

Annual Report 2016

European Institute of Public Administration



Annual Report 2016



The European Commission
supports EIPA
through the European Union budget

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Henning Christophersen

(8 November 1939 - 31 December 2016)

- Chairman of EIPA's Board of Governors (1996-2013)
- Vice-President of the European Commission (1985-1995)
- Danish Finance Minister and Deputy Prime Minister (1982-1984)
- Danish Foreign Minister (1978-1979)

The final day of 2016 brought us the sad news that the former Chairman of our Board of Governors, Henning Christophersen, had passed away.

During his seventeen years as EIPA's chairman, Henning helped steer our institute in the right direction thanks to his clear insights into the European sphere. His sharp analysis of both the EU context and the variety of national political and economic conditions at play represented invaluable guidance for EIPA. In addition, Henning helped with the development of our unique learning methodology, combining both expert knowledge and practical application. He was also a strong believer in the value of learning from the experiences of others. Within the EIPA of today, we still follow his advice by seeking out best practices from all over Europe and disseminating these through our activities.

We will remember Henning Christophersen as a true European leader as well as a humorous and warm-hearted person.

A Note from Guy Verhofstadt

Chairman of the Board of Governors



A strong Europe needs Institutions like EIPA

I believe in Europe. And I believe in the European Union. But, today, Europe is at a crossroads and is undergoing an existential crisis. We are faced with numerous threats, not only inside, but also outside.

Internally, populism is on the rise. Brexit is a reality. And numerous other challenges exist: terrorism, refugees at our borders and the changing transatlantic relationship. Amid its greatest crisis, we need to strengthen the European Union. Reform is necessary. We need strong institutions and a capable public administration.

EIPA plays an important role in training the public administration of the European Union as well as those of the Member States. This is of high importance in today's Europe. If we want a Europe that is united, we need officials that know how to govern it, officials who are updated on the latest rules and developments and who can support the functioning of the EU in the best possible way. EIPA's practice-based approach helps participants to learn not only from high-level experts and practitioners, but also to share European experiences and learn from each other. I am pleased to be the Chairman of EIPA's Board of Governors, as it contributes to the advancement of European public administration.

From EIPA's Director-General



Last year was a very special year for our Institute. In November, it had been 35 years since the founding of EIPA in 1981, here in Maastricht. Over the years, Europe has changed a great deal, with ever more complex challenges faced by public administrations, Member States and the institutions of the European Union and their officials. In light of this, supporting our stakeholders in tackling these challenges remains a highly important task.

Although our history dates back 35 years, our mission of delivering relevant and high-quality services that develop the capacities of public officials to deal with EU affairs has remained unchanged. Looking back at 2016, I am happy to say that once more, we successfully disseminated knowledge to our stakeholders as well as clients in Europe and beyond. More

than 11 000 people participated in our over six hundred activities, resulting in more than 17,000 days of activities. This is a good result: it shows that our seminars remain a unique place for civil servants from all over Europe to learn from our experts and from our practice-based approach, to exchange experiences and to network. The EU remains our biggest client, followed by the Member States. We receive participants from all over the European Union, all of whom benefit from our high-quality services. We see this in the feedback we receive about our activities, and our latest customer satisfaction review provided us with the same picture (see more on page 23).

Nevertheless, we notice that, overall, our participant numbers are falling. In 2016, we had fewer participants in both contracting activities as well as open activities. In 2017 and beyond, we will look to sharpen our profile and further professionalise and tailor our offer to the needs of our clients. We will improve our marketing in order to strengthen our market position and visibility and ensure that the uniqueness of our services also receives the attention it deserves.

Coming back to our anniversary, I have to say that today, 35 years after its foundation, EIPA's mission has never been more relevant. Last year has shown once again that our services are still highly important for the Member States and EU Institutions alike. My appreciation goes to my dedicated staff for the excellent work they delivered. I would also like to thank all of our stakeholders and clients for their continued support. As Director-General of this Institute, I am looking forward to carry on disseminating knowledge to our stakeholders, both today and in the future.

I hope you enjoy reading our Annual Report.

With best regards,
Prof. Dr. Marga Pröhl

A handwritten signature in blue ink that reads "Marga Pröhl". The signature is written in a cursive style with a large loop at the end of the last name.

Board of Governors [Situation as of December 2016]



Chairman

Mr Guy VERHOFSTADT*

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



Vice-Chair

Ms Liesbeth SPIES*
















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

Secretary-General

N.N.

Full members

<i>Belgium (BE)</i>	Mme Sandra SCHILLEMANS Director-General, Training Institute of the Federal Administration (TIFA)
<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>	Mr Poul TAANKVIST** Director-General - Agency for the Modernisation of Public Administration Ministry of Finance
<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) Ministerio de Hacienda y Función Pública 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>	Mr Marios MICHAELIDES*** Head of the Cyprus Academy of Public Administration (CAPA) 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* Coordinatrice générale 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, Institute for Public Services - Office of the Prime Minister
 <i>The Netherlands (NL)</i>	Mr Olav WELLING* / ** Director for Personnel and Organisation Policy of the Central Government Deputy Director-General for Central Government Organisation and Management - Ministry of the Interior and Kingdom Relations Mr Joost FLAMAND Deputy Director for European Integration - Ministry of Foreign Affairs Mr Ed KRONENBURG** Ambassador of the Netherlands to France, Andorra and Monaco and former Secretary-General of the Ministry of Foreign Affairs - 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>	Ms Sylwia OJDYM** Deputy Director - 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 Sami SOLIMAN** Desk Officer - Department for Public Administration - Ministry of Finance
 <i>United Kingdom (UK)</i>	N.N.
 <i>Norway (NO)</i>	Mr Jan HJELLE** Director-General - Department of ICT Policy and Public Sector Reform Norwegian Ministry of Local Government and Modernisation

* Member of the Bureau.

** Became a member of the Board of Governors in 2016.

*** Became full member in June 2016; was the substitute member since December 2011.

Board of Governors



Photo taken on the occasion of the Board meeting held at EIPA in Maastricht on 3 June 2016.

Support from the European Commission and the Member States



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

Contributions to basic costs

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

In 2016, 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 2016, EIPA received ca. €1 million from the European Commission.

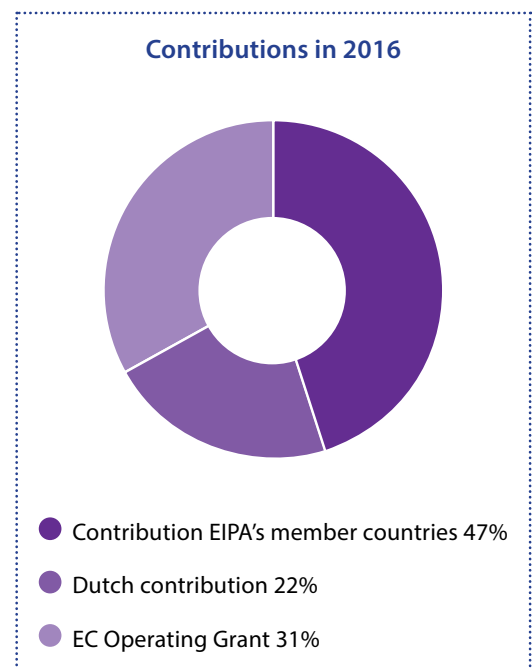
Secondees

In 2016, the Netherlands seconded a staff member from their public administration to the Institute.

Subsidies

In 2016, 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.



