



Annual report 2015



European Institute of Public Administration
Institut européen d'administration publique

Annual Report 2015



The European Commission
supports EIPA
through the European Union budget



Table of Contents

6	A Note from Guy Verhofstadt, Chairman of the Board of Governors	
8	From EIPA's Director-General	
10	Board of Governors	
12	Management	
13	EIPA's International Staff	
14	Contributions and Subsidies	
15	EIPA's Activities in 2015	
18	EIPA Maastricht	
23	EIPA Luxembourg	
26	EIPA Barcelona	
28	Highlights in 2015	
	The European Public Sector Award – EPSA 2015	30
33	Open Activities	
	List of Open Seminars per Topical Area	34
38	Online Learning	
40	Contract Activities	
	EIPA's Contracting Partners	41
	Training EU Civil Servants	43
	EuroMed Justice III Project	44
	Training on EU Cohesion Policy 2014-2020	46
	Bulgarian Projects	47
	Activities for the Italian Ministry of European Affairs	48
	Collaboration with the City of Barcelona	49
	Convention with Luxembourg	50
	Study Visits	51
	Commissioned Research	53
54	EIPA's Publications	

A Note from Guy Verhofstadt

Chairman of the Board of Governors



What were the main challenges faced by EU institutions in the past year?

The EU is currently facing multiple crises: our geopolitical weakness, the lingering economic crisis, the mass migration that we are unable to control, the security threat from so-called Islamic State to which we have no response. These are more than just a couple of challenges. They shake the very foundations of our Union. If we want to overcome this 'polycrisis,' we need to tackle these challenges at European level. We need real government for the euro area. We need a European defence community, a common migration policy with a European Border and Coast Guard Agency and we need a European intelligence agency. If we do not take a big leap forward in the integration of the EU in all these domains, we will never be able to get on top of the situation.

What do you consider were the main developments for public administrations throughout the EU in 2015?

On 15 December 2015, the European Commission endorsed the new Inter-institutional Agreement (IIA) on Better Law-Making with the European Parliament and the Council in order to improve upon the quality and the results of European legislation. The big challenge now is the implementation of the agreement on 'Better law-making'. We've laid down a number of important principles in the Agreement. For example, it will become easier to cut red tape. The European Parliament obtained a commitment from the Commission to undertake an annual burden survey in which the costs and benefits of regulation are examined. We have put Parliament and Council on an equal footing as legislators, and we have also made sure that Member States will communicate more clearly about the transposition of EU legislation. They should no longer be able to 'gold-plate' matters: hiding behind EU legislation while adding unrelated matters. These are just a few of the principles of the deal on 'Better law-making,' but now we have to implement it in a maximalist way.

In your opinion, how did EIPA contribute to the advancement of European public administrations in the past year?

EIPA is an important player in the training and development of public administrations in Europe and beyond. In 2015, the Institute provided training to over 12,000 participants during more than 21,000 training days – which in itself is a remarkable achievement. I have to add that many of the participants came from EU institutions, bodies and agencies, including the European Parliament. The diversity of EIPA's clients and the variety of services the Institute provides, many of which are tailored to the specific needs of each client, indicates the impact that EIPA has on the progress of public administrations. Besides the tailor-made activities, I highly value EIPA's open enrolment activities. If one takes the case of public procurement, EIPA's open seminars educate officials in the European rules and principles of public procurement. This takes place through not only presentations, but also cases and exercises. Similarly, EIPA's range of seminars on access to and management of EU funding enables practitioners working with EU funds to fulfil all the necessary requirements related to those funds, such as implementation, financial management and evaluation. In addition, all the open activities provide participants with ample opportunities to share their experiences and identify cases of good practices in the various Member States. These practice-based seminars really help public administrations to deal with the challenges of European integration.

What do you see as the main tasks for the EU and national public administrations in the coming years?

We need to show the European citizens that we are capable of taking concrete action. I think it is important that public administrations go beyond studies and reports. While these are also necessary, administrations should be able to change things on the ground too. My main point here is that it is important that administrations show that they can achieve real and concrete results.

From EIPA's Director-General

2015 was a good year for EIPA. I am very pleased that our Institute once again managed to achieve such satisfying results, serving a vast number of our stakeholders as well as clients in Europe and beyond.

Throughout the course of the year, our experts were busy delivering a diverse range of services to a varied client base. While we had taken a conservative outlook towards 2015, as we foresaw the ending of several large contracts, the amount of activities implemented and the number of participants who attended our activities exceeded our expectations and proved that we continue to meet the needs of our clients, established and new alike. You can find more details about our activities and participants on pages 15-17.

The maintained demand for our services is especially reassuring as the challenges EIPA faces continue to grow. Ever more competitors are entering our market for training on European integration, and training budgets available in European public administrations remain tight.

Having said this, it is with particular pleasure that – at the time of writing this foreword – I can announce that EIPA has once again been awarded three prestigious contracts from the European Commission, which we applied for during 2015.

- The first, MEDA Justice IV, is the fourth consecutive EuroMed Justice programme which EIPA will be implementing. You can find more information on the MEDA Justice III contract, which EIPA finalised in 2015, on pages 44-46.
- The second and third are two lots from the Commission's new framework contract on consultancy services to support learning and development of staff employed by the European Union institutions, bodies and agencies. These two lots represent the follow-up of three successive contracts on training and related consultancy services for staff of the EU institutions, bodies and agencies, which EIPA has been engaged in. For an overview of the current multi-annual framework contract on EU Governance, please consult page 43.



We are very proud that the Commission has honoured us with the awarding of these contracts. It is proof of the outstanding quality of our services not only in 2015, but also in earlier years.

Another piece of good news was the return of Norway to the circle of EIPA members. Having been an associated member of EIPA in the past, in November an agreement was signed between EIPA and Norway for a renewed associated membership. It is expected that Norway will become a full member of EIPA in the summer of 2016, following up on the required amendment of our Constitution. Norway is the 23rd member of EIPA and we are looking forward to a fruitful cooperation with our new Nordic supporter. You can view some photos of the signing ceremony on page 29. In addition to this, you will find a full list of our Board members on pages 10-11.

Keeping close contact with our Board members is highly important for us. We need to listen carefully to the wishes of our stakeholders in order to get a thorough idea of the latest developments and needs within the various Member States. This aids us in developing services that are targeted towards the actual needs of European public administrations. In 2015, I visited Poland, Bulgaria and other countries to meet with our Board members as well as the relevant high-level civil servants. Throughout the next four years of my new term as Director-General, I will continue this same strong cooperation with Member States in order to guarantee that in the future, EIPA will be able to provide answers to questions and issues presented by civil servants.

A particular highlight of the last year was the fourth edition of the European Public Sector Award, the EPSA 2015. This biennial award is a special highlight for me, as I had the great pleasure to personally attend all editions of the EPSA. The 2015 award, under the overarching theme of 'The Public Sector as a Partner for a Better Society,' provided yet another wealth of examples of best-practice cases from European administrations across all administrative levels. A total of 266 projects were received from 36 European countries and EU institutions, which represents a record number of participating countries. A description of the EPSA 2015 is provided on pages 30 to 32 of this Report.

Last but not least, I would like to take this opportunity to express my gratitude to our clients and stakeholders. We are thankful that you once again placed your trust in us throughout the year and that you made us again the 'place to be' for European public administration. After all, it is your satisfaction that we strive towards. Please be assured that constantly improving upon the quality and range of our services will always remain at the heart of our work. My staff and I will remain at your service, and I am confident that in the future, we will continue to provide new and innovative activities to aid the public sector in meeting the challenges posed by European integration and as well as public management.

This Annual Report offers you a synopsis of the range of work our staff delivered in 2015. I wish you a pleasant reading.

Prof. Dr Marga Pröhl



Board of Governors

Situation on December 2015



Chairman
Président

Mr Guy VERHOFSTADT*

President of the Alliance of Liberals and Democrats for Europe (ALDE), European Parliament; former Prime Minister of Belgium



Vice-Chair
Vice-présidente

Ms Liesbeth SPIES*

Mayor Alphen aan den Rijn and former Dutch Minister of the Interior and Kingdom Relations

Secretary General
Secrétaire-générale

N.N.

Full members

<i>Belgium (BE)</i>	Mme Sandra SCHILLEMANS Directrice générale – Institut de Formation de l'Administration fédérale (IFA)
<i>Bulgaria (BG)</i>	Mr Pavel IVANOV** Director - Institute of Public Administration
<i>Czech Republic (CZ)</i>	Mr Josef POSTRÁNECKÝ** Deputy Minister of the Interior for Public Administration - Ministry of the Interior
<i>Denmark (DK)</i>	N.N.
<i>Germany (DE)</i>	Dr Alexander EISVOGEL Präsident - Bundesakademie für öffentliche Verwaltung
<i>Greece (EL)</i>	Mr Nikos MICHALOPOULOS Deputy General Director of Administrative Organisation and Procedures - Ministry of Administrative Reform and e-Government
<i>Spain (ES)</i>	Mr Manuel ARENILLA SÁEZ* Director - Instituto Nacional de Administración Pública (INAP) Mr Senén FLORENSA I PALAU President - European Institute of the Mediterranean (IEMed)

 <i>France (FR)</i>	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
 <i>Ireland (IE)</i>	Mr Robert WATT Secretary-General - Department of Public Expenditure & Reform
 <i>Italy (IT)</i>	Ms Pia MARCONI Head of the Department of Public Administration
 <i>Cyprus (CY)</i>	N.N. Substitute Member: Mr Marios MICHAELIDES Senior Training Officer - Cyprus Academy of Public Administration - Public Administration and Personnel Department - Ministry of Finance
 <i>Lithuania (LT)</i>	Mr Paulius SKARDŽIUS Director of the Public Governance Policy Department - Ministry of the Interior
 <i>Luxembourg (LU)</i>	Mme Paulette LENERT*/** Coordinateur général du département ministériel - Ministère de la Fonction Publique et de la Réforme administrative
 <i>Hungary (HU)</i>	Prof. Dr András PATYI Rector at the National University of Public Service
 <i>Malta (MT)</i>	Ms Joanna GENOVESE Director, Training & Development - Centre for Development, Research and Training (CDRT) Office of the Prime Minister
 <i>The Netherlands (NL)</i>	N.N. Substitute Member: Mr Frans van Dongen* Programme Manager, Ministry of the Interior and Kingdom Relations Mr Matthijs VAN DER PLAS Deputy Director for European Integration - Ministry of Foreign Affairs Mr Marnix KROP Ministry of Foreign Affairs
 <i>Austria (AT)</i>	Mag. Angelika FLATZ Head of Division III (Civil Service and Administrative Reform) - Federal Chancellery
 <i>Poland (PL)</i>	Mr Jan PASTWA** Director of the National School of Public Administration (KSAP)
 <i>Portugal (PT)</i>	N.N.
 <i>Finland (FI)</i>	Mr Juha SARKIO Director-General - Personnel and Governance Policy Department - Office for the Government as Employer - Ministry of Finance
 <i>Sweden (SE)</i>	Mr Oskar THORSLUND Senior Advisor - Division for Public Administration - Swedish Government Offices
 <i>United Kingdom (UK)</i>	N.N.
<i>Co-opted member in a personal capacity</i>	M. Jean-Claude PIRIS Ancien juriconsulte et directeur général du Service juridique du Conseil de l'UE

