management*

Fields of specialisation

Project cycle management; strategic management; Data Protection, public sector management; HRM and skills management; communication; European direct funding and programmes; equal opportunities and social inclusion.



Michael Burnett (UK)
Expert

Fields of specialisation

Public procurement; Public-private partnerships and privatisation; Public service delivery management; Public financial Management; European economic and monetary union.

Scientific staff [alphabetical order]



Rita Beuter (DE)
Senior Expert

Fields of specialisation

European public procurement rules and policy.



Virgil Ivan-Cucu (RO)
Senior Lecturer

Fields of specialisation

EU area of freedom security and justice; EU and international criminal law; EU judicial cooperation in criminal matters; Reform of justice and security systems; Prevention of and combating organised crime, corruption and terrorism; e-Justice.



Igor Dizdarevic (FR)
Lecturer

Fields of specialisation

EU environmental law; EU constitutional law; European Investment Bank; EU regulations on structural funds and public-private partnerships



Dr Alina Domaradzka (PL)
Lecturer

Fields of specialisation

EU financial services law; Free movement of capital; EU constitutional law.



Dr Simon Duke (UK)
Professor

† 05.09.2018

Fields of specialisation

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



Alexander Heichlinger (AT)
Expert

Fields of specialisation

Regional and local development, structures and cooperation; Management of EU affairs/projects; Lobbying; e-Government and information and communication technologies; (ICT) in public administrations.



Dr Theo Jans (BE)
Associate Professor

Fields of specialisation

Decision-making; European governance.



Petra Jeney (HU)
Senior Lecturer

Fields of specialisation

Area of freedom, security and justice in the European Union; EU judicial cooperation; EU family law; EU constitutional law issues; Quality of justice.



Dr Iwona Karwot (PL)
Senior Lecturer

Fields of specialisation

European Regional Development fund (ERDF); Regional development; Institutional building and pre-accession funds.



Wolfgang Koeth (DE)
Senior Lecturer

Fields of specialisation

EU external relations; Common Commercial Policy (CCP); external financial instruments.



Tomasz Kramer (PL)
Lecturer

Fields of specialisation

Internal market; Free movement of persons and services and freedom of establishment; EPSO recruitment procedures and staff regulations of EU institutions; EU company law; EU competition law.



Dr Sabina Lange (SI)
Senior Lecturer

Fields of specialisation

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



Fabrizio Rossi (IT)
CAF Desk Officer

Fields of specialisation

Total quality management; Public administration.



Frank Lavadoux (FR)
Senior Lecturer

Fields of specialisation

Communication and behavioural techniques for European negotiation processes.



Harrie Scholtens (NL)
Seconded National Expert

Fields of specialisation

Local government; Change management; Governmental benchmarking; Human resource management; Implementation of local e-Government; Client orientation in local government.



Marco Lopriore (IT)
Expert

Fields of specialisation

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



Pavlina Stoykova (BG)
Lecturer; Coordinator Contracting and Tendering

Fields of specialisation

Comparative public administration; Role of national parliaments in the EU; Accession process; Interface between political and administrative levels.



Juan Diego Ramírez-Cárdenas Díaz (ES)
Senior Lecturer

Fields of specialisation

Legal Aspects of the European integration process; Constitutional and judicial system of the EU; Internal market and the four freedoms; Consumer law; External relations of the EU.



Martin Unfried (DE)
Expert

Fields of specialisation

Environmental policy; Climate change policy.



Roberta Ribeiro Oertel (DE)
Lecturer

Fields of specialisation

Constitutional and judicial system of the European Union; EU judicial cooperation; EU competition law; Private international law; Contract law; Alternative dispute resolution and family law.



Gracia Vara Arribas (ES)
Expert

Fields of specialisation

EU law and institutions; Multilevel governance and decentralisation in Europe; European public procurement law and practice.

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