Management



Prof. Dr Marga Pröhl (DE)
Director-General



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

EIPA's International Staff



Austria (AT)	1
Belgium (BE)	5
Bulgaria (BG)	2
Czech Republic (CZ)	1
Germany (DE)	8
Denmark (DK)	1
Spain (ES)	7
France (FR)	6
Hungary (HU)	1
Italy (IT)	4
Luxembourg (LU)	2
The Netherlands (NL)	27
Poland (PL)	3
Romania (RO)	1
Slovenia (SI)	1
United Kingdom (UK)	3
Total	73

Nationalities

Being a multicultural and multinational Institute, EIPA's staff (including Seconded National Experts) consisted of people from 16 different European nationalities in 2016.

Unit Heads / Director Antenna [alphabetical order]



Dr Edward Best (UK)

Head of Unit European Decision-Making; Acting Head of Unit European Policies; Professor

Fields of Specialisation

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



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



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

Scientific Staff [alphabetical order]



Rita Beuter (DE)
Senior Expert

Fields of Specialisation
European public procurement rules and policy



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



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



Virgil Ivan-Cucu (RO)
Senior Lecturer

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



Igor Dizdarevic (FR)
Lecturer

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



Dr Alina Domaradzka (PL)
Lecturer

Fields of Specialisation
EU financial services law; Free movement of capital; EU constitutional law



Dr Simon Duke (UK)
Professor

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

Scientific Staff



Alain Guggenbühl (FR)
Senior Lecturer

Fields of Specialisation
EU governance; European negotiations



Alexander Heichlinger (AT)
Expert

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



Dr Theo Jans (BE)
Associate Professor

Fields of Specialisation
Decision-making; European governance



Petra Jeney (HU)
Senior Lecturer

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



Dr Iwona Karwot (PL)
Senior Lecturer

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



Wolfgang Koeth (DE)
Senior Lecturer

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



Tomasz Kramer (PL)
Lecturer

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



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

Scientific Staff



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



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



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



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



Gracia Vara Arribas (ES)

Expert

Fields of Specialisation

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

EIPA's Locations

Maastricht (NL)



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

Our modern training facilities in the charming city of Maastricht – at the heart of the Meuse-Rhine Euroregion – are easily accessible from Brussels and other locations in Europe. In Maastricht, we are organised around three topical clusters: **EU Governance; European Public Management; European Policies.**

Our experts on EU Governance help public officials to understand the complex processes that shape decisions at a European level and to learn how they can participate effectively in them. We also aim to contribute to broader debate within the European policy community about the institutional structures for European integration and the evolution of European governance.

Our training activities on EU Governance are based on regular seminar series that aim to deepen participants' understanding of decision-making, delegated and implementing acts, European negotiations, the Presidency challenge, EU information management and the EU budget.

Within the topic of European Public Management, we deal with the question of how European integration and ongoing changes in the European arena influence public administrations in the European Union. We regularly offer 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.

Within the area of European Policies, we deliver both open and contract seminars in Maastricht and other Member States and provide advisory and consultancy services alongside our research and publishing work. Our main activities fall under the following topical areas of data protection, public procurement, competition and state aid, structural funds and regional policy, external relations (CFSP/ENP) and trade as well as environmental policy and migration.

Luxembourg



Established under a convention signed in 1992 between the Government of the Grand Duchy of Luxembourg and EIPA, the European Centre for Judges and Lawyers, our Centre in Luxembourg, 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 how this is incorporated into and enforced under national law. Its activities concentrate on the legal professions, EU institutions and public administrations in the EU Member States and EFTA countries, the applicant and candidate countries and European Neighbourhood Policy and other third countries.

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

Barcelona



EIPA Barcelona was created in 1996 through an agreement between EIPA and the regional government of Catalonia. During 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 that look to enhance public administrations in the EU's Southern Mediterranean partner countries. Our Centre in Barcelona focuses on three topics: **Multilevel governance and EU legislation; Regional and local public administration; and Regional development in the EU.**

The first topic – multilevel governance – analyses tools and mechanisms that enable regional and local authorities to effectively participate in the policy-making cycle and ensure adequate impact assessments, effective transposition of European rules, subsidiarity control and the implementation of laws with high territorial relevance.

The second topic – regional and local public administration – aims to strengthen Europeanisation and the 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.

The topic of regional development in the EU provides tools and practical experiences in using networks, regional policies and develops project strategies for EU programmes and funds with a view to placing regions within the European landscape whilst contributing to their competitiveness, growth and prosperity in line with the EU 2020 Strategy.

Customer Satisfaction

Third successful customer satisfaction survey

In spring 2016, we once again commissioned CEDEO, the Dutch independent certifying body for the providers of training courses and other HR services, to conduct an extensive customer satisfaction survey. Both open and contract activities were part of the survey, which saw CEDEO canvass participants and contracting partners from all over Europe. The survey covered all conceivable issues relating to our activities, such as the quality of our lecturers, materials and the organisational part of the activities. Just as in previous years, our clients gave us very high scores on all fronts. As a matter of fact, all of the respondents said that they would recommend EIPA to a colleague and they would all consider purchasing another EIPA programme.



We are very pleased with this outcome, as it shows that we deliver the quality we aim for. After all, here, at EIPA, we strongly believe that quality is not static, but needs constant improvement so that we are able to deliver the best services to our customers. Below are some of the comments that we received.

On the subject matter: "I thought it was an extremely useful training course. The subject matter is quite complex but they made it easy to understand and I picked up quite a lot in the course of two days. The programme is well structured."

"The working methods in particular were very effective. There was a good mix of presentations and exercises. After learning about a topic, we had to put it to use in a group assignment. That active use of knowledge brought the topic to life."

About our experts: "The instructors had a good knowledge of the subject matter and brought a lot of experience to the table, which meant that they could vividly discuss their own practical experiences."

"The speaker was excellent and managed to motivate all of the participants."

"The instructors made an excellent team. One had a lot of knowledge and the other had a lot of practical experience. With that combination, they really took the participants to the next level."

Our methodology: "There was an optional exam at the end of the two-and-a-half-day training course. You were given half a day to prepare for the exam. It was well-organised and you were clear about what to expect. There was enough time for the multiple-choice and essay questions."

The biannual customer satisfaction survey is part of our overall quality assurance process, which also led to the award of our ISO 9001 certification a few years ago. In 2017, we will be moving to the new ISO norm, which will entail further updating of our internal quality processes.

EIPA's Activities



633 activities
11,191 participants
17,367 seminar days

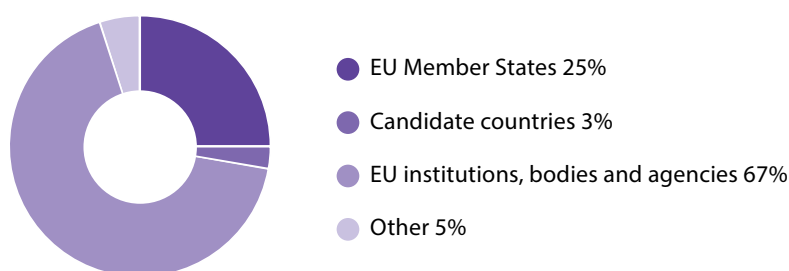
Our activities throughout the year attracted more than 11,000 participants from all over Europe and beyond, and we were able to share knowledge with a vast number of people in more than six hundred activities spread over 17,000 seminar days. Although the activities drew a slightly lower number of participants (11,191 in 2016 compared with 12,280 in 2015) and had fewer participant days (17,367 in 2016 compared with 21,124 in 2015), it is nevertheless a result that we are proud of.

Looking more closely, we saw that the drop in participant numbers affected both the open seminars and the contract seminars. The decrease within contract activities is mainly due to the fact that we had large-scale contracts with two countries, Bulgaria and Italy, which were finalised in 2016 (BG) or which provided training for a smaller number of participants (IT). Aside from this small drop in absolute numbers, however, our contract activities were very successful.