* Member of the Bureau

** Became a member of the Board of Governors in 2015.

Management



Prof. Dr Marga Pröhl (DE)
Director-General



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

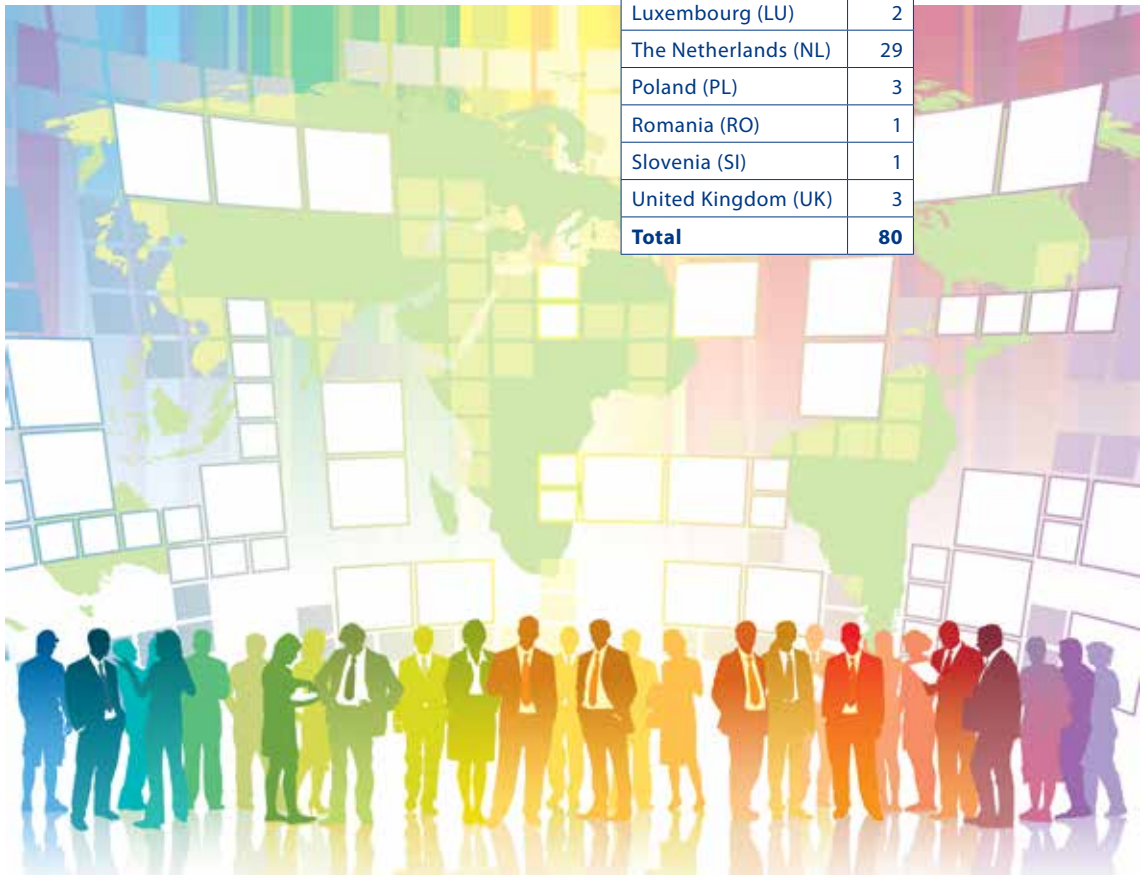


EIPA's International Staff

Nationalities

Being a multicultural and multinational Institute, EIPA's staff (including Seconded National Experts) consisted of people from 15 different European nationalities in 2015.

Austria (AT)	1
Belgium (BE)	7
Bulgaria (BG)	3
Germany (DE)	8
Denmark (DK)	2
Spain (ES)	6
France (FR)	7
Hungary (HU)	1
Italy (IT)	6
Luxembourg (LU)	2
The Netherlands (NL)	29
Poland (PL)	3
Romania (RO)	1
Slovenia (SI)	1
United Kingdom (UK)	3
Total	80



Contributions and Subsidies

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. €1.3 million.

In 2015, the statutory contribution from the Netherlands amounted to ca. €0.7 million.

The amount from the European Commission was based on a yearly Operating Grant Agreement between the Directorate-General for Education and Culture and EIPA. In 2015, EIPA received ca. €1 million from the European Commission.



Seconded staff

In 2015, the following countries seconded a staff member from their public administration to the Institute.



The Netherlands



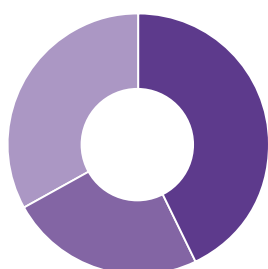
Luxembourg

Subsidies

In 2015, 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 2015



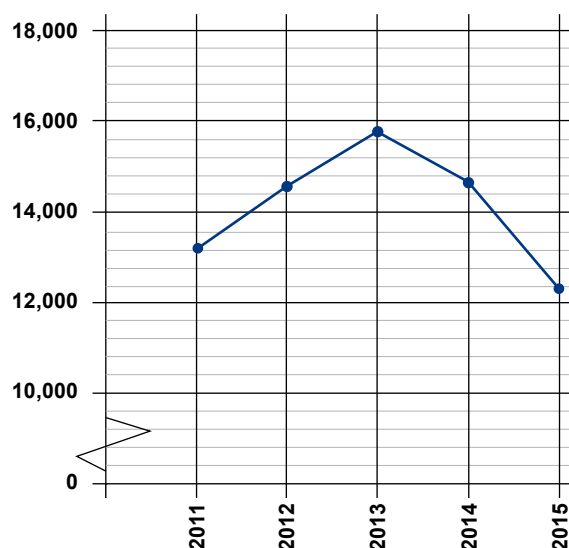
- Contribution EIPA's member countries 43%
- Dutch contribution 24%
- EC Operating Grant 33%

EIPA's Activities in 2015

612 activities
12,280 participants
21,124 seminar days

In 2015, EIPA trained more than 12,000 participants and organised 612 activities. In comparison to the previous year, this outcome represents a decrease in both the number of participants (see graph below) and the number of activities (612 in 2015 compared to 708 in 2014). This drop in participant numbers can be explained by the fact that EIPA had several large-scale contracts with certain Member States in recent years, which involved training a large number of participants. Given that most of these contracts ended in 2014 or early in 2015, EIPA nevertheless achieved a very satisfactory outcome for 2015 overall.

Number of participants 2011-2015

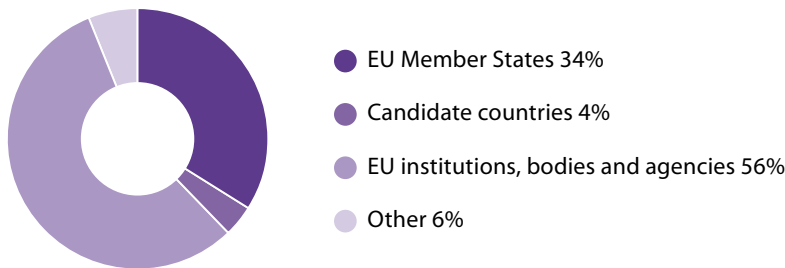


2011	13,155
2012	14,489
2013	15,734
2014	14,667
2015	12,280

In 2015, our participants once more came from all over Europe and beyond. The vast majority came from the EU institutions, bodies and agencies (56%), followed by the EU Member States (34%). Third countries, potential EU candidate countries, international organisations and private organisations represent only a smaller share of EIPA's participants (Others: 6%). An even smaller percentage came from candidate countries (4%).

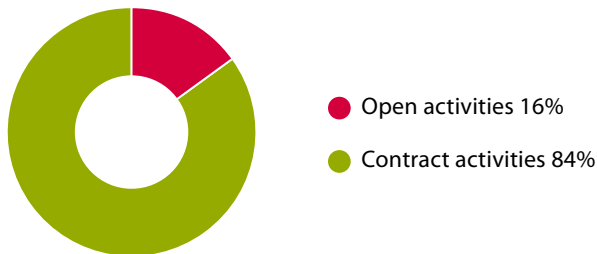
The relative distribution of participants in terms of origin is very similar to that of previous years, the main difference being that last year participants from EU Member States were still a much larger group (40%) compared to those from the EU bodies (49%). As stated above, the change in this relative distribution can be attributed to the fact that EIPA had several large-scale contracts with EU Member States in 2014 and earlier years, meaning that a larger percentage of participants came from EU Member States during those years. The absolute number of participants from EU institutions, bodies and agencies has not changed substantially, however, thus showing a stable picture in line with previous years.

Ratio of participants in terms of origin in 2015



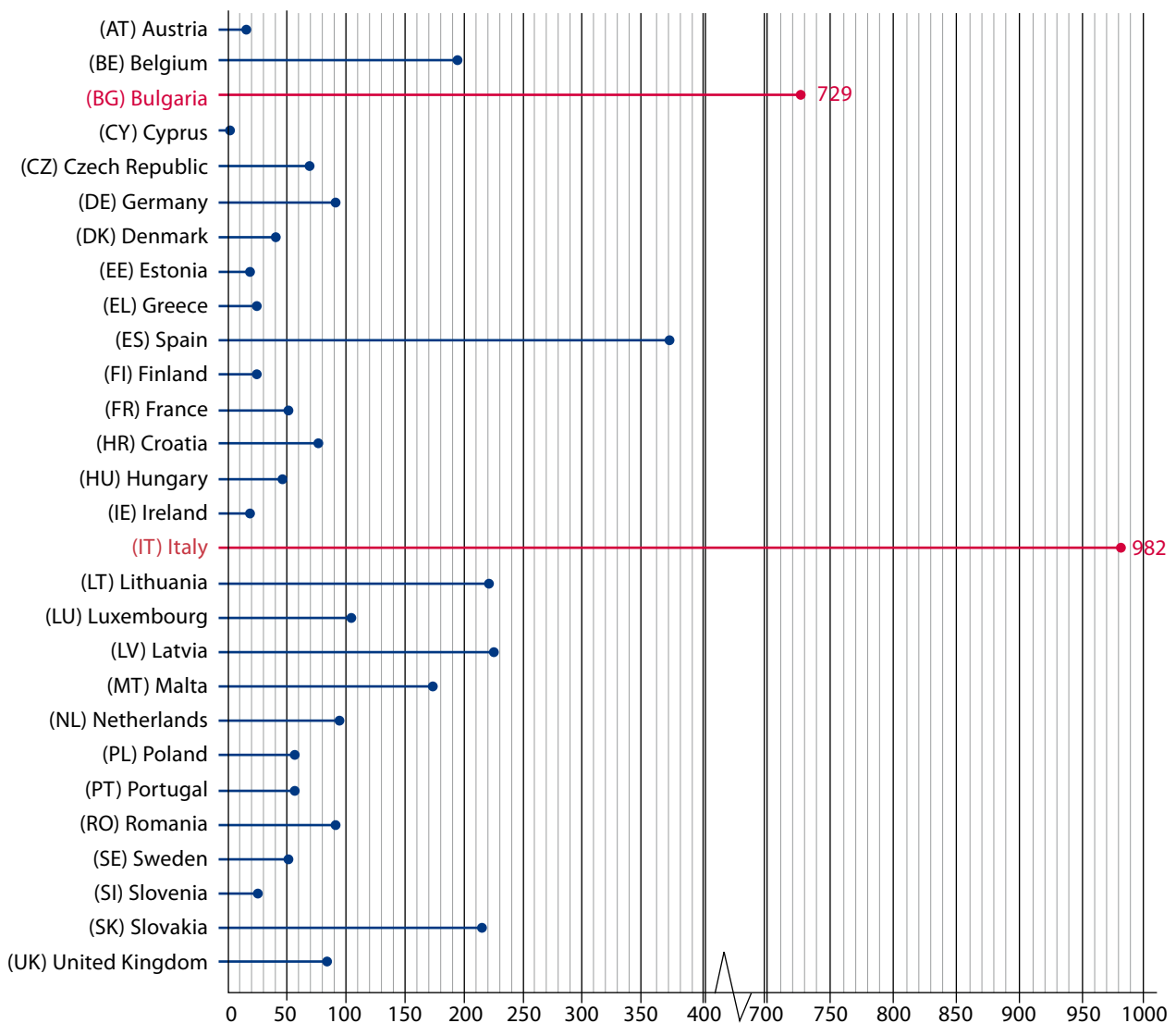
The ratio of open to contract activities remained more or less the same as in the previous year, with open activities accounting for 16% (15% in 2014) and contract activities accounting for 84% (85% in 2014). More detailed information on EIPA's open and contract activities can be found on pages 33-37 and pages 40-53 respectively.

Ratio of participants in open and contract activities in 2015



In 2015, participants from all the EU Member States attended EIPA's activities, as shown in the graph below. The largest number of participants came from Italy, followed by Bulgaria. This high turnout is due to the specific contracts that EIPA had with these countries. For more information on the Italian contract, please see page 48. Further details on the various Bulgarian contracts can be found on page 47. With regard to the other countries, no particularly striking variations can be seen in comparison to previous years. We are delighted that EIPA's activities have remained popular among old and new Member States alike.

EU Member States participants in terms of origin in 2015



Besides the open and contract activities, EIPA was once more very active in further developing and implementing its online learning offer (read more about it on pages 38-39), as well as producing EIPA's publications (for more detailed information, see pages 54-56).