In the last year, we had to cancel quite a few open seminars, and we observed that some of our open seminars are attracting fewer participants. This is also the case for seminars, which we have been running for many years. Nevertheless, although there is clearly greater competition each year to attend our successful seminars, overall, they remain popular among civil servants from all over Europe, as evidenced by the distribution of participants (see graph on the origins of participants). We see this as further evidence of our ability to consistently deliver the highest quality (see the outcome from our latest customer satisfaction review on page 23).

Considering the origins of our participants, the EU and the EU Member States are clearly our main clients. Two thirds came from the EU institutions, bodies and agencies (67%), followed by EU Member States (25%). Third countries, potential EU candidate countries, international organisations and private organisations represent only a small share, while others account for 5%. Even fewer participants – 519 (3%) – came from candidate countries.

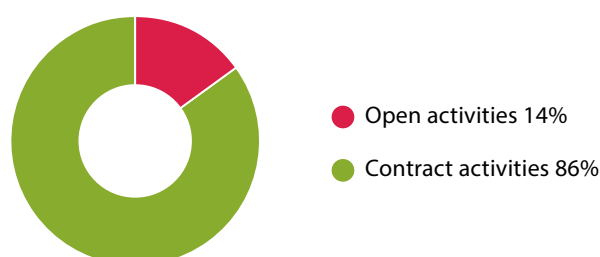
Ratio of participants in terms of origin



Compared with 2015, the share of participants from the EU institutions, bodies and agencies has increased relative to the other participants, especially those from the Member States. We have been observing the ratio develop in this direction for several years now and have identified several factors which underlie this trend. Overall, we receive higher numbers of participants from the EU institutions under the latest EU framework contracts (see pages 40-41 for more details) than in earlier years. On the other hand, participation in our open seminars – which are predominantly attended by officials from Member States – has declined. Moreover, in 2016, we had a lower number of participants from Member States via contract activities as a result of several large contracts being ended or phased out. However, as this fluctuation of contracts and the related participants is very normal, it should not be interpreted as a downwards trend in participant numbers from Member States.

As you can see in the graph below, the ratio of participants in open and contract activities ties in with this analysis, leaning slightly towards contract activities. In 2015, open activities still accounted for 16%, compared with 14% in 2016.

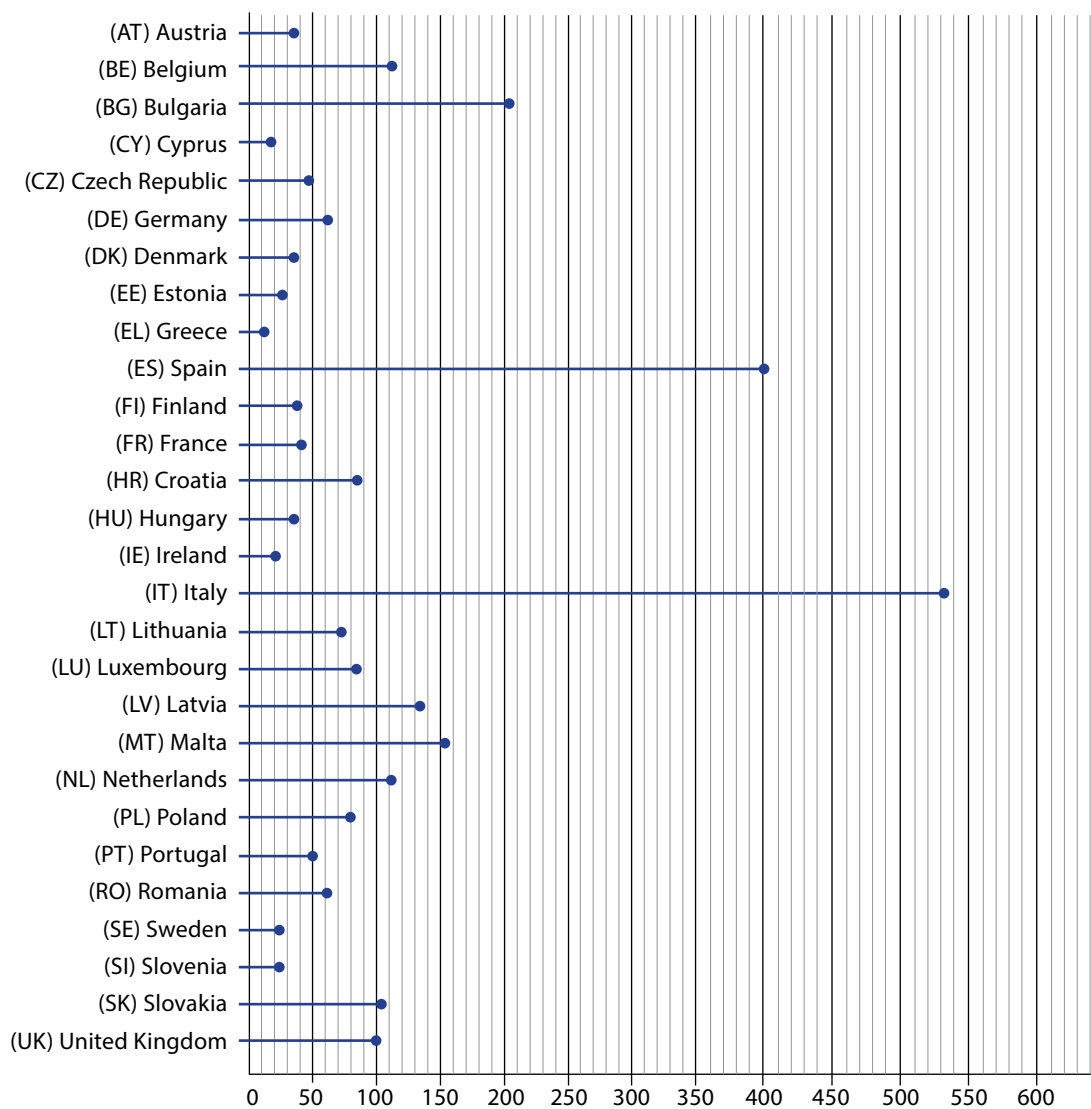
Ratio of participants in open and contract activities



EIPA's Activities

Once more, we received participants from all the EU Member States in 2016. As the graph below shows, the largest number of participants came from Italy, followed by Spain and Bulgaria. Just as in last year, the high attendance rate of these countries was due to the specific contracts that we had with these countries. Compared with the previous year, however, the number of participants from Bulgaria is much lower, since the larger part of the contracted activities had already taken place in 2015. Similarly, fewer participants were trained under the large Italian contracts on page 42 than in previous years. The number of participants from Spain is more or less in line with earlier years, and the number of participants from the remaining countries has not changed much when compared with years gone by. In conclusion, we are very pleased that our activities have remained popular among the Member States throughout the EU.

EU Member States participants in terms of origin



Highlights in 2016

Privacy in the Digital Age of Encryption and Anonymity Online

The Hague (NL), 19-20 May 2016

In collaboration with Europol, EIPA organised a conference on privacy and security. Some 120 participants attended



this innovative programme that explored the difficult question of how to balance privacy and security, with a focus on the latest systems of encryption, anonymisation and pseudonymisation. Fifteen renowned international experts made for an exciting programme. Interactive workshops provided by practitioners enabled participants to enhance their competences during the conference, which was hosted at the Europol headquarters in The Hague (NL).



Welcome speech by Marga Pröhl, DG EIPA



From Left to right: Udo Helmbrecht, Executive Director ENISA; Prof. Dr Marga Pröhl, DG EIPA; Rob Wainwright, Director Europol; Giovanni Butarelli, European Data Protection Supervisor.

DG's visit to Hungarian Public Administration

Budapest (HU), 13-15 April 2016



From Left to right: Ms Cristiana Turchetti, Head of Unit European Public Management EIPA; Mr Norbert Kis, Vice-Rector of NUPS; Prof. Dr Marga Pröhl, DG EIPA; Ms Pavlina Stoykova, Lecturer and Coordinator Contracting and Tendering EIPA.

By invitation of EIPA's Hungarian Board Member, the Rector of the National University of Public Service (NUPS), Prof. Dr András Patyi, EIPA's Director-General (DG) attended a number of meetings at NUPS and various other national institutions, such as the Prime Minister's Office, the Ministry of Foreign Affairs and Trade and the Hungarian Academy of Justice

Our DG regularly visits our Board Members in their countries in order to meet with key people in national governments who deal with public administrations and training. Finding out about the needs of the various public administrations helps us to develop the most relevant services for the countries in Europe.

Highlights in 2016

EPSA-Knowledge Transfer Conference on Urban Development for Healthier Cities: a Cross-cutting Approach to Innovative Local Governance

Barcelona (ES), 13-14 June 2016



In collaboration with and supported by the Provincial Council of Barcelona, our Centre in Barcelona organised a conference dedicated to spreading knowledge that had been gathered and developed as part of the last European Public Sector Award (2015). The conference provided a platform to share successful solutions and approaches that create healthy cities by means of inter-departmental and cross-sectoral actions at a local level.



During the two days, speakers from all over Europe shared their pioneering approaches in this field. Nearly 250 participants from all over Europe enjoyed the opportunity to learn from the best European cases and to exchange ideas with other experts and practitioners.

EIPA's DG speaks at the Global Public HRD Conference

Seoul (KR), 2 September 2016

At the 2016 Global Public HRD Conference, our DG was one of the keynote speakers at the opening session entitled 'Enhancing the roles of civil servants' educational institutions in driving government innovation forward'.



Visit of the Regional School of Public Administration (ResPA) to EIPA Maastricht (NL), 9 November 2016

EIPA has a long-standing cooperation with ResPA, as we delivered technical assistance towards its establishment between 2008 and 2011. Since then, we regularly provide training, consultancy and technical assistance in support of the mission of the school. On 9 November, our DG met with Ms Ratka Sekulovic, the new Director of ResPA.



From left to right: Mr Diego Ramírez-Cárdenas Díaz, Senior Lecturer EIPA; Mr Tomasz Kramer, Lecturer EIPA; Prof. Dr Marga Pröhl, DG EIPA; Ms Ratka Sekulovic, Director ResPA; Ms Ivana Bajo, PA to Ms Ratka Sekulovic; Mr Nick Thijs, Senior Lecturer EIPA.

7th European CAF Users' Event Bratislava (SK), 30 November 2016



The CAF Users' Events have become a biannual tradition that brings together CAF users from all over Europe and beyond to exchange inspiring practices and learn from each other. The events maintain and strengthen the network of CAF users and assure the continuity and sustainability of the work on improving quality in the public sector. The 2016 edition was hosted by the Slovakian Presidency of the Council of the EU in Bratislava.

Our European CAF Resource Centre supported the organisation of the event by coordinating the input from the CAF National Correspondents Network and bringing together 20 inspiring cases by 43 candidates from 13 countries. The study paper 'CAF Improvement Identification, Prioritisation and Implementation' was the result of this joint effort and was presented at the event.



All twenty cases were highlighted during twelve parallel workshops, each with their own theme. These sessions alternated with three keynote speeches. In the afternoon, the programme concluded with a panel debate on how the CAF contributes to structural reform.

The event was attended by almost 200 participants, whose feedback – with an average score of 8.2 out of 10 – was testament to its success.



35 years of EIPA

25th Anniversary of the Treaty of Maastricht

EIPA's EU Forum

Maastricht (NL), 10 November 2016



Last year was the 25th anniversary of the European Summit in Maastricht. The Treaty of Maastricht was signed here on 7 February 1992. For more than 35 years, our institute has been helping the EU institutions and Member States to tackle the practical challenges of European integration. In light of this, there was ample reason to organise a European Forum that gathered some of the key players in Europe and sought to discuss new ways of ensuring that the EU's ambitious objectives are implemented successfully.

Consequently, on 10 November, policymakers and practitioners from the EU institutions and Member States gathered in our headquarters in Maastricht, the cradle of the Treaty on the European Union, to listen to some truly fascinating speakers in three consecutive panel sessions. The key topics were the quality and effectiveness of public administrations in Europe, innovative ways to strengthen the interaction between the EU institutions and national administrations as well as how to improve policy implementation.

The participants came from all over Europe. Of course, many of our stakeholders such as members of our Board of Governors, the European Commission, national governments, the Province of Limburg and City of Maastricht attended this special event, but also other European training schools, contractual partners and finally yet importantly, former colleagues were drawn to the Forum. In summary, the EU Forum was an enriching and celebratory day for all!



Overview EIPA's EU Forum participants; Welcome and opening remarks by Mr Theo Bovens, Governor and King's Commissioner for the Province of Limburg; Closing remarks by Mrs Annemarie Penn-te Strake, Mayor of Maastricht.

Three Panel sessions

1. New Challenges for Public Administrations in a Troubled Europe



Panel 1: Mr Guy Verhofstadt, Chairman, EIPA's Board of Governors, and President of the Group of the Alliance of Liberals and Democrats for Europe (ALDE), European Parliament; Mrs Paulette Lenert, General Coordinator of the ministerial Department of Civil Service and Administrative Reform, Luxembourg, and member of EIPA's Board of Governors.

2. Finding Innovative Ways of Making Things Work



Panel 2: Dr Peter Dröll, Director for Industrial Technologies, DG for Research and Innovation, European Commission; Mrs Simone Roos, DG for Public Administration, Ministry of the Interior and Kingdom Relations, NL; Prof. Dr Gerhard Hammerschmid, Professor of Public and Financial Management, Hertie School of Governance, Berlin.

3. Learning and Development as Key Measures to Foster Innovation and Better Functioning of Public Administrations – EIPA's Experience



Panel 3: Prof. Dr Marga Pröhl, DG EIPA; Mr Florian Hauser, Policy Officer, ESF Legislation and Policy, Financial Engineering Unit, DG Employment, Social Affairs and Inclusion, European Commission; Mr Pavel Ivanov, Director, Institute of Public Administration, Sofia, and Bulgarian member of EIPA's Board of Governors



[view image gallery](#)

Training Courses

78 training courses
1,571 participants
3,796 training days

Our open enrolment training courses address the latest developments and upcoming challenges in key areas of European affairs and public management. They offer our participants from all over Europe the chance to get involved in practice-oriented discussions with leading experts and counterparts from other countries and institutions.