EIPA Maastricht

8,886 participants
14,595 seminar days
406 contract seminars
58 open seminars

For 34 years, EIPA's headquarters in Maastricht has been known as an established centre of excellence for European integration and the new challenges for public management. Situated in the charming city of Maastricht – at the heart of the Meuse-Rhine Euroregion – our premises are easily accessible from Brussels and other European capitals.

In 2015, EIPA Maastricht once more attracted a large number of public officials from the European Union institutions, the EU Member States and the other countries associated with EIPA by providing relevant and high-quality services to develop the capacities of public officials dealing with EU affairs.

The number of participants attending activities run by EIPA Maastricht was slightly lower than in previous years. However, this is mainly due to the conclusion of several large contract activities during the year. Overall, the number of participants in contract activities has remained stable and in line with other years. Moreover, attendance of the open activities has remained more or less unchanged compared to earlier years, which is a very good result and demonstrates the continued appeal of our activities.



Core Activities

EIPA's headquarters in Maastricht is organised in three Units:

Unit 1 - **European Decision-Making**

Unit 2 - **European Public Management**

Unit 3 - **European Policies**



EIPA's **European Decision-Making Unit** helps public officials to understand the complex processes that shape decisions at a European level, and to learn how they can participate effectively in them. The Unit also aims to contribute to broader debate within the European policy community about the institutional structures for European integration and the evolution of European governance.

The training activities on European decision-making revolve around a package of regular seminar series on understanding decision-making, delegated and implementing acts, European negotiations, the Presidency challenge, EU information management, and better regulation.



The **European Public Management Unit** deals with the question of how European integration and ongoing changes in the European arena influence public administrations in the European Union.

The Unit offers courses on topics such as change management, quality management and the Common Assessment Framework (CAF), human resources, coordination and implementation, customer satisfaction, private sector relations, leadership and e-Government.



The **European Policies Unit** is EIPA's centre of expertise on the internal market of the European Union, its main internal policies and external relations. Its members organise and deliver both open and contract seminars in Maastricht and other Member States; they furthermore provide advisory and consultancy services, as well as producing research and publications.

The Unit's main activities fall under the following topical areas: public procurement, competition and state aid, structural funds and regional policy, external relations (CFSP/ENP) and trade, environmental policy and migration.

Besides the scientific staff working in the Units, the Maastricht headquarters hosts various services, such as Marketing, Finance and EIPA's Tendering Office.

Altogether in 2015, EIPA Maastricht employed an international staff of 75 people. Collectively, they realised the implementation of **406 contract seminars** and **58 open seminars**, attracting **8,886 participants** in total. In total, those participants attended **14,595 days** of training over the course of the year.

Unit Heads



Dr Edward Best (UK)

Head of Unit European Decision-Making; Professor

Fields of Specialisation

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



Cristiana Turchetti (IT)

Head of Unit European Public Management; Seconded National Expert

Fields of Specialisation

Project cycle management; strategic management; public sector management; HRM and skills management; leadership; communication; European direct funding and programmes; equal opportunities and social inclusion



Prof. Dr Daniela Heid (DE)

Head of Unit European Policies; Professor

Fields of Specialisation

European competition law and policy and European State Aid; Former 'third pillar' (cooperation of the European justice and police forces; Area of freedom, security and justice)

Scientific Staff



Rita Beuter (DE)

Senior Expert

Fields of Specialisation

European public procurement rules and policy



Antonio Brugarolas (ES)

Young Professional



Paola Bruni (IT)

Research Assistant

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



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



Dr Simon Duke (UK)

Professor

Fields of Specialisation

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



Marion-Valérie Grasset (FR)

Research Assistant

Fields of Specialisation

EU decision-making procedures and institutions; EU law



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

Fields of Specialisation
EU governance; European negotiations



Dr Theo Jans (BE)
Associate Professor

Fields of Specialisation
Decision-making; European governance



Piotr Maciej Kaczyński (PL)
Lecturer

Fields of Specialisation
European institutions; EU decision-making; European Parliament; Inter-institutional relations;
External representation; Regional integration



Wolfgang Koeth (DE)
Senior Lecturer

Fields of Specialisation
EU external relations; Common Commercial Policy (CCP); external financial instruments



Frank Lambermont (NL)
Research Assistant

Fields of Specialisation
EU decision-making procedures and institutions; Common Foreign and Security Policy; Data protection; EU law



Dr Sabina Lange (SI)
Lecturer

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



Frank Lavadoux (FR)
Senior Lecturer

Fields of Specialisation
Communication and behavioural techniques for European negotiation processes



Marco Lopriore (IT)
Senior Lecturer

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



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

Fields of Specialisation
EU Information Management; Transparency and access to documents; Data Protection; EU Agencies;
EU decision-making procedures and Institutions and EU law and e-Learning & information society



Susanne Møller Nielsen (DK)
Capacity-Building Specialist; EPSA Manager

Fields of Specialisation
Capacity-building in public administrations; Strategy development and planning techniques;
Institutional assessment; EU policies; EU structural funds; EU enlargement and Instrument for
Pre-accession Assistance (IPA); Project pipeline creation



Adrian Poher (FR/UK)
Young Professional



Eviola Prifti (BE)
Young Professional



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



Patrick Staes (BE)
Seconded National Expert

Fields of Specialisation

Public management; Quality in the public sector; Common Assessment Framework (CAF); Consulting services



Anna Stawinski (DE)
Young Professional



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



Nick Thijs (BE)
Senior Lecturer

Fields of Specialisation

Public management reform; Comparative public administration; Public sector quality management; Quality models and techniques; Common Assessment Framework (CAF); Consultancy services



Martin Unfried (DE)
Expert

Fields of Specialisation

Environmental policy; Climate change policy

EIPA Luxembourg

2,423 participants
4,309 seminar days
104 contract seminars
14 open seminars

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

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.

Initially focusing on **constitutional and internal market law topics**, the scope of the Centre's activities has over the years continuously broadened to also cover **EU administrative law, EU civil service law, procedural and cross-border judicial and law enforcement cooperation**, and issues related to the **quality of justice and management of judicial offices**, such as courts and public prosecutors' offices.

In addition to the online Master's in European Legal Studies (MELS Online), training activities and contracted studies, EIPA Luxembourg in 2015 successfully delivered a number of **new practice-oriented and operationally-oriented consultancy and coaching services**, including:

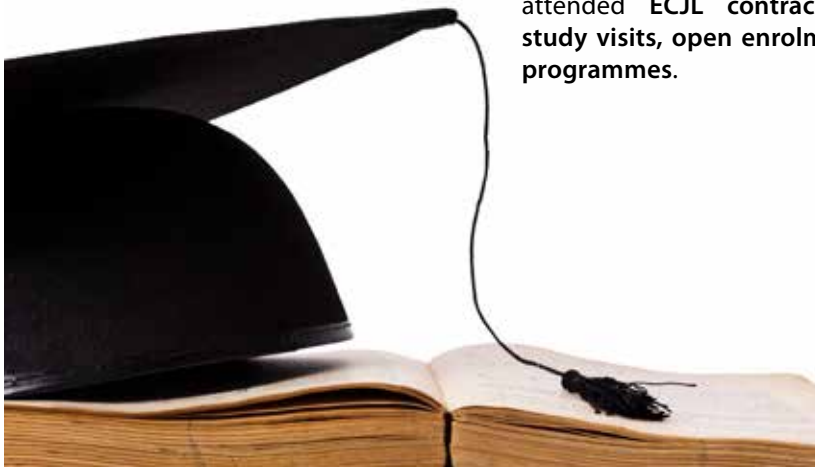


- learning and training needs analyses and development of EU law and justice administration training curricula for the judiciaries in Montenegro and the former Yugoslav Republic of Macedonia;
- review of draft national legislative measures of an EU Member State for compliance with the new EU directive on Environmental Impact Assessment, which the said measures will be transposing into national law; and
- combined training and coaching of members of the legal departments of various EU agencies on EU administrative law issues as well as procedures of and pleading before the Court of Justice of the European Union.

Other noteworthy achievements by EIPA's European Centre for Judges and Lawyers in 2015 included:

- the completion of a very positively [evaluated study](#) contracted by the EP's LIBE Committee on Combating child sexual abuse online (see more details on page 53);
- the successful completion of a two-year DG Justice grant project to train judges and prosecutors on EU judicial cooperation in criminal matters in cooperation with the Danish Court Authority and the Romanian Superior Council of the Magistracy;
- entering into partnerships with, amongst other organisations, the JCI (*Justice Coopération Internationale*) and the national schools for court staff in France, Spain and Portugal and the European Chamber of Judicial Officers and Bailiffs to develop and deliver training of trainer programmes in the fields of general EU law and judicial cooperation in criminal, civil, family and commercial matters. 2015 also saw the successful delivery of the first activity within this project, which is being co-financed by a DG Justice grant;
- the delivery of almost 60 training activities for EU officials in the Commission, Council, European Parliament and several EU agencies under EIPA's Framework Contract on EU Governance with the EU institutions;
- the delivery of induction training activities for new staff at the European Investment Bank under a framework contract entered into in 2014. The objective of the training activity is to explain the EU constitutional framework and main policies and the Bank's role in that context;
- the continuation of the cooperation with the *Luxembourg Parquet Général* on delivery of a one-week module on EU law as part of the induction training for new members of the Luxembourg judiciary and the establishment of cooperation with the Luxembourg National Institute of the Public Administration on the delivery of annual joint open enrolment training activities on EU law for lawyers and non-lawyers; and
- several invitations to give keynote speeches at conferences organised by the European Commission and various EU-level and international associations on issues related to cross-border law enforcement and judicial cooperation, judicial training and management of judicial bodies.

In the course of 2015, a total of **2,423 participants** attended **ECJL contract training activities** and **study visits, open enrolment activities** and **Master's programmes**.



Director



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

Scientific Staff



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



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



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



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



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



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

EIPA Barcelona

956 participants
2,220 seminar days
21 open seminars
9 contract seminars

EIPA's Centre in Barcelona was created in 1996 through an agreement between EIPA and the regional government of Catalonia. Over nearly 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 (pages 44-46), relating to the enhancement of public administrations in the Southern Mediterranean partner countries of the EU.

In 2015, our Centre in Barcelona once again enjoyed great success in the implementation of its open seminars, catering for both the European and Spanish markets. As in previous years, the organised activities were regularly fully booked, drawing participants from all over Europe. Alongside the seminars organised for the English-speaking market, the Centre also continued to deliver a range of seminars for the Spanish market, offered both in Barcelona and in Madrid.

EIPA also continued the cooperation project with the City of Barcelona in the field of economic and financial governance (page 49), and finalised the implementation of the EuroMed Justice III Project. Throughout the year, experts from EIPA Barcelona also developed several tailor-made activities for various state and substate administrations in Spain.



In 2015, EIPA Barcelona operated with a staff of 10 highly-qualified professionals from a range of countries, including Spain, the Netherlands, Austria, Poland, Germany and Syria. Together, they carried out a total of **21 open and 9 contract activities**, attracting a total of **956 participants**.

Core activities

In 2015, EIPA Barcelona offered a range of both recurring and new activities for participants from within and outside Europe. These activities were organised around three topics: multilevel governance and EU legislation, regional and local public administration, and regional development in the EU.

The first topic, **multilevel governance**, relates to the analysis of the tools and mechanisms for effective participation and involvement of the regional and local authorities in the

policy-making cycle, adequate impact assessment, effective transposition of European rules, subsidiarity control, and implementation of laws with high territorial relevance.

The second topic, **regional and local public administration**, concerns support in enhancing the Europeanisation and political positioning of regions and cities within the European context, including institutional and administrative capacity-building, the evaluation of public policies, e-Administration and quality management in the regional and local public sector, as well as networking skills.

Finally, the topic of **regional development** in the EU provides tools and practical experiences in using networks, regional policies, developing project strategies for EU programmes and funds in order to place regions within the European landscape whilst contributing to their competitiveness, growth and prosperity in line with the EU 2020 Strategy.

Scientific Staff



Julia Bosse (DE)
Research Assistant

Fields of Specialisation

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



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 Iwona Karwot (PL)
Senior Lecturer

Fields of Specialisation

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



Gracia Vara Arribas (ES)
Expert

Fields of Specialisation

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

Highlights in 2015

Agreement with *Centre national de la fonction publique territoriale (CNFPT)*



On 27 May 2015, the prolongation of the Agreement between EIPA and CNFPT was signed for another three-years period.

The 8th European Quality Conference

The 8th European Quality Conference (8QC) was organised under the presidency of the Grand Duchy of Luxembourg in cooperation with the European Public Administration Network (EUPAN) members and EIPA. The main theme of the conference, which



took place on 1-2 October 2015, was 'Strengthening the capacity of public administration in tackling current and future challenges – Public administration as part of the solution'.

During the 11 parallel sessions and the 31 in-depth working sessions, speakers from 26 countries were given the opportunity to share their experiences, views and best practices on five core topics:

1. Public administration in the cycle of policy design, implementation and evaluation
2. Strategic thinking in a future-oriented and innovative public administration
3. Strengthening professionalism in building an innovative public administration
4. Innovative service provisions through stakeholders and citizens (user involvement)
5. Enhancing socially-responsible public administration

The conference was well attended, bringing together 300 participants from all over Europe. Furthermore, the live broadcast on the EUPAN website of the six keynote sessions made it possible to reach an even bigger audience. More than 300 people made grateful use of this new facility and followed the conference online. The overall success of the 8QC was also demonstrated by the results of a satisfaction survey carried out afterwards. On average of 98% of the participants rated the quality of the organisation, the methodology and format implemented and the actual content of the 8QC positively.

Conference on Quality Management – An Instrument for Better Public Administration in Bosnia and Herzegovina

Within the framework of the programme 'Strengthening of Public Institutions in Bosnia and Herzegovina (SPI)', EIPA supported the Public Administration Reform Coordinator's Office (PARCO) in the development of a Roadmap for Sustainable Quality Management in 2014.



In the implementation of this Roadmap EIPA was invited to carry out some first steps, in particular the 'Awareness raising for the wider public sector in BiH'. The Institute was entrusted with the task to support PARCO and the German donor GIZ in the organisation of the first quality conference for the public sector in Bosnia and Herzegovina held on 27 October 2015 in Sarajevo. The conference was organised for the national institutions and other partners of PARCO in the process of public administration reform.

The Council of Ministers, represented by Mirko Šarović, the Minister of Foreign Trade and Economic Relations in Bosnia and Herzegovina, presented the decision and commitment to fully support the quality management approach in the BiH public sector. The quality dynamic, the tools, the practical implementation and the concrete future plans in BiH were elaborated by means of a series of presentations. There was plenty of press coverage of the conference, and the feedback from participants was very positive.

Cooperation agreement with the Royal Norwegian Ministry of Local Government and Modernisation

The signing of this agreement on 10 November 2015 re-establishes the long-standing cooperation between Norway and EIPA and will also involve working together with the Agency for Public Management and e-Government (Difi). The agreement focusses on developing and organising various training activities on different public Management areas, including network-building activities and digitalisation of the public sector.

Below Prof. Dr Marga Pröhl, Director-General of EIPA and Mr Jan Hjelle, Director-General, Ministry of Local Government and Modernisation.



The European Public Sector Award – EPSA 2015



In 2015, EIPA – with the institutional and financial support of 12 European public partners – ran and managed the European Public Sector Award for the fourth time in a row: EPSA 2015. This biennial award, launched in 2007, is the only Europe-wide public sector award that is open to public administrations of all levels across Europe.

In line with the changing relations between administrations and citizens and the trend towards a greater use of alternative and user-centric service delivery models, the overarching theme for this year's edition was 'The Public Sector as a Partner for a Better Society'.

Under this principal theme, EPSA 2015 sought to showcase and reward those cases from Europe's public sector that embrace public administrations as partners in integrated and participatory governance approaches to public service delivery.



Changes towards more collaborative ways of working, developing new approaches, from service design to delivery, ensuring sound public finances and using new leadership models, can be found in many administrations and across all administrative levels. EPSA 2015 therefore aimed to reward public excellence in administrations, and public innovators behind the cases that are reflecting this 'new' role in society, and who are finding novel solutions by providing outstanding public services and by ensuring that consideration of social inclusion underpins their decisions.

Applications submitted were required to demonstrate changes leading to successful outcomes, for example the effective engagement of stakeholders for user-centric services and improved public service delivery, increased effectiveness and efficiency in the context of maintenance of social cohesion, innovative public management and leadership approaches, sound public finances and intelligent actions by public administrations to promote economic growth.

As in previous EPSA rounds, EIPA was once again able to count on the financial and institutional support of the EPSA Steering Committee, comprised of representatives of the European Commission, Austria, Belgium, Denmark, Italy, Luxembourg, the Netherlands, Norway, Sweden and Switzerland, as well as the City of Maastricht and the Province of Limburg.

A Rich Harvest

EPSA 2015 received 266 projects from 36 European countries and EU institutions. The fact that the EPSA 2015 submissions came from all over Europe and the fact that more countries than ever before took part in this year's edition demonstrate the recognition of EPSA as the leading European network of public sector excellence and the fact that EIPA is the natural home for EPSA.

For this edition, public administrations were able to submit their projects under two different administrative categories: European/National/Regional or Supra-Local/Local. A total of 160 entries were received in the category European/National/Regional and 106 were received in the category Supra-Local/Local. The countries with the most entries were Spain, Lithuania, Austria, Italy, Portugal, Poland and the Netherlands respectively.

Total of EPSA 2015 applications by country



Austria	18
Belgium	6
Bulgaria	8
Croatia	3
Czech Republic	1
Cyprus	2
Denmark	10
Estonia	1
Finland	1
France	1
FYR Macedonia	1
Germany	4
Greece	13
Hungary	13
Iceland	2
Ireland	6
Italy	17
Kosovo	1

Latvia	6
Lithuania	20
Luxembourg	2
Malta	2
Montenegro	2
The Netherlands	14
Norway	1
Poland	15
Portugal	17
Romania	6
Serbia	1
Slovakia	4
Slovenia	9
Spain	39
Sweden	11
Switzerland	1
Turkey	3
United Kingdom	2

64 projects out of the 266 submitted to EPSA 2015 were identified as Best Practice Certificate recipients. These recipients had found new methods to tackle various different problems in relation to a range of important societal challenges covering social care, health, youth unemployment, migration, regional development and business development by using various partnership and cooperation models. The results were convincing and the impacts were great, helping create a better society. These projects originated from 21 European countries and one EU agency.

The Final Event and Award Ceremony

The EPSA 2015 final event started at the EIPA premises in Maastricht with keynote speeches addressing issues such as the European Commission Agenda for Quality and Innovation in Public Administration, and the future of social innovation in public administration: co-creating with citizens. Next, the nine nominated projects were given the opportunity to present their respective outstanding initiatives during interactive parallel sessions.



In the late afternoon, the Best Practice Certificates were presented to a group of selected initiatives at Maastricht's City Hall where the EPSA group was welcomed by the Mayor of Maastricht, Annemarie Penn-te Strake. The day concluded with a festive dinner bringing the whole EPSA community together. During the well-attended and entertaining award ceremony on 18 November at the Provincial Government Building Maastricht, EIPA presented the European Public Sector Awards 2015 to the three winning projects in the European/National/Regional, Supra-Local/Local and Cross-Cutting categories. Over 150 guests from more than 20 European countries and the European institutions participated in the various EPSA 2015 events held in Maastricht on 17-18 November 2015.

The award ceremony was preceded by keynote speeches by Theo Bovens, Governor and King's Commissioner for the Province of Limburg; Marga Pröhl, EIPA's Director-General; Zoltan Kazatsay, representing the European Commission; Guy Wagener on behalf of the Luxembourg Presidency of the Council of the European Union; and Loes Mulder, representing the Dutch Ministry of the Interior and Kingdom Relations.

The Three Award Winners

This year, the EPSA awards were bestowed on three ground-breaking initiatives addressing current pressing issues in Europe and beyond: labour market integration, youth protection and urban environment and health.

The award in the Supra-Local/Local administrative category was presented to the initiative ***Every Child Safe Forever – The Development of Relentless***

Family Case Management and the End of Parole and Other Court Orders, submitted by Youth Protection Amsterdam Region (NL). This project is an innovative example of effective public service delivery through efficient and effective family-based case management.

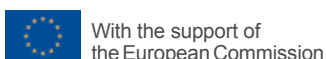
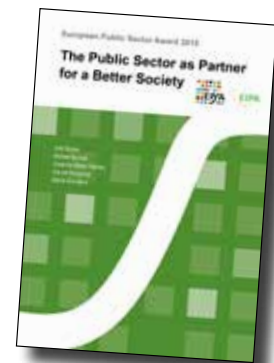


The German Federal Ministry for Economic Affairs and Energy was awarded the EPSA trophy in the European/National/Regional category for their project ***BQ-Portal – The Information Portal for Foreign Professional Qualifications***. This initiative addresses an issue of high-level political importance, namely skills shortages, in Germany and in the rest of the EU, by setting up a system for the mutual recognition of qualifications. All relevant information on the equivalence of a wide range of vocational training systems and individual professional qualifications from a wide range of different countries has been consolidated in a single database.

The Cross-Cutting award went to the project ***Urban Environment and Health*** submitted by the Barcelona Provincial Council. Introducing health perspectives into the design of cities and towns is clearly a novel approach. This project is innovative as it truly breaks down institutional 'silos,' crosses different sectors and engages in horizontal and vertical administrative cooperation. Health is integrated into other policies not only by regulation, but particularly by leading by example and by providing training coupled with a well-stocked online database.

The EPSA 2015 Publication

The EPSA Publication '***The Public Sector as Partner for a Better Society***' lists the EPSA 2015 Trends and Practices and contains the executive summaries of the 64 projects that were awarded a Best Practice Certificate, as well as the contact details of the submitting organisations and project managers. The publication can be accessed on <http://publications.eipa.eu>.



provincie limburg



Gemeente Maastricht

Open Activities

93 open seminars
1,905 participants
4,820 seminar days

In 2015, EIPA yet again implemented a high number of open enrolment seminars in our core topical areas:

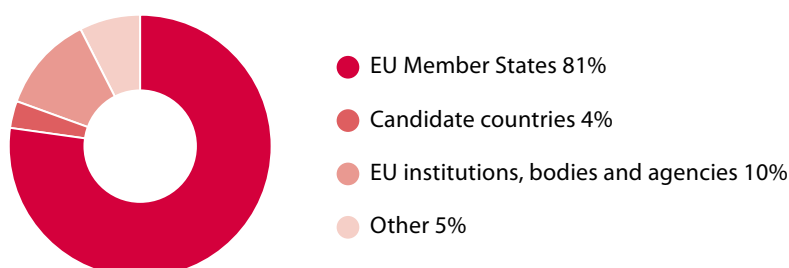
- EU Decision-Making
- EU Policies
- Cohesion Policy:
EU Funds Access and Management
- European Public Management
- EU Law and Legal Affairs
- Summer Schools and Special Programmes

Once more, we witnessed great appreciation from participants regarding our multi-disciplinary learning methodology and the strongly comparative approach which characterises all our seminars. Furthermore, the practice-oriented discussions with leading European experts were enhanced by the fact that our participants came from all of the EU Member States and candidate countries.

We continued to update our seminars in 2015, both content-wise, as well as in terms of technology. A wide range of our open activities now includes the use of tablets, which enabled our participants to benefit from the most recent technology for training.

Our open activities mainly took place in our attractive headquarters in Maastricht and close to our centres in Barcelona and Luxembourg, as well as in the heart of Europe – Brussels. As in former years, selected seminars were delivered to participants in their native languages (Berlin, Barcelona and Madrid), and additional locations were explored as training venues, in order to appeal to an even wider public (Dubrovnik, Rome and Vienna).