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

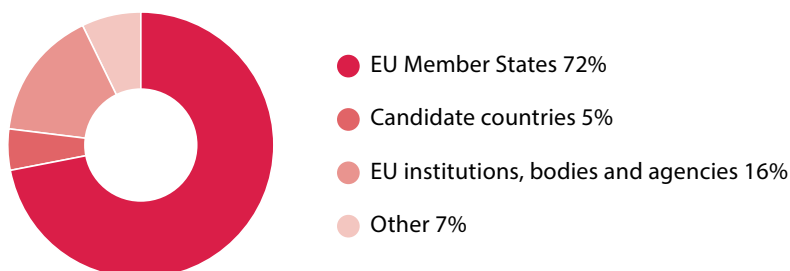
Last year, we could see that our participants really appreciate our multi-disciplinary learning methodology and the comparative approach that is a hallmark of each of our seminars. Just like in years gone by, the practice-oriented discussions with leading European experts from individual Members States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

In 2016, we once again organised many open enrolment training courses in our core topical areas:

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

Most of our open activities took place in our attractive headquarters in Maastricht as well as near our locations in Barcelona and Luxembourg. As in previous years, we also organised a number of open seminars in Brussels, the capital of the European Union, as well as selected seminars in Dubrovnik, Berlin and Vienna. In 2016, we also delivered activities in Amsterdam and The Hague for the first time. These are examples of how we use various locations to reach a wider range of participants. In addition, we explore national markets by offering seminars in the national language, such as our seminars in Barcelona and Madrid. We are always ready to adapt our activities to the needs of specific target groups in order to ensure that knowledge can be disseminated to an even wider public.

Ratio of participants in terms of training courses



Training Courses: an Overview

EU Governance

Understanding EU Decision-Making: Principles, Procedures, Practice

Der Entscheidungs- und Umsetzungsprozess in der Europäischen Union for German Länder Officials

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

Working with Impact Assessment at the EU Level

Understanding the EU Budget: Less of the Same Until 2020?

Understanding the EU Budget: The Functioning and Reform of EU Finances

EU Negotiations: The Six Skills to Shape EU Decisions in Commission Committees and Council Bodies

EU Presidency Challenges: The Eight Steps to Successfully Manage and Chair Groups

Europe on the Internet - Finding your Way through the European Information Jungle

EU Policies

Migration and Skills: Successful Labour Market Integration through Recognition of Professional Qualifications

Summer School on EU Economic Integration and Local and Regional Development

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

The New Procurement Directive, Financial Regulation and Implementation

Recent Developments in European Public Procurement and Case Law

European Public Procurement, PPP/Private Finance and Concessions

Electronic Procurement in the EU - Rules and Practices

Reforming European Defence and Security Procurement?

¿Cómo Cumplir con Europa? Soluciones ante la Nueva Contratación Pública

Competitive Dialogue and Negotiated Procedures Master Class

How to Select and Develop a Convincing Project Strategy for EU 2020 Funding - Dos and Don'ts!

Making ESF a Success: Challenges and Best Practice in Programme Management, Monitoring and Evaluation

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

Implementing the European Structural and Investment Funds Regulations, 2014-2020

Good Practice for Implementing Structural Funds Programmes 2014-2020

Financial Management and Closure of New and Old Structural Funds Programmes

Financial Management of EU Structural and Investment Funds

Financial Management and Audit of EU Structural and Investment Funds, 2014-2020

Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How? New CBA Guide 2014-2020

Cost-Benefit Analysis (CBA) of EU-Financed Projects: Advanced Course - Programming Period 2014-2020

Evaluation and Monitoring of EU Structural and Cohesion Funds Programmes, 2014-2020

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

Performance Auditing of EU Co-Funded Investments carried out by the European Court of Auditors

Major Projects and Revenue-Generating Projects in Practice

Understanding the Transatlantic Trade and Investment Partnership (TTIP)

Successful Preparation and Implementation of Twinning Projects

Certification Programme for Data Protection Officers and Other Data Protection Professionals

Privacy in the Digital Age of Encryption and Anonymity Online

Moving Securely to the Cloud - Key Issues, Risks and Compliance

Training Courses: an Overview

EU Public Management

Performance Management in Public Sector Organisations: The Contribution of the CAF

Evaluation Capacity Building in the EU: Counterfactual and Theory Based Approaches for Evaluating Impact

Mastering Theory-Based Impact Evaluation

European Project Management Academy: From theory to practice in 4 steps

Improving Public Sector Performance in the 21st Century

Better Public Service Delivery and Cost Reduction through Innovative Change Management Processes

Managing Risks in Public Finances - What to Do and How to Do It

Public Sector Budgeting for Service Delivery: What to Do and How to Do It

EU Law

European Union Civil Service Law

Most Recent Developments in Environmental and Climate Change Areas

Summer School on EU Law and its Implementation

Procedures and Strategies of Litigation before the European Court of Justice of the European Union

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

Collecting Evidence in Criminal Matters

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

EU Law for Non-Lawyers

EU Law for Non-Lawyers: Introduction to institutional and regulatory framework for financial services

EU Environmental Law for Non-Lawyers

EEA Law for (Non-) Lawyers: The Interaction between the European Union Law and EEA Law

Preparing for the EPSO Competitions: The Road to the European Institutions



Online Learning

www.eipa.eu/ilearn



Self-study modules

We offer a range of self-study modules, available via our i-Learn portal. These modules enable our clients to enjoy a comprehensive learning experience from the comfort of their office, home or anywhere else.

Tailor-made solutions

In 2016, we continued the development of our custom-made learning solutions for various clients. Our online courses offer organisations the opportunity to achieve their particular learning goals and are always the result of a thorough co-creation process, during which our experts join forces with the contracting partner. Their shared goal is to develop an optimised e-learning course that matches the ambitions and targets of the organisation concerned. Over the course of 2016, we worked on a variety of projects for a number of clients.



The creation of a new e-Learning course on Data Protection for the International Committee of the Red Cross (ICRC) is just one example of how we produce individual solutions, tailored to the needs of a specific client. 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. In this learning solution, we make 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, to enable ICRC staff to measure their level of knowledge and to trigger them to find out more. The e-Learning course for the ICRC is to be delivered in English and French in 2017.

You can read more about the custom-made courses we developed for the European Commission in the section on page 40.

EU Decision-Making

The Council of the European Union and European Council

The Leadership Architecture: Multiple Presidencies

Ordinary Legislative Procedure

EU Policies

Public-Private Partnerships: A Key Tool for Europe 2020

EU Law

Introduction to the EU Legal System

The Infringement Procedure

The EU Courts

EU Public Management

Project Cycle Management (PCM) - Corso online su come scrivere e gestire un progetto (*only in Italian*)

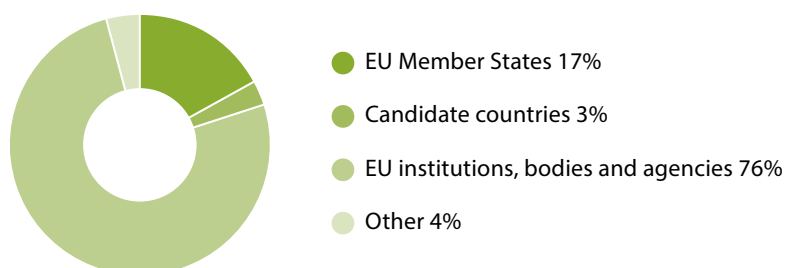
Contract Activities



555 activities
9,620 participants
13,571 seminar days

In 2016, we once again offered and hosted more than 500 contract activities. This enabled 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 services were once again in demand by such distinguished partners and that we were able to deliver such an extensive range of activities, most of which were tailored to our clients' needs. The following pages feature a list of our contracting partners, followed by a selection of deliverables that give an impression of the various types of services we deliver. These range from services for the public administrations of the European Union and the Member States as well as services that are customised for a specific group of clients – in this case the national judiciary – to capacity building and organising study visits for both European and non-European clients. Besides that, our study for the Dutch government is an example of our approach to comparative research.

Ratio of participants in terms of contract activities



Our Partners in 2016

European Institutions/Agencies and Bodies

Committee of the Regions (CoR)
Council of the European Union
Court of Justice of the European Union (CJEU)
European Banking Authority (EBA)
European Centre for Disease Prevention and Control (ECDC)
European Commission (EC)
European Commission Representation in Finland
European Court of Auditors (ECA)
European Data Protection Supervisor (EDPS)
European Economic and Social Committee (EESC)
European External Action Service (EEAS)
European Investment Bank (EIB)
European Medicines Agency (EMA)
European Parliament (EP)
European Union Agency for Railways (ERA)
European School of Administration (EUSA)
European Union Agency for large-scale IT systems in the area of freedom, security and justice (EU-LISA)
Executive Agency for Small and Medium-sized Enterprises (EASME)
Research Executive Agency (REA)
Europol

Central Government's Ministries

Austrian Federal Chancellery (AT)
Belgian Ministry of Defence (BE)
State Treasury of the Republic of Finland (FI)
Department for European Policy, Italian Presidency of the Council of Ministers (IT)
Ministry of Personnel Management of the Republic of Korea - MPM (KR)
Ministry of Foreign Affairs of the Republic of Lithuania (LT)
Luxembourg Ministry of the Civil Service and Administrative Reform (LU)
Luxembourg Ministry for Foreign Affairs (LU)
State Chancellery of the Republic of Latvia (LV)
Ministry for Sustainable Development, the Environment and Climate Change, Malta (MT)
Dutch Ministry of Foreign Affairs (NL)
Ministry of the Interior and Kingdom Relations (NL)
Ministry of the Interior of the Republic of Serbia (RS)
Ministry of Interior of the Slovak Republic (SK)
Foreign & Commonwealth Office (UK)

National Agencies and Authorities

Centre for Legal Studies and Specialised Training – CEJFE (ES)
Italian Permanent National Committee for Microcredit (IT)
The Supreme Court of Korea (KR)
Luxembourg Development Cooperation Agency (LU)



Regional/Federal/Local Authorities

Government of Flanders, Regulatory Management Unit (BE)
City of Mannheim (DE)
Municipality of Barcelona (ES)
Municipality of Maastricht (NL)
Province of Limburg (NL)
Møre and Romsdal County Administration (NO)

Public Administration Networks and Schools

Bulgarian Institute of Public Administration - IPA (BG)
Cyprus Academy of Public Administration - CAPA (CY)
Basque Institute of Public Administration - IVAP (ES)
Korea Institute of Public Administration - KIPA (KR)
Luxembourg National Institute of Public Administration - INAP (LU)
Regional School of Public Administration - ReSPA (ME)

Universities

Riga Graduate School of Law (LV)
Maastricht University (NL)

International Organisations

Council of Europe
European Organisation for the Safety of Air Navigation - EUROCONTROL

Others

Benchmarking Partnerships (AU)
Education Centre for the Utilities and Waste Management Sectors Ltd., Essen - BEW GmbH (DE)
German Agency for International Cooperation - GIZ (DE)
Incospro GmbH Operational Excellence in Supply Networks (DE)
International Organisation of La Francophonie - OIF (FR)
National Welfare and Assistance Office for Psychologists - ENPAP (IT)
Korea Development Institute - KDI (KR)
OK Service Corporation (RO)

Services to the European Union



EIPA is proud to be one of the core providers of training and related services for the EU institutions, bodies and agencies. Since 2002, our institute has been awarded four successive multiannual framework contracts on EU governance: the first two managed by EIPA alone, the third and fourth in a consortium with the College of Europe and Lattanzio Learning. On top of that, in 2016, we also won the framework contract on policy making and strategic management, in partnership with Capita Business Services.

459 activities
6,501 participants

These are large-scale programmes. In the course of 2016 alone, we, together with our partners, delivered a total of 459 activities for the EU.

The services are provided for many different EU entities. The largest numbers of activities were requested by the different services of the European Commission (together representing 46% of the total in 2016) and the European Parliament (37%). We also delivered services for the European External Action Service and the Council of the EU, as well as the European School of Administration, the Committee of the Regions, the European Economic and Social Committee, the Court of Auditors, the Court of Justice and seven different EU Agencies.

Participants in terms of origin



Many courses form part of the institutions' core catalogues. They are developed in close consultation with the requesting authority, and then tested in a pilot activity with a selected group of internal experts and authorities, before being validated and opened to enrolment.

EIPA works in this way with the Directorate-General for Human Resources of the European Commission in delivering a range of courses on economics, as well as with the Commission's Secretariat-General (SG) on different aspects of EU governance. Our staff was involved in the original design of the introductory Ariane courses on EU decision-making that are offered by the SG to all newcomers, and have worked closely with the Commission in developing these courses ever since, including their partial transformation into online learning modules. Our experts also provide more specific courses on the ordinary legislative procedure, the Commission's relations with the Council and the Parliament, and delegated and implementing acts. A new course on EU Agencies will be offered in 2017. All these activities are developed in collaboration with Commission officials, and draw on internal Commission expertise also in their delivery, with a view to maximising the direct relevance of the activities for the work of the officials who participate.

Likewise, EIPA has worked closely with the Secretariat of the European Parliament in offering courses for officials. We offered twelve such series in 2016, ranging from legislative drafting and better regulation to external action and EU citizenship. We also regularly contribute specific modules on EU decision-making to the programmes offered by the European School of Administration (EUSA).



In the field of international affairs, we cover a range of specialised topics. In the case of the European External Action Service, for example, in the last year these included themes such as consular coordination and crisis management, energy security, human rights, public diplomacy, political analysis and reporting, as well as addressing the EU's relations with the United States, Russia and China, and the perspectives for the EU's global strategy as a whole.

A number of our courses are offered across the EU system, building on a common set of basic modules and incorporating specific elements of direct relevance for the partner organisation. One example is our activity on 'law for non-lawyers'. Our tailor-made courses on EU decision-making are another case of a training that we developed for various EU agencies.

Over the last years, online learning has come to be a part of the services EIPA delivers to the European Union. Usually, these are tailor-made courses which are developed at specific request. In 2016, for example, we worked on 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. This module will be delivered in the course of 2017. Another project, which had been commissioned by DG HR, entailed the development of a new data protection game which was launched on European Data Protection Day (28 January 2016).

Activities for the Italian Public Administration

For several years now, we have been providing activities for various Italian public administration bodies and associations. These contracts mostly involve training and the delivery of services to large groups of officials or other groups.

In 2016, in the framework of these annual contract agreements, we continued our long-standing cooperation by offering tailored training and technical assistance activities to organisations including the National Agency of Microfinance and the Department for European Policies of the Council of Ministers. The objective under these cooperations was to foster capacity building and transfer practical knowledge to national public servants.

Our experts provided a variety of services, such as the design and implementation of comparative research, surveys to analyse training needs as well as the updates for official websites. We also organised practical training programmes for several hundred participants, all of which were held in Italian. As these training programmes took place at various locations in Italy, we were able to disseminate knowledge to a wide range of people.

These activities are a recent example of how we tailor our offer to specific national and local requirements, including by delivering programmes in the national language.



Florence



Rome



Verona

Training Projects for National Judiciaries

Since 1992, EIPA's European Centre for Judges and Lawyers in Luxembourg has been providing training in European law for civil servants and legal professionals. Specifically as regards the justice sector, our training offer has gradually broadened to include cross-border judicial and law enforcement cooperation, quality management and the application and management of ethical standards and deontology. In addition, recent years have witnessed the development of particular methodologies to evaluate not only the quality, but also the usefulness and effect of training activities, studies and online and e-learning materials produced within the framework of such projects. We continuously strive to make training activities even more practice-oriented and relevant to real-life situations.