Ratio of participants in terms of open activities in 2015



List of Open Seminars per Topical Area



European Decision-Making

26 Feb.	Understanding EU Decision-Making: Principles, Procedures, Practice. <i>Maastricht</i>
9 Apr.	Working with Impact Assessment at EU Level. <i>Maastricht</i>
23 Apr.	Europe on the Internet: Finding your Way through the European Information Jungle. <i>Maastricht</i>
4 Jun.	Understanding EU Decision-Making: Principles, Procedures, Practice. <i>Maastricht</i>
9 Jun.	EU Presidency Challenges: The Eight Steps to Successfully Manage and Chair Groups during the Rotating Presidency of the Council of the EU. <i>Maastricht</i>
17 Sep.	EU Agencies in the Post-Lisbon Regulatory Framework. <i>Brussels</i>
28 Sep.	Europe on the Internet: Finding your Way through the European Information Jungle. <i>Maastricht</i>
1 Oct.	Understanding EU Decision-Making: Principles, Procedures, Practice. <i>Maastricht</i>
15 Oct.	New Comitology and Delegated Acts: Practical Challenges and Institutional Perspectives. <i>Maastricht</i>
27 Oct.	EU Presidency Challenges: The Eight Steps to Successfully Manage and Chair Groups during the Rotating Presidency of the Council of the EU. <i>Maastricht</i>
19 Nov.	Working with Impact Assessment at the EU Level. <i>Maastricht</i>
24 Nov.	Der Entscheidungs- und Umsetzungsprozess in der Europäischen Union und seine Bedeutung für die deutschen Länder, for German Länder Officials. <i>Maastricht</i>
08 Dec.	EU Negotiations: The Seven Skills to Shape EU Decisions in Commission Committees and Council Bodies. <i>Brussels</i>



EU Policies

26 Mar.	The New Procurement Directives. <i>Maastricht</i>
5 Mar.	Successful Preparation and Implementation of Twinning Projects. <i>Maastricht</i>
23 Apr.	European Public Procurement, Public-Private Partnerships (PPP) and Concessions. <i>Dubrovnik</i>
6 May	Las Nuevas Directivas de Contratación Pública: Principales Novedades y Efectos Prácticos. <i>Barcelona</i>
28 May	Future Energy and Climate Change Policies under the New State Aid Guidelines. <i>Maastricht</i>
28 May	Understanding the Transatlantic Trade and Investment Partnership (TTIP). <i>Maastricht</i>
17 Jun.	State Aid in the Transport Sector. <i>Maastricht</i>
18 Jun.	Recent Developments in European Public Procurement and Case Law. <i>Maastricht</i>
22 Jun.	Training and Certification Programme for Data Protection Officers and Other Data Protection Professionals - Basic and Advanced Module. <i>Maastricht</i>
2 Jul.	The New Procurement Directives, Electronic Procurement and Practical Implications. <i>Maastricht</i>
17 Sep.	Successful Preparation and Implementation of Twinning Projects. <i>Maastricht</i>
21 Sep.	Cómo Cumplir con Europa? Soluciones ante la Nueva Contratación Pública. <i>Madrid</i>
22 Sep.	Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice. <i>Maastricht</i>
30 Sep.	Competitive Dialogue and Negotiated Procedures Master Class. <i>Maastricht</i>

12 Oct.	Public Sector Contract Management for Public-Private Partnerships (PPP), Concessions and Other Complex Public Procurement Contracts: Realising Value for Money in the Contract Execution Phase. <i>Maastricht</i>
20 Oct.	European Public Procurement, Public-Private Partnerships (PPP) and Concessions. <i>Dubrovnik</i>
22 Oct.	A Guide to the Transatlantic Trade and Investment Partnership (TTIP). <i>Maastricht</i>
26 Oct.	Advanced State Aid Seminar. <i>Maastricht</i>
26 Oct.	Common Agriculture Policy: New Developments after the Reform in the Second Pillar. <i>Maastricht</i>
12 Nov.	The New Procurement Directives, Electronic Procurement and Practical Implications. <i>Maastricht</i>
3 Dec.	EU-Beihilfenrecht Nach der Reform ist vor der Reform! <i>Berlin</i>
3 Dec.	The European Professional Card. Benefits and Risks of New Mobility Procedures: Are we Prepared? <i>Barcelona</i>
7 Dec.	Advanced Training Course: Data Protection Compliance in the EU. <i>Maastricht</i>



Cohesion Policy: EU Funds Access and Management

29 Jan.	How to Finance Innovation? A Step-by-Step Technical Guide to Horizon 2020 for Public Administration. <i>Maastricht</i>
4 Mar.	Implementing the New Structural and Investment Funds Regulations: Comparing 2014-2020 with 2007-2013. <i>Maastricht</i>
12 Mar.	Funding Possibilities for Energy Efficiency Projects. <i>Barcelona</i>
23 Mar.	Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How? New CBA Guide 2014-2020. <i>Barcelona</i>
26 Mar.	Cost-Benefit Analysis (CBA) of EU-Financed Projects: Advanced Course - Programming Period 2014-2020. <i>Barcelona</i>
13 Apr.	Financial Management of EU Structural and Investment Funds. <i>Maastricht</i>
15 Apr.	Project Cycle Management: A Technical Guide. <i>Maastricht</i>
28 Apr.	Internal and External Audit of the EU Funded Programmes and Projects. <i>Barcelona</i>
18 Apr.	Major Projects and Revenue-Generating Projects in Practice. <i>Maastricht</i>
26 Apr.	Performance Audits on EU Funds carried out by the European Court of Auditors: Results or no results, that is the question. <i>Barcelona</i>
4 May	Edition 2014+: How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Dos and Don'ts for Local and Regional Actors. <i>Barcelona</i>
2 Jun.	Implementing the New Structural and Investment Funds Regulations: Comparing 2014-2020 with 2007-2013. <i>Maastricht</i>
18 Jun.	European Territorial Cooperation: How to Build a Successful European Partnership for Better Use of EU Funds? <i>Barcelona</i>
22 Jun.	Making ESF a Success in 2014-2020: Challenges and Best Practice in Programme Management, Monitoring and Evaluation. <i>Vienna</i>
17 Sep.	How to Use EU Funds for Renewable Energy Projects. <i>Barcelona</i>
24 Sep.	Effective Communication and Visibility Plan of Projects Funded by the European Union. <i>Maastricht</i>
29 Sep.	Financial Management of the New ESIF Programmes and Closure of Current EU Structural Funds Programmes: Moving from 2007-2013 to 2014-2020. <i>Maastricht</i>
19 Oct.	How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Dos and Don'ts! <i>Barcelona</i>
21 Oct.	Evaluation and Monitoring of EU Structural Funds Programmes 2014-2020. <i>Maastricht</i>

09 Nov.	Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How? New CBA Guide: Programming Period 2014-2020. <i>Barcelona</i>
12 Nov.	Cost-Benefit Analysis (CBA) of EU-Financed Projects: Advanced Course - Programming Period 2014-2020. <i>Barcelona</i>
16 Nov.	Internal, External and Performance AUDIT of the EU Funded Programmes and Projects. <i>Barcelona</i>
19 Nov.	Delivering Better Results and Making Greater Use of Simplification in ESI Funds. <i>Maastricht</i>
30 Nov.	Project Cycle Management: A Technical Guide. <i>Maastricht</i>
1 Dec.	The New Regulations for Financial Management and Audit of EU Structural and Investment Funds, 2014-2020. <i>Maastricht</i>



European Public Management

11 Feb.	Strategy and Planning. <i>Maastricht</i>
23 Mar.	International EPSA Knowledge-Transfer Conference: New Models and Practices of ICT Innovation and Management in the Public Sector. <i>Barcelona</i>
20 Apr.	Mastering Impact Evaluation: Strategies, Methods and Tools. <i>Maastricht</i>
18 May	Risk Management in the Context of CAF and TQM. <i>Maastricht</i>
22 Jun.	Performance Assessment: Skills for Leadership. <i>Maastricht</i>
23 Jun.	Promoting Growth in Europe through Private Finance: Making the Investment Plan for Europe Work for You. <i>Rome</i>
7 Oct.	Strengthening the Performance of Your Organisation with the Renewed Common Assessment Framework: the CAF 2013. <i>Barcelona</i>
4 Nov.	Smart Working Implementation for Public Administration: A Strategy to Reduce Costs while Delivering Better Services. <i>Maastricht</i>
9 Nov.	Efficient and Effective Writing in English: Advanced Level. <i>Maastricht</i>
9 Nov.	Improving Public Sector Performance in the 21st Century. <i>Maastricht</i>
19 Nov.	Evaluation Capacity Building in the EU: Counterfactual and Theory Based Approaches for Evaluating Impact. <i>Barcelona</i>
19 Nov.	Government and Social Media. <i>Maastricht</i>
1 Dec.	Public Sector Budgeting: What to Do and How to Do It. <i>Maastricht</i>
10 Dec.	Public Sector Innovation Lab: Innovation Update, Business Cases and Practical Tools. <i>Barcelona</i>



EU Law and Legal Affairs

9 Feb.	EU Law for Non-Lawyers. <i>Luxembourg</i>
2 Mar.	EU Environmental Law for Non-Lawyers. <i>Luxembourg</i>
4 May	The New EU Procedural Rights for Suspects, Accused Persons and Victims. <i>Luxembourg</i>
1 Jun.	e-Justice in the European Union: What Does it Offer to Law Practitioners? <i>Luxembourg</i>
18 Jun.	Responding to Infringement Procedures: A Practical Guide. <i>Luxembourg</i>
25 Jun.	The Role of the National Judge in EU Judicial Cooperation in Criminal Matters. <i>Luxembourg</i>
21 Sep.	Practical Tools for Implementation of EU Policies at the National Level. <i>Luxembourg</i>
19 Oct.	EU Law for Non-Lawyers. <i>Luxembourg</i>



EU Law and Legal Affairs (continued)

9 Nov.	EU Financial Services Law: How Financial Institutions Meet Internal Governance And Risk Management Requirements? <i>Luxembourg</i>
11 Nov.	Procedures and Strategies of Litigation before the Court of Justice of the European Union. <i>Luxembourg</i>
23 Nov.	Collecting Evidence in Criminal Matters. <i>Luxembourg</i>
3 Dec.	Recent Trends in the Case Law of the Court of Justice of the European Union: What Directions for the Future? <i>Luxembourg</i>



Summer School and Special Programmes

12 Jan.	Managing the EU Policy Cycle: A Comprehensive One-Week Course on EU Decision-Making in Practice. <i>Maastricht</i>
15 Jun.	Summer School on Leadership and Governance in a Multilevel Europe: Empowering the Local Level. <i>Barcelona</i>
29 Jun.	Managing the EU Policy Cycle: A Comprehensive One-Week Course on EU Decision-Making in Practice. <i>Maastricht</i>
29 Jun.	Summer School on EU Economic Integration and Local & Regional Development. <i>Barcelona</i>
29 Jun.	Summer School on EU Law and its Implementation. <i>Luxembourg</i>
2 Nov.	Winter School on Administrative Decentralisation for Good Local Governance: Innovations and Best Practices. <i>Barcelona</i>



Online Learning



Achievements in 2015

EIPA has been further developing its online learning services throughout the year. After analysing the demand within the market, as well as current European developments, the catalogue of independent study modules has been fully revised and new versions of the modules were delivered to the existing clients. Those self-study modules are promoted and sold through the EIPA *i-Learn* portal and often generate new and interesting business leads.



In 2015, for example, EIPA signed a contract with the International Committee of the Red Cross (ICRC) for the development of a new e-Learning course on data protection. The main objective of this course is to ensure that ICRC staff working all over the world are aware of their rights and obligations in the processing of personal data. Learners are guided through the course and

have the option of either scanning through 'must-know' key knowledge or deepening their understanding by exploring the embedded resources – the so-called 'look-up' knowledge. EIPA makes use of various interactive methodologies such as mind maps, concept clouds, case studies, scenario-based games and quizzes in order to engage learners with the topic and thus ensure optimum knowledge retention. In addition, an interactive game is being produced in order to raise awareness of the topic, enable ICRC staff to measure their level of knowledge and trigger them to find out more. The e-Learning course for the ICRC is to be delivered, in English and French, in early 2016.

Another project that was ongoing in 2015 was the development of an extensive e-Training course, commissioned by DG Justice, for all national administrations entitled 'Welcoming EU citizens: an e-Training on EU rules on free movement'. Development of this e-Training course began in mid-2014 and the final delivery in all 24 EU languages is scheduled for early 2016.



Projects like those mentioned above, as well as those within Lot 6 (see box), are valuable extensions to EIPA's track record of online learning, which establishes our position in the market of online learning and creates new demand from existing and potential customers.

Within the framework of the Lot 6 contract, EIPA also delivered tailor-made e-Learning courses in 2015. These tailor-made courses give organisations the opportunity to meet their particular learning goals and are always the end result of a thorough co-creation process; e-Learning experts and subject matter experts join forces with the contracting partner, with the shared goal of developing an optimised e-Learning course that meets the ambitions and targets of an organisation.

Ongoing developments

In order to meet the needs of the customers of today and tomorrow, EIPA will continue to keep abreast of new technical developments, new learning tools and methodologies, as well as the continuous changes in organisations' learning requirements.

www.eipa.eu/ilearn

Tailor-made e-Modules within the contract on EU Governance (Lot 6)

Within the framework of the Lot 6 contract (page 43), EIPA delivered a comprehensive e-Learning solution comprised of two new modules at the request of DG Employment, Social Affairs and Inclusion. Those modules, one on the European Structural Funds and one on EU 2020, aim to prepare new desk officers within the DG for their tasks in an efficient and effective manner. The modules were delivered and successfully launched within DG Employment, Social Affairs and Inclusion in the course of 2015.

Furthermore, EIPA started working on two more e-Learning projects in 2015, commissioned within the context of the Lot 6 framework contract. One of those projects is the development of an e-Learning module for the European Railway Agency (ERA) on data protection, specifically targeted at ERA staff and mainly serving as an awareness tool. Another project has been commissioned by DG HR and entails the updating and extension of the existing module 'Protection of Personal Data in the European Commission' as well as the development of a new data protection game to be launched on European Data Protection Day (28 January 2016).

EIPA's e-Collection on EU Governance

EU Decision-Making	Duration
Institutions of the European Union	90 min.
The European Commission: Policy Preparation and Internal Decision-Making	60 min.
The European Parliament	60 min.
The Council of the European Union and European Council	60 min.
The Leadership Architecture: Multiple Presidencies	90 min.
Ordinary Legislative Procedure	90 min.
From Comitology to Delegated and Implementing Acts	60 min.
EU Policies	Duration
EU Rules on State Aid	60 min.
Public-Private Partnerships: A Key Tool for Europe 2020	90 min.
EU Public Procurement Policy	90 min.
Environment and Climate Change Policy	90 min.
Common Foreign and Security Policy after Lisbon	60 min.
The Common Security and Defence Policy	90 min.
The European External Action Service	90 min.
A Practical Guide to the European Neighbourhood Policy	120 min.
EU Law	Duration
Introduction to the EU Legal System	90 min.
The Infringement Procedure	60 min.
The EU Courts	60 min.

Contract Activities

519 contract activities
10,375 participants
16,304 seminar days

In 2015, EIPA offered and hosted several hundred 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 proud that our activities were once again requested by such distinctive contracting partners and that we were able to deliver such a wide range of services, often specifically tailored to our customers' needs. Our contracting partners throughout the year are listed on the following pages, followed by a few examples of the different services we provided for a range of customers.

Contracts with EU institutions

- Training EU civil servants
- MEDA projects
- Training programme on EU Cohesion Policy 2014-2020



Contracts with Member States

- Bulgarian projects
- Activities for the Italian Ministry of European Affairs
- Collaboration with the city of Barcelona
- Convention with Luxembourg

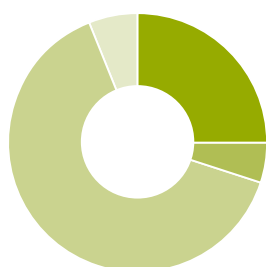
Study visits

- Study mission for CAF users outside Europe
- South Korea
- Lithuania

Commissioned Research

- Study for the Dutch Ministry of the Interior and Kingdom Relations
- Research paper for the European Parliament

Ratio of participants in terms of contract activities in 2015



- EU Member States 25%
- Candidate countries 5%
- EU institutions, bodies and agencies 64%
- Other 6%

EIPA's Contracting Partners

European Institutions/Agencies and Bodies

Committee of the Regions (CoR)
Council of the European Union
European Agency for Safety and Health at Work (EU-OSHA)
European Aviation Safety Agency (EASA)
European Banking Authority (EBA)
European Centre for Disease Prevention and Control (ECDC)
European Commission (EC)
European Court of Auditors (ECA)
European Central Bank (ECB)
European Chemicals Agency (ECHA)
European Data Protection Supervisor (EDPS)
European Economic and Social Committee (EESC)
European Environment Agency (EEA)
European External Action Service (EEAS)
European Investment Bank (EIB)
European Medicines Agency (EMA)
European Parliament (EP)
European Railway Agency (ERA)
European School of Administration (EUSA)
European Union Agency for Fundamental Rights (FRA)
European Union Agency for large-scale IT systems in the area of freedom, security and justice (EU-LISA)



Central Government Ministries

Finnish Ministry for Finance (FI)
Italian Ministry of European Affairs (IT)
Ministry of Economy of the Republic of Lithuania (LT)
Luxembourg Ministry for Foreign Affairs (LU)
Luxembourg Ministry of the Civil Service and Administrative Reform (LU)
Luxembourg Ministry of Justice (LU)
State Chancellery of the Republic of Latvia (LV)
Maltese Ministry for Finance (MT)
Office of the Prime Minister of Malta (MT)
Ministry of the Interior and Kingdom Relations (NL)
Slovak Ministry of Finance (SK)

National Agencies and Authorities

National Institute of Justice – NIJ (BG)
Road Infrastructure Agency (BG)
Comitato Nazionale Italiano Permanente per il Microcredito (IT)
The Supreme Court of Korea (KR)
Investment and Development Agency of Latvia – LIAA (LV)
Statistics Sweden (SE)

Regional/Federal/Local Authorities

Vlaamse Overheid – Dienst Wetsmatiging (BE)
Ministerium für Arbeit, Integration und Soziales des Landes Nordrhein-Westfalen (DE)
Ayuntamiento de Barcelona (ES)
Xunta de Galicia (ES)
Provincie Limburg (NL)
Nord-Trøndelag fylkeskommune (NO)
Scottish Government EU Office, Brussels (UK)

Public Administration Networks and Schools

Bulgarian Institute of Public Administration (BG)
Diplomatic Institute, Ministry of Foreign Affairs (BG)
Instituto Canario de Administración Pública (ES)
Instituto Vasco de Administración Pública (ES)
Centre des Hautes Etudes du Ministère de l'Intérieur (CHEMI) (FR)
Apertus Nonprofit Kft. (HU)
Formez – Centro di Formazione e Studi (IT)
Institut National d'Administration Publique (INAP) (LU)
Polish Institute of Diplomacy (PL)

Universities

Centre Ernest Lluch – CUIIMPB (ES)
LUISS – Guido Carli Free International University for Social Studies (IT)
Riga Graduate School of Law (LV)
Maastricht University (NL)
University College of Nord Trøndelag and University College of South Trøndelag (NO)
University of Essex, Journal of European Integration (UK)

International Organisations

European Free Trade Association (EFTA)
World Bank, Office Cairo

Others

BCS Management Services (AU)
European Foundation Centre – EFC (BE)
National Association of Municipalities Bulgaria (NAMRB) (BG)
Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ (DE)
Center for Telecommunication and Information Technology – CTTI (ES)
Organisation Internationale de la Francophonie – OIF (FR)
National Welfare and Assistance Office for Psychologists – ENPAP (IT)
Academia Istrapolitana Nova – AINova (SK)



Training EU Civil Servants

Training and Consultancy Services relating to EU Governance (Lot 6)

EIPA has been one of the main providers of training services to the EU for many years. Since the end of 2011, the Institute has been engaged in the third consecutive multi-annual framework contract on training and related consultancy services for the EU institutions, bodies and agencies, this time as the lead of a consortium with the College of Europe (BE) and Lattanzio Learning (IT).

A total of 409 activities were delivered in 2015, including six consultancy assignments, as well as tailor-made e-Learning modules (see more on e-Learning on pages 38-39).

In 2015, the services provided to the European Commission again made them our biggest client. EIPA continued to be responsible for the introductory courses on Commission decision-making procedures for new staff members, and specialised modules on other aspects of EU decision-making for various DGs. A new tailor-made course on decision-making was developed for and in collaboration with the Joint Research Centre of the Commission, which is to be offered on a regular basis to JRC staff.

A second phase was requested in the major consultancy work on administrative capacity building for DG Employment, Social Affairs and Inclusion (EMPL), further developing and disseminating the 'Quality of Public Administration Toolbox'. As in earlier years, the European Parliament and the Council Secretariat requested numerous courses on various aspects of decision-making, as well as on law for non-lawyers and economics for non-economists.

Activities with the EU agencies included a number of new support programmes. For example, a tailored course was delivered for the European Aviation Safety Agency (EASA) with the aim of not only providing a common understanding of EU administrative law as it affects the work of the agency, but also of addressing specific needs and questions for EASA. A blended learning programme on EU Governance was developed for Experts of the European Centre for Disease Prevention and Control (ECDC) in Stockholm. Consultancy on learning needs was followed by the development of cases, using internal expertise both to guide the process of elaboration and to assist in the discussion. EIPA's e-Learning modules were used as a preparatory stage for these face-to-face workshops.

Specialised modules on EU decision-making were once more provided for the European School of Administration (EUSA), both for the groups of Member State officials participating in the Erasmus Public Administration programme and for successful participants in the 'certification' programme. The European External Action Service (EEAS) again requested a range of tailor-made services, including geographically and thematically-focused seminars, public diplomacy, and skills-based courses on topics such as speech writing, intercultural communication, political reporting and complex negotiations.

Participants of Lot 6 in terms of origin in 2015



EuroMed Justice III Project

Concluding four years of intensive high-level dialogue among judicial authorities

Over the past four years, EIPA – as lead of a consortium with FIIAPP (*Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas*), Sofreco (*Société Française de Réalisation d'Études et de Conseil*) and IRZ (*Deutsche Stiftung für Internationale Rechtliche Zusammenarbeit*) – has carried out the EU-funded EuroMed Justice III project. This project, which is the third EuroMed Justice project implemented by EIPA, provided for the transfer of knowledge and practical expertise, stimulated discussions and contributed to the strengthening of previously established contacts and networks among the judiciaries throughout the southern Mediterranean region on legal and court management matters crucial to the fast-evolving judicial systems in the EU's southern neighbourhood partner countries. The ENPI South partner countries benefitting from the project were Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, Tunisia and Libya*.

In January, a final study visit on 'Concrete examples of how to use new technologies in the Justice Administration' took place in San Sebastian and Bilbao, bringing together legal professionals from Algeria, Israel, Lebanon, Morocco and Tunisia. The visit offered them an opportunity to share their experiences with and learn from their Spanish counterparts specialised in this specific field of the justice sector.

In March, the project concluded with a final conference in Barcelona, generously hosted by the Judicial School of the Spanish General Council for the Judiciary. The conference provided an overview of the work developed and allowed for the gathering of feedback on the results achieved, agreeing on lessons learned and identifying new areas of cooperation in need of continued support under possible future EU-funded regional programmes. The conference was attended by representatives of eight ENPI South partner countries, by the National Focal Points from eight EU Member States as well as various European agencies, international organisations and other institutions operating in these fields, such as the EJTN, The Hague Conference and the Council of Europe.

EuroMed Justice III ran for four years with EU-funding amounting to five million euros.

It aimed at fostering cooperation on judicial issues between the ENPI South partner countries and the EU Member States, as well as among the ENPI South actors themselves, thus contributing to the development of a Euro-Mediterranean area of cooperation in the field of justice. It revolved around three main components: access to justice and legal aid; the resolution of cross-border family conflicts; and criminal and penitentiary law.



* Syria was initially also a beneficiary partner of the project, but the participation of the country was suspended due to the ongoing conflict.

In addition to traditional training and conference activities, the EuroMed Justice III project included a number of novelties, such as:

- the drafting of six research reports and practice-oriented publications and handbooks, the preparation of which took place through intensive consultations during numerous working group meetings. One of these publications was a 'fiches belges'-type document entitled 'EuroMed Fiches,' providing fast and simplified access to the regulations of each beneficiary country with regard to given investigative measures used in criminal cases, the first of its kind covering the ENPI South partner countries; and
- open discussions under pre-announced agenda points on the possible approximation of practices and cooperation between secular and religious judicial authorities and institutions.



Procedural Simplification in the ENPI South Partner countries
(Research Report 1)



Overview of the current situation in the ENPI South region and comparative review of national experiences in the field of resolution of cross-border family conflicts (Research Report 2)



Handbook which identifies and describes possible approaches and best practices to improve access to justice and legal aid (Handbook 1)



Handbook describing approaches and best practices in the use of new technologies for the case management, circulation of documents, data collection in the legal field and communication of case law to the public (Handbook 1.2)



Handbook on good practices concerning the resolution of cross-border family conflicts, with special focus on cross-border disputes concerning parental responsibility (Handbook 2)



COMPONENT III: Criminal and Penitentiary Law - Euromed Fiches

Based on feedback received during the final conference, it appears likely that future justice sector projects involving one or more of the ENPI South partner countries will include follow-up activities in the areas covered by the above-mentioned results.