In 2016, our experts were involved in four training projects that were co-financed by DG Justice action grants and addressed different target groups. We were also a leading co-beneficiary partner in one project with the Polish National School of Judiciary and Public Prosecution. As part of this project, a series of two-day, practice-oriented training activities were developed and implemented that focused on the fundamental rights aspects of the European Arrest Warrant (EAW). Alongside building on common presentations on the EAW, each event had a different focus, such as how 'the EU procedural guarantees legislation and the EU Charter on Fundamental rights relevant for a national criminal procedures' or 'how national courts can refer questions to the Court of Justice of the European Union (CJEU) and what is the role of the CJEU in judicial cooperation in criminal matters'.



In another project, led by *Justice Coopération Internationale* (Justice International Cooperation, JCI), to address the need of non-judge court staff and bailiffs to better understand and apply relevant EU procedures and tools in cross-border cases, we developed and delivered three four-day activities: one on legal terminology in English and two train-the-trainers activities. The latter developed training materials and manual-type documentation that would facilitate not only the participants' use, but also other trainers' use of the materials in the future.

In the last two projects, one led by CNUE and the other by the University of Milan and the Association of Italian Notaries, our role was to evaluate the project deliverables, which included training activities, conference-style activities, various studies and training materials. Apart from the conventional quality evaluations of the project deliverables, specifically as regards the training activities, EIPA evaluated the effect of the training and the usefulness of the deliverables for the studies and online training materials.

Capacity Building in the Candidate and European Neighbourhood Policy Countries



Within the framework of various contracts and institutional collaborations, EIPA continues to provide various forms of technical assistance to countries that are on their way to becoming members of the European Union (EU), as well as countries covered by the European Neighbourhood Policy (ENP).

As part of a Convention with the Luxembourg Ministry of Foreign and European Affairs (MFEA), EIPA's Centre in Luxembourg has been offering training and consultancy activities in the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey. The Convention also provides a number of scholarships to attend our open enrolment activities for officials from these countries as well as from Albania, Bosnia and Herzegovina and Kosovo.

This multi-beneficiary Convention enabled us to provide a broad range of services:

- **Evaluation** of quality and effect of services provided in the beneficiary partner countries under the previous year's Convention and an **analysis of new needs** that can be covered by a new Convention.
- **Face-to-face training activities** for groups of officials from government administrations or judicial bodies (courts and public prosecutor offices). In 2016, the training activities for officials from public administration focused on issues related to the countries' efforts in terms of legislative approximation (e.g regulatory impact assessment), preparations to participate in the EU decision-making process and the system of delegated and implementing acts. The training activities for the judiciaries concentrated on specialised EU law topics such as judicial cooperation in criminal, civil and family matters, environmental law and international contract law, as well as more managerial issues such as the introduction of quality management in the justice sector and managing the implementation of codes of ethics. A common feature of all the training activities was the focus on the practical application of the rules and the use of interactive methodologies. This allowed the participants to not only learn about but also use and work with the rules or procedures covered by the respective training activities.
- **Consultancy:** In 2016, experts from our Centre in Luxembourg drafted training curricula for the different groups of judicial officers and staff. These curricula were informed by the training needs analyses conducted under previous Conventions between MFEA and EIPA for different groups of judicial officers, including judges, prosecutors, court presidents and court staff. Some of these honed in on EU law topics, while others centered on training that strengthens the administrative and managerial capacities of the courts and public prosecution offices.

“ *The Ministry of Foreign and European Affairs of Luxembourg has cooperated with EIPA Luxembourg on the provision of technical assistance to countries, which have applied for membership of the EU, for nearly 20 years. Over the years, the Ministry has highly appreciated the EIPA staff's deep insight into the conditions and needs on the ground in the beneficiary partner countries (BPC) as well as their professional approach in developing and delivering projects tailored to meet the identified needs in each BPC. In my capacity as Director for International Economic Relations and European Affairs, I have appreciated the professional and flexible approach taken by EIPA Luxembourg in our cooperation on the development and delivery of capacity-building activities and projects in the West Balkan countries and Turkey.*

Mr. Gaston Stronck of the Luxembourg Ministry of Foreign and European Affairs



In 2016, we once again supported the Regional School of Public Administration (ReSPA) in its efforts to create a new spectrum of activities that would aid the development of the administrative legal frameworks in the Western Balkans. Our experts assisted in the development and implementation of a workshop in Serbia and a conference in Montenegro. The latter aimed to identify good practices related to the application and enforcement of both European and international administrative law standards, as well as the development of capacity-building activities in these areas.

EIPA was the leading body in three successive projects funded by the European Commission, which since 2004 have endeavoured to bolster the development of an EU-Southern Mediterranean area of justice and to strengthen the capacities of the latter countries' judiciaries and justice authorities to become involved in cross-border judicial cooperation in civil, family and criminal matters. Now, EIPA is the senior partner in a FIIAPP-led Consortium that in early 2016 was awarded the fourth generation of contracts to implement the EuroMed Justice project. The other members of the Consortium are Center for International Legal Cooperation (CILC) and *Justice Coopération Internationale* (JCI).

In 2016, we also continued the rollout of another EuroMed project that provides information and training seminars to diplomats from the Euro-Mediterranean area. As part of a consortium led by the French National School of Administration (ENA), EIPA has been involved in this multi-annual project since 2012. In 2017, we once again organised two seminars for diplomats from both shores of the Mediterranean. All seminars in the project adopt a multi-disciplinary approach, uniting eminent stakeholders from the political, academic and institutional spheres as well as civil society. The seminars use learning methods such as workshops, simulation exercises and case studies, so that participants are able to familiarise themselves with negotiation skills and working methods within multicultural environments.

Services for Local Governments



The continuation of the European City Economic and Financial Governance (CEFG) Group

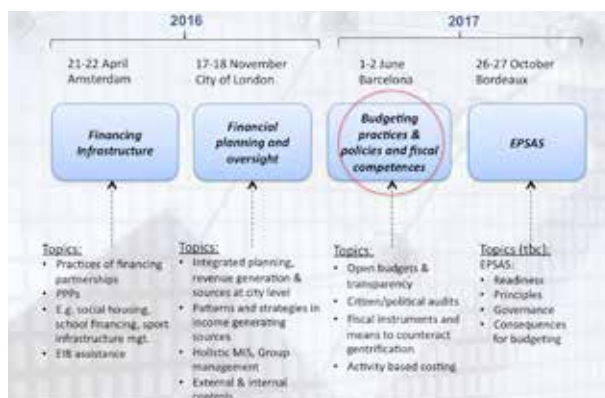
Cross-country learning and the harmonisation of financial standards at the local level

Since 2014, one major initiative by EIPA for local governments is the European City Economic and Financial Governance (CEFG) Group www.cefg.eu. It brings together the CEOs, CFOs and Directors of Finance in the field of economic and financial governance of the eight major European cities of Amsterdam, Barcelona, Bordeaux, Dublin, Hamburg, the City of London, Milan and Vilnius. This high-level partnership is recognised and accompanied by the European Commission – Eurostat, as it coincides with their efforts to formulate the European System of Accounts (ESA) and the European Public Sector Accounting Standards (EPSAS) and to implement them across the EU. The group is managed by our Centre in Barcelona, which acts as the network's secretariat.

The uniqueness of this network lies in the fact that it is the first time that fiscal and financial management issues are discussed from a cross-border perspective at a city level. In fact, the importance and success of this network is also mirrored in the last conferences to which EIPA was invited, being the EPSAS Working Group meeting (organised by Eurostat in April 2017 in Lisbon) and the upcoming Metropolis World Congress in Montreal in June 2017. Here we will introduce the group and present our results.



The CEFG Group members, London, 17-18 November 2016.