During the project implementation period, a total of 66 activities were organised (working groups meetings, training seminars, study visits, technical visits, etc.), bringing together more than 1,300 judicial professionals, lawyers, judicial trainers and other legal experts and academics from the ENPI South partner countries. The project activities were hosted by 22 Euro-Mediterranean partner countries and the overall participation rate was very satisfactory: 85%.

All the representatives of the ENPI South partner countries as well as the European Commission expressed their full satisfaction with the project implementation by EIPA, and the ENPI South partner countries voiced the unanimous wish to be able to benefit from a fourth edition of the EuroMed Justice project.

In the autumn of 2015, EIPA – as a partner in a consortium led by FIIAPP – took part in the tender procedure for the implementation of the fourth part of this programme, EuroMed Justice IV project. In December, our consortium was informed that we had won the bid. We are delighted to have been given yet another opportunity to be involved in another prestigious and grand-scale EuroMed Justice programme and consider this proof of the outstanding quality and consistency of our services.

EuroMed information and training seminars for diplomats

As part of a consortium led by the French National School of Administration (ENA) – EIPA has been implementing this multi-annual project since 2012, which aims to cater for the ‘training of diplomats from the Euro-Mediterranean area on the Euro-Mediterranean Partnership and on the European Union, while fostering dialogue and exchange between participants’.

On the occasion of the 20th Anniversary of the Barcelona Process, EIPA and ENA jointly organised a seminar entitled ‘From Barcelona to Barcelona: 20 years of Euro-Mediterranean relations’. The aim of this event, which took place from 27 to 30 October in Barcelona, was to explore the evolution of the Euro-Mediterranean Partnership with a special focus on its mechanisms, policies and achievements. The seminar also addressed the priorities of the Union for the Mediterranean in light of its Mediterranean agenda.



Within this seminar, EIPA took charge of organising an interactive simulation of an EU Council Meeting on cooperation between the EU and its Euro-Mediterranean partners, aimed at highlighting the mechanisms and dynamics of this cooperation. This simulation was greatly appreciated by all participants.

Eminent speakers from EU institutions, the Southern Neighbourhood countries and the Secretariat of the Union for the Mediterranean gave presentations during the seminar.

Training on EU Cohesion Policy 2014-2020

Multiple Framework Service Contract (Lot 3) with DG REGIO

During 2015, EIPA continued to fulfil its obligations towards the European Commission, DG REGIO, within the context of the Lot 3 contract by delivering several training programmes in Brussels on the topic ‘Ensuring Result Orientation in Operational Programmes 2014-2020: Programme Management, Project Selection, Monitoring, Reporting and Evaluation’.

Each training programme took the form of a two-day seminar with the objective of contributing to the increased understanding of relevant authorities in the interested Member States with regard to the result-based management concept in the process of the management of European Structural and Investment Funds (ESI funds). The overall purpose of the training provided was to ensure the sound management and control of the Operational Programme 2014-2020. To this end, the training programmes aimed to help representatives of managing authorities, intermediate bodies and audit authorities to embrace the concept of result-orientation throughout the programming cycle (from programming, through implementation, to monitoring and evaluation), as well as to provide specific guidance to the Member States on how to generate and select projects with a view to improving the result-orientation of programmes.

The two training programmes which took place in 2015 were attended by 54 participants in total. Two more training programmes are being scheduled for January and February 2016. In light of the successful completion of the first two training programmes, as well as the great interest expressed by Member States’ participants, DG REGIO has requested a fifth session on the same topic for April 2016.

Bulgarian Projects



Европейски съюз



ОПАК. Експерти в действие



Европейски социален фонд
Инвестиции в хората

EIPA has implemented a range of projects for the Bulgarian public administration over recent years, training a substantial number of Bulgarian officials. In 2015, the Institute was once more occupied with conducting several high-level projects for various target groups.

Cooperation with the Institute of Public Administration (IPA)

Following up on previous successful cooperations between IPA and EIPA, in 2014 the two organisations entered into an agreement for the delivery of services within the framework of the project 'Capacity-building of IPA for research, training and application of innovative European practices in good governance,' funded through the Operational Programme 'Administrative Capacity' (OPAC), conjointly financed by the European Union through the European Social Fund (ESF).

Within the framework of the agreement, in 2015 EIPA completed the following deliverables:

- Consulting IPA on the organisation of pilot training activities on ex-ante impact assessment.
- Assistance to conduct a five-day study visit to research good and innovative practices.
- Organisation of three-day Training of Trainers (ToT) on the application of the state aid methodology.
- Consulting IPA on the organisation of pilot training activities on state aid.
- Development of methodology on institutional performance assessment.
- Organisation of three-day ToT on the application of the institutional performance assessment methodology.
- Consulting IPA on the organisation of pilot training activities on institutional performance assessment.
- Consulting IPA on the creation of a national CAF Resource Centre and on the organisation of pilot training activities on CAF.
- Development of methodology on ex-post evaluation.
- Organisation of three-day ToT on the application of the ex-post evaluation methodology.
- Consulting IPA on the organisation of pilot training activities on ex-post evaluation.

Cooperation with the National Association of Municipalities (NAMRB)

In 2015, as part of the project 'E-PODEM' implemented by the NAMRB, funded by OPTS and conjointly funded by the EU through the ERDF, 245 municipal public officials participated in various EIPA open seminars. The Bulgarian officials joined activities in Maastricht, Barcelona and Brussels.

The participants attended the following open seminars:

- Delivering the 2014-2020 Programming Period of ESI Funds (70 participants)
- Cost Benefit Analysis (CBA) of EU-Financed Projects (105 participants)
- European Public Procurement: Rules, Policy and Reform (70 participants)



Bulgarian National Institute of Justice

Under the operational programme to strengthen administrative capacities jointly funded by the European Social Fund, EIPA – represented by its Centre in Luxembourg – was a partner in a project lead by the Bulgarian National Institute of Justice to train judges, prosecutors and administrative staff in cross-border judicial cooperation and the administration and management of judicial offices. Over the course of 2015, within the framework of this project, EIPA Luxembourg's experts contributed to an international conference on judicial training and two three-day training activities for court presidents, chief prosecutors and heads of administration on the 'Development of leadership capacities' and 'Protocol and social etiquette' respectively.

Activities for the Italian Ministry of European Affairs

Training activities on Project Cycle Management and European Direct Funds for Italian Regions

In order to provide information and training on funding opportunities granted directly by the European Commission, and in line with the various activities offered by the 'Department of European Policies' of the Italian Council of Ministers, EIPA once more implemented a range of different activities for the Italian Ministry of European Affairs throughout the year.

Most notably, seven regional information and training seminars took place, devoted to the explanation of the most significant aspects of the 2014-2020 European financial programming period, the functioning of funds, the tools and techniques of project cycle management and budget management of projects. These training activities addressed multiple stakeholders such as local authorities and government agencies, but also universities, non-governmental organisations, businesses and citizens. EIPA offered these seminars in collaboration with the 'Enterprise Europe Network' and 'Europe Direct'. As in earlier years, the training activities attracted many participants, with the seminars being held in Siena, Genova, Rome (twice), Trapani, Catanzaro and Udine and having an average of almost 100 participants each.

Besides these training activities, our experts also aided in the updating and management of the website on direct funds (www.finanziamentidiretti.eu) and supported the answering of specific questions on the use of direct EU funding.



Regional seminar on EU Funding opportunities together with the Department of European Policies of the Italian Council of Ministers, and the Undersecretary to the Presidency in charge of EU Affairs, Mr Gozi, 4 March 2015, Forlì (IT)

Collaboration with the City of Barcelona

European City Economic and Financial Governance (CEFG) Group



The European City Economic and Financial Governance (CEFG) Group (www.cefg.eu) is a strategic partnership between the CFOs and Directors of Finance of the cities of Barcelona (ES), Dublin (IE), Hamburg (DE), London (UK), Milan (IT) and Vienna (AT), initiated by the City of Barcelona and managed by EIPA Barcelona. The group is actively supported by the European Commission through Eurostat.

In 2015, it published the 'Standardised financial report and 10 financial health KPIs for City Governments in Europe'. It is the first time in Europe that cities have embarked on the challenging undertaking to produce a joint financial balance sheet in view of harmonising their accounting practices and reliably comparing their financial performance. This is a timely initiative against the background of sometimes highly fragmented public sector financial and accounting practices within the individual Members States and across national boundaries.



This jointly developed financial report is based on official frameworks such as the European System of National and Regional Accounts (ESA), the International Public Sector Accounting Standards (IPSAS), approaches of the International Monetary Fund (IMF) and the World Bank. It contains a set of agreed financial indicators based on accrual accounting, including items such as the statement of operating performance, capital operations, financial flows, cash statements and debt as well as data of the six cities on ten financial health KPIs. Thus, it is in line with the European Commission's efforts to define the European Public Sector Accounting Standards (EPSAS) in order to harmonise public sector accounting data across the EU and increase its reliability.



The CEFG Group members, Milan, 5-6 March 2015

The uniqueness of the CEFG Group lies in the fact that it is the first time that fiscal and financial management issues have been discussed from a cross-border perspective at city level. Uniting six major European cities, representing approximately 30 million inhabitants in their metropolitan areas, this group is considered an ideal way to showcase strong local European experiences and to bring city financial and economic realities to the attention at European level in matters that are usually only debated at national level.

Based on the success of the initiative and its work, an agreement was reached in Hamburg in September 2015 to continue and deepen the CEFG Group by EIPA for another two years initially (starting in 2016) in order to ensure the stability of the initiative.

In addition, the group is pleased to welcome two new city members – the City of Bordeaux (FR) and the City of Amsterdam (NL), where the first meeting in 2016 will take place in line with the Dutch presidency of the EU. The foreseen thematic areas for this second phase of the group are the financing of infrastructure, financial planning and overviews, budgeting practices and policies as well as a further deepening of the EPSAS.

Convention with Luxembourg



Technical Assistance: Institution- and Capacity-Building

EIPA continued its close cooperation with the Luxembourg Ministry of Foreign and European Affairs and was awarded a new one-year Convention, the objectives of which were: firstly, to perform an institution and capacity-building needs analysis in selected countries that have association agreements with the EU; and secondly, to design and implement so-called 'small projects' to meet such needs. The countries covered by the 2015 Convention were Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey.

In Bosnia and Herzegovina, Serbia and Turkey, EIPA's European Centre for Judges and Lawyers provided a broad range of activities ranging from training on various aspects of EU environmental law in Bosnia and Herzegovina to highly specialised workshops for civil servants and/or members of the judiciary in Serbia and Turkey on the application of various EU instruments in such fields as EU internal market law and cross-border judicial cooperation.

In Montenegro, the project under which EIPA Luxembourg delivered institution and capacity-building consultancy services to the Judicial Training Centre (JTC) of Montenegro, supporting its transformation into an independent and autonomous institution, was extended to also cover Montenegro's Human Resource Management Authority (HRMA). The services provided to the JTC in 2015 focused on the development of a new continuous training curriculum on both general and specialised EU law topics as well as implementing some pilot training activities covered by the said curriculum. The services provided to the HRMA consisted of a learning and training needs analysis for the administrative staff in courts and public prosecutors' offices and the development of a training curriculum to cover the identified needs. The HRMA approved the needs analysis and the proposed training curriculum without further comments and requested assistance in 2016 for the implementation of the proposed curriculum.

In the former Yugoslav Republic of Macedonia, the traditional training activities provided for judges and prosecutors were replaced by a request to EIPA Luxembourg from the Macedonian Judicial Academy a) to perform a learning and training needs analysis for administrative staff and heads of administration in courts and public prosecutors' offices; and b) to develop training curricula for these groups, including joint training activities for heads of administration and court presidents/ chief prosecutors. Having received the Judicial Academy's approval of both the needs analysis and the proposed curriculum, EIPA proceeded to deliver a number of pilot training activities on issues relating to the management of judicial bodies (courts and public prosecutors' offices), including the introduction of total quality management.

The projects in Montenegro and the former Yugoslav Republic of Macedonia have both been praised for, amongst other things, the EIPA project leaders' close coordination and cooperation with the other major projects and donors targeting the justice sector, which both the beneficiary partners and the EU Delegations in those countries consider an example of best practice.