For 2016 and 2017, these cities exchanged and foresee to exchange their views and practices relating to financing infrastructure (financing partnerships and PPPs), financial planning and oversight (revenue generation at local level and integrated planning), budgeting practices and policies and fiscal competences (open budgets and activity-based costing) and the European Public Sector Accounting Standards (EPSAS, forthcoming).

One of the recent achievements is the update of the Standardised Financial Reports and Financial Health KPIs for City Governments in Europe for the eight city members over the years 2013 to 2015. This report is supplemented by a visualisation of the ten financial health KPIs included in the reports for 2015

With the EPSAS in the pipeline, knowledge transfer and training in good financial management and accruals-based accounting will play a key role in the near future. In this respect, EIPA developed its Economic and Financial Governance initiative as a learning path towards good financial management, for which the successful international and high-level CEFG Group is one important pillar. As part of state-level or local implementation projects, the lessons learnt and best practices of this cutting-edge group will be passed on to respective governments and bodies at other administrative levels in various other EU member states. Consequently, leading practices in financial and economic governance will be scaled up to provide reinforced management capacity in the European public sector.



In concrete terms, the learning path is composed of different modules on strategic, budgetary and financial governance, budgetary practices and integrated financial management systems, the International Public Sector Accounting Standards (IPSAS) and their possible role in the European Public Sector Accounting Standards (EPSAS), as well as the disclosure and transparency of budgets. EIPA offers this learning path as a full package or as separate modules based on the specific interests of each administration.

Building on the strong partnership, commitment and information-sharing culture within the CEFG Group, discussions have already started to pave the way towards 2020. The future direction and upcoming topics for the next phase will be addressed at the next meeting in Bordeaux in October 2017.



Study Visits

Alongside our main activity of disseminating knowledge to public officials in the European Union, we regularly organise study visits and programmes for public officials from non-member states. We put together these visits and programmes for the European Commission, a Member State or for the participants' country. Some programmes are singular projects, while others are part of a long-standing collaboration. Over the years, experience has shown that participants from outside Europe greatly benefit from our unique learning methodology and the combined approach of theory and practice, as well as from the opportunity to learn from European best practices.

Core Public Administration Training Programme for Female Afghan Civil Servants

On behalf of the Delegation of the European Union in Afghanistan, EIPA designed and implemented a two-week training programme for a group of 20 female senior civil servants from Afghanistan. The programme had a broad setup, covering strategy and knowledge management, gender equality and democratic governance, budget and financial management, monitoring and evaluation tools, as well as anti-corruption measures, project management, leadership and change management.



South Korean Senior Civil Servants



Our institute has also received study groups from South Korea for many years, and we are very pleased that in 2016 we could continue to offer training to different groups of Korean senior civil servants.

1. We developed two different tailor-made services for the NHI (National Human Resources Development Institute). The first programme was dedicated to regulatory reform and included an analysis of the various methodologies applied throughout Europe, as well as public-private

partnerships and related ethical aspects. It combined traditional face-to-face training sessions (with case studies and workshops held in Maastricht) with study visits to the most important European Institutions such as the Parliament, the Court of Auditors and the Dutch Ministry of Economic Affairs. The programme was delivered to a group of 25 officials from the NHI and lasted ten days, from 20 November to 1 December.

The second programme was an intensive short-term course that we developed for a small group of experts from the NHI. The aim was to deepen the participants' knowledge of the functioning of the European development policies and European Development Fund. Additionally, the experts received training on project-management skills for the specific European funds available in Asia. The delegation of officials from the NHI greatly appreciated the chance to enhance their expertise in these areas.

2. For the sixth year in a row, our Antenna in 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 9 European courts for 7 delegations were organised over the course of the year.

Quality Management for Bosnia and Herzegovina

On 6 to 8 June 2016, a delegation of 25 senior civil servants from various organisations in Bosnia and Herzegovina participated in a Study Tour organised by the European CAF Resource Centre, established at EIPA. The study programme was part of the Thematic Area for Quality Management within the Programme for Strengthening of Public Institutions in Bosnia and Herzegovina, as commissioned by the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)*.



The programme consisted of several testimonies and examples of quality instruments used in the public sector both in Belgium and the Netherlands, such as customer and staff satisfaction measurement systems. The delegation members could meet with their Belgian counterparts in five parallel meetings with different operation services in Belgium. Alongside this, three National CAF Correspondents illustrated how CAF is used in their countries. The programme also elaborated on the ISO and how it relates to the CAF.

The feedback from the participants on the Study Tour was very positive. EIPA's CAF Team was also delighted to offer help to the various group members and deepen their knowledge of the most suitable quality approach for their organisations.

Study Visits

Spreading CAF in Senegal

On behalf of the Luxembourg Government, mid 2016 saw the start of a collaboration between the Senegalese Office of Organisation and Methods (*Bureau d'Organisation et Méthodes [BOM]*) and the European CAF Resource Centre at EIPA, with the view of introducing CAF in the Senegalese public administration.

The BOM is part of the Secretariat General of the President of the Republic of Senegal. It consists of advisors on organisational issues who support the Senegalese public administrations in their development goals. It plays an important role in how the Senegalese public administration implements its modernisation strategy and also supports introduction of quality management.

In June 2016, the BOM visited Belgium and the Netherlands to learn about CAF. Working together with Senegalese civil servants, the head of our CAF Resource Centre and the Belgian national CAF correspondent developed a strategic plan for the introduction of CAF in Senegal. Three operational objectives to be realised by the end of 2017 were defined in order to build up the capacity for assisting public administrations in their implementation of CAF. These objectives were:

1. the implementation of CAF at the BOM itself;
2. the creation of an expert team on CAF in BOM and the implementation of CAF in two ministries, assisted by EIPA's CAF experts, with the expert team of the BOM as observers;
3. the implementation of CAF in two other ministries assisted by the expert team of the BOM, with the EIPA experts as observers.



The CAF self-assessment of BOM resulted in an improvement plan consisting of ten strategic actions and twelve Quick Wins. Although intense, the learning process for the Senegalese delegation led to a remarkable result. The challenge now is to use the knowledge of the theory and practice of CAF in assisting other organisations in their implementation of the model. EIPA's CAF team is very enthusiastic about continuing the support of the Senegalese civil servants on this journey toward excellence. In 2017, our experts will deliver further services, including Train the Coaches Training in Dakar (SN).

Comparative Study

'The Executive Pay of High-Level Officials in the Public and Semi-Public Sector within the EU Member States'

This in-depth comparative study for the Dutch Ministry of the Interior and Kingdom Relations was conducted against the backdrop of the ongoing public and political debate concerning the law that sets standards for the executive pay of high-level officials in the public and semi-public sector in the Netherlands: *the Wet normering topinkomens* (Executives' Pay (Standards) Act, WNT).

The overall approach to develop the methodology focused on case-by-case comparisons and was supported by our deep understanding of the client's need to investigate the relevant EU Member States' practices and arrive at a number of recommendations of possible ways to apply these in the Dutch system.

Within the overall three stages of the study, which started from a wider theoretical overview of all the 28 Member States and moved to a very practical, case-by-case comparison, the research looked closely at:

- the arguments in the public and political debates for and against the introduction of a regulatory policy;
- the regulatory measures, methods and norms applied in the public and semi-public sector of the respective EU countries;
- the implementation strategies,
- the management of exceptions;
- the control mechanisms;
- the performance of the most similar and most different country cases, respectively Italy and Poland.

The Dutch Parliament has discussed the results, achievements and best practices identified within the EU in order to contribute to the ongoing debate on the potential advantages and challenges of changing certain elements of the WNT. This attention highlights the effective impact and relevance of the research project as a whole.

This study is an excellent example of how we approach the development of tailored research and the dissemination of knowledge by combining a theoretical overview of topics and practical examples.





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