Study Visits

In 2015, EIPA once more organised a variety of study visits for public officials from within and outside the European Union. All visits were tailored to the needs of each group and – as always – were met with great satisfaction from participants. Most notably, the Institute organised another round of study visits for South Korean judges and two visits for the Lithuanian Central Project Management Agency, as well as the first European Public Sector Performance Study Mission.

The CAF and the first European Public Sector Performance Study Mission

The CAF Resource Centre in Maastricht joined forces with BCS Management Services (UK) and Benchmarking Partnerships (Asia/Pacific) to conduct the First European Public Sector Performance Study Mission from Sunday 27 September to Friday 2 October 2015.

The very successful study mission took place in Brussels (BE), Maastricht (NL), Mannheim (DE) and Luxembourg. This year's programme in Europe was built around delegates from various countries outside Europe wishing to learn about the Common Assessment Framework (CAF). It included site visits and presentations by users of CAF.



'The study mission was not just informative in terms of recent trends in public administration in Europe, it was also a great cultural exchange for all of us. We hope that this experience and the knowledge gained will be translated into concrete actions and activities.'

Mr José Elvinia from the Asian Productivity Organization, APO
study mission participant

Delegates from five countries rated their experiences and what they learned during the study mission very highly, with all delegates who responded saying that they would recommend a similar study mission to others. The overall rating by delegates was 96% of the maximum possible score, which was a very satisfactory outcome.

South Korea



For the fifth year in a row, EIPA Luxembourg organised study visits for delegations of judges from Korean courts to district and appeal courts in selected EU Member States and EFTA countries.

The main objectives of these visits were to allow the Korean judges to compare the judicial systems of European countries and to exchange experiences with European judges on their daily practice

in the courts. In particular, the Korean judges had the opportunity to attend criminal and civil trials at the host courts, and to meet chief judges of European courts for discussions on the organisation of the courts and on procedures and methods in civil and criminal proceedings. Visits to a total of 12 European courts for 9 delegations were organised over the course of the year.

Lithuania

During 2015, two study visits on the topic of Structural Funds were organised for the Lithuanian Managing Authority, the Central Project Management Agency: one in Dublin in March and one in Lisbon in April.



The first study visit, entitled 'Structural Funds and Public Procurement Control', focused on the challenges of applying public procurement rules when implementing structural funds. Special attention was given to the European Regional Development Fund (ERDF) as well as the reformed public procurement rules in the post-2014 regulatory framework. The Lithuanian participants received ample opportunity to exchange experiences and good practices with the Irish Audit Authority.



The second study visit focused on the topic of 'Comparing Structural Funds systems and projects in the area of IT sector'. The meetings held between the Lithuanian and Portuguese Managing Authorities focused on establishing a framework for the comparison of existing practices for the transformation of how public services are delivered using the ERDF. The objective of the study visit was to provide participants with sufficient knowledge on the specifics of project implementation in the IT sector, within the context of utilisation of European Structural Funds.

Commissioned Research

Study for the Dutch Ministry of the Interior and Kingdom Relations on the 'Executive Pay of High-Level Officials in the Public and Semi-Public Sectors within the EU Member States'

In 2015, EIPA continued with the second phase of this significant comparative research project for the Dutch Government. The in-depth study is set within the framework of the ongoing public and political debate concerning a law that sets standards for the executive pay of high-level officials in the public and semi-public sectors in the Netherlands: the Executives' Pay (Standards) Act (*Wet Normering Topinkomens, WNT*).



Government of the Netherlands

The underlying objectives of the research project are to develop comparative insights, to define possible best practices and to focus on themes and systems elements on which further research should be carried out in order to account for an effective policy model. Within the first two stages of the research project, the following matters were examined:

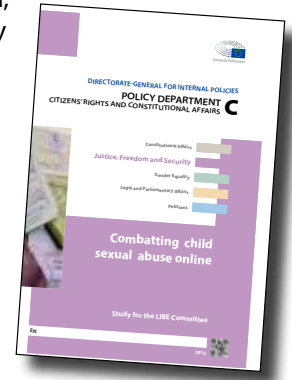
- the regulations that are in place in the EU 28 regarding executive pay in the public and semi-public sectors;
- the arguments put forward in the political and public debates regarding the introduction or non-introduction of a regulatory policy;
- the regulatory measures, methods and standard that apply in the public and semi-public sectors of the respective EU countries.

The results, achievements and identified European best practices were presented and discussed in the Dutch Parliament as part of the ongoing debate on the potential advantages and disadvantages of changing certain elements of the Dutch Executives' Pay (Standards) Act, thus highlighting the effective impact and relevance of the overall research project.

Research Paper for the European Parliament

The European Parliament's Directorate-General for Internal Policies of the Union mandated EIPA's European Centre for Judges and Lawyers in Luxembourg to produce a briefing note on the key issues relating to the online sexual abuse of children. Given its key role in this area, the briefing note devoted most of its attention to the existing EU regulatory framework.

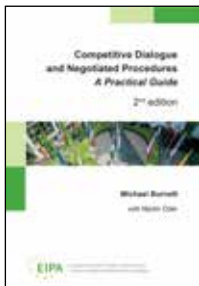
In particular, the main focus was on the changes that have been brought about by the introduction of Directive 2011/93/EU on combating the sexual abuse and sexual exploitation of children and child pornography. The EU's regulatory regime was compared with the Council of Europe Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse (the Lanzarote Convention), and with various other Council of Europe and United Nations instruments sharing the same objective. The comparative analysis of these instruments shows how the various levels of regulation complement and reinforce each other.



The role of the law enforcement agencies and the private sector was demonstrated through the introduction of Europol's European Cybercrime Centre and the transnational structures of various public and private stakeholders. The briefing note examined some of the current trends and phenomena associated with the online sexual abuse of children, including new types of offences, new technological devices and patterns of offender behaviour. It also reflected upon the various policy responses that have been launched to fight emerging trends. On the basis of these findings, the last part of the briefing note offered recommendations on how to strengthen the fight against the online sexual abuse of children and how to make it more effective.

EIPA's Publications

Books



**Competitive Dialogue and Negotiated Procedures
A Practical Guide
2nd edition**

Burnett, M., with M. Oder

ISBN 978-90-6779-220-2

EIPA 2015/01 – 126 pages

Exclusively available for participants of the [Master Class Competitive Dialogue](#)

Since the first edition of the book the use of Competitive Dialogue has been influenced by both changes on how public contracts are awarded arising from the 2014 Public Procurement Directives and the continuing impact of the global financial crisis on award procedures for PPP projects at a time when private finance is increasingly seen as central to the modernisation of European infrastructure. Yet objective advice for decision makers about how to award complex contracts, however they are financed, remains hard to find.

Cutting through the jargon and misconceptions, this book is an independent guide for all those in Europe facing the challenge of awarding complex contracts effectively to secure value for money for the public sector.

The continuing experience of the authors is that good practice in the application of Competitive Dialogue and Negotiated Procedures will often be very similar. Thus in this second edition the scope of the book includes consideration of Negotiated Procedures.

Written from a public sector perspective, the book has two main audiences. i.e.:

- European decision makers from the legislative and judicial branch of government responsible for creating and implementing an appropriate legal framework at EU level for Competitive Dialogue and Negotiated Procedures.
- Politicians, public officials and their professional advisers in the EU currently facing choices about when and how to use Competitive Dialogue and Negotiated Procedures in a way which maximises legal certainty and the likelihood of achieving value for money.

The book both explains the legal framework for the application of Competitive Dialogue and Negotiated Procedures and gives practical guidance for all stages of the award procedure on how best to exercise the choices available within the legal framework. It also sets out an agenda for future use of Competitive Dialogue and Negotiated Procedures after the 2014 Public Procurement Directives, with actions at EU and national level.

The stakes in terms of the need to modernise Europe's transport, energy and digital infrastructure and the effective implementation of key European policies, such as compliance with environmental legislation and the completion of the Internal Market, at an affordable cost remain too high for it to fail.



The Public Sector as Partner for a Better Society (EPSA 2015)

Eds. Bosse, J., M. Burnett, S. M. Nielsen, C. Rongione, H. Scholtens

ISBN 978-90-6779-000-0

EIPA 2015/02 – 126 pages

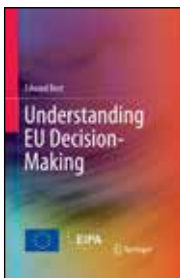
Free of charge – [download](#)

This publication highlights the trends identified from the EPSA 2015 practice-front in order to share best practice elements with the readers – as a source of inspiration for their own change projects. Thus, this publication presents a first analysis and taster of the novel solutions applied by public administrations across Europe.

It's split in two parts: An EPSA 2015 Trends & Practices Report analysing the best practices and successful elements identified in the EPSA submissions, which are of interest to other public administrations looking for solutions on how to address current challenges. Common elements, enablers and barriers are pinpointed during this analysis. The general findings and common trends across the two administrative categories are sketched out in the joint conclusions at the end of this report.

The second part of this publication contains the Best Practices Catalogue, which comprises EPSA 2015 statistics and the edited executive summaries of the 64 best practices (9 nominees and 55 additional Best Practice Certificate recipients) with the contact details of the EPSA 2015 winners, nominees and best practice certificate recipients to allow the reader to directly contact the public sector innovators behind the rewarded projects and thus encourage joint learning and knowledge transfer.

In conclusion, this publication contains inspirational and working solutions which are ready to be adapted to and replicated by the readers' public sector institutions in their own administrative cultures and systems.



Understanding EU Decision-Making

Best, E.

ISBN 978-3-319-22373-5

[Springer International Publishing](#) – 136 pages

A copy of the book is provided for participants in the EIPA's courses on [Understanding EU Decision-Making: Principles, Procedure, Practice](#)

This book presents in a concise and accessible way why the EU institutional system exists in its present form and who is involved in EU policy processes. It gives a summary of the system's basic principles and structures, and describes its actors, procedures and instruments.

The main theme is to show that EU decision-making is not just a matter of action at some higher and separate level, of 'them and us', but rather that it involves different forms of cooperation between European, national and regional authorities, as well as interaction between public and private actors. Numerous short case studies illustrate how people's day-to-day activities are affected by EU decisions, and how individuals' concerns are represented in the decision-making process.

The book is published by Springer in editorial partnership with the Publications Office of the EU.

Book chapters

Duke, S., 'EU Diplomatic Engagement', in Rehrl, J. and Glume, G. (eds.), Handbook on CSDP Missions and Operations, Vienna, Federal Ministry of Defence and Sports of the Republic of Austria, 2015.

Duke, S., 'The EEAS and Training', in Batora J. and Spence D. (eds.), European Diplomacy Post-Westphalia: The European External Action Service, Basingstoke, Palgrave, 2015.

Duke, S., 'Inside the European External Action Service's institutional sinews: an institutional and organizational analysis' (with Caterina Carta), in Balfour, R., Carta, C., and Raik, K. (eds.), The European External Action Service and National Foreign Ministries, Ashgate, 2015.

Articles

Burnett, M., (2015) 'The new rules for Competitive Dialogue and the Competitive Procedure with Negotiation in Directive 2014/24/EU– What might they mean for PPP?', European Procurement and PPP Law Review, Vol 10, No 2, June 2015.

Kritikos, M., (2015) 'Looking for accountability in institutionally uncharted waters: comitology committees in operation and EU decision-making structures', Journal of European Integration Vol. 37 No. 3 ([online publication](#) 4 February 2015).

Others

Duke, S., House of Lords, Written Evidence, 'The strategic review of the EU's foreign and security policy', EU External Affairs Sub-Committee, November 2015, available online at www.parliament.uk.





EIPA supports sustainability. Where possible, practices have been adopted to minimise the impact on the environment as much as possible. EIPA's procurement practices are in line with the Green Public Procurement guidelines adopted by the EU institutions. We purchase only FSC-certified products for our conference materials.

European Institute of Public Administration

Headquarters Maastricht

European Institute of Public Administration
O.L. Vrouweplein 22
P.O. Box 1229
6201 BE Maastricht
The Netherlands
Tel. +31 43 32 96 222
E-mail: info@eipa.eu

EIPA Luxembourg

European Centre for Judges and Lawyers
Circuit de la Foire Internationale 2
1347 Luxembourg
Luxembourg
Tel. +352 42 62 301
E-mail: info-lux@eipa.eu

EIPA Barcelona

c/Girona, 20
08010 Barcelona
Spain
Tel. +34 93 245 13 13
E-mail: info-bar@eipa.eu

www.eipa.